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Influence Of Stakeholder Participation On Service Delivery Of Nairobi City County, Kenya

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Abstract
In the public sector, effective service delivery organizations as it leads to increased customer satisfaction, effectiveness, cost savings, improved reputation, better use of resources, and greater accountability. It also allows organizations to be more innovative, responsive, and sustainable in the long run. Public institutions often face challenges in achieving similar levels of efficiency due to corruption, inefficiency, poor resource management, bureaucratic frameworks, limited accountability, resistance to change and resource constraints. The study sought to investigate the influence of stakeholder participation on the service delivery of Nairobi City County, Kenya. The study was anchored on the new public management theory. The study adopted a descriptive research design targeting 40 top management employees at the Nairobi county government. Census was used where all the 40 County Executive Committee Members and Chief Officers in each of the departments in Nairobi City County were included in the study. The study utilized a structured close-ended questionnaire. The study found that 82.8% of the variation in service delivery is explained by stakeholder participation. Stakeholder participation significantly enhances service delivery in Nairobi City County (β= 1.007, $p < 0.05$). The study recommends for strengthened structured mechanisms for citizen engagement and integration of feedback from departmental heads and managers into planning.

Keywords; *Stakeholder participation, Service Delivery, Nairobi City County*

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Introduction

The public sector has greatly evolved with increasing demands for excellent service delivery. Organizations have been forced to continually evaluate and monitor ways in which they can thrive, reach a wider market, and retain their existing customers (Gaiardelli et al., 2021). In government institutions, service delivery means providing public goods and services that support the social and economic wellbeing of citizens (Muriu, 2020). However, service delivery in both developed and developing countries continues to face persistent challenges. Citizens across many regions report continued dissatisfaction with public services, often citing issues such as bureaucratic inefficiencies, delays in service provision, and inconsistent quality of services (Dlamini & Khumalo, 2021). Additionally, corruption and mismanagement remain deeply entrenched in some public institutions, eroding the integrity of service delivery mechanisms and diverting resources away from intended beneficiaries (Osei-Kojo & Andrews, 2020).

At the global level, challenges in public service delivery remain multifaceted. Even in developed countries, where resources and institutional capacity are comparatively greater, service delivery is not always exceptional. Multiple contextual issues—such as urban congestion, aging infrastructure, labor disruptions, inequality, and fragmented governance structures—continue to hinder performance. For instance, New York City frequently experiences delays in garbage collection and sanitation challenges, partly due to bureaucratic inefficiencies and funding constraints (NYC Comptroller, 2021). In London, housing shortages and overcrowded public transport persist despite decades of structured urban planning (UK House of Commons, 2022). Similarly, Paris has witnessed recurring waste accumulation during sanitation workers' strikes, such as those that sparked public outcry in 2023 (France, 2023).

In developing regions, particularly across Asia, challenges are even more pronounced. India, for instance, struggles with administrative corruption, overlapping institutional mandates, and rural infrastructure deficits that undermine equitable service delivery (George, 2023; Mondal, 2021). Bangladesh faces persistent difficulties due to weak decentralization, under-resourced local governments, and frequent misallocation of resources influenced by political patronage (Das, 2024; Islam et al., 2025).

At the regional level, particularly in Sub-Saharan Africa, challenges in public service delivery remain widespread, even after decades of decentralization efforts and governance reforms aimed at bringing services closer to the people (Mubangizi, 2022). While these reforms were intended to promote local autonomy, improve efficiency, and enhance citizen participation, their impact has been uneven and, in many cases, limited. Structural weaknesses, such as inadequate infrastructure, shortages of skilled personnel, and poor planning, continue to undermine the quality and accessibility of essential services like healthcare, education, water, and sanitation (Chilunjika et al., 2022).

At the local level in Kenya, there are limited capacity and resources, where many local governments struggle with inadequate funding, delayed disbursements from the national treasury, and poor revenue collection mechanisms. This financial strain affects the provision of basic services such as healthcare, water, waste management, and infrastructure maintenance (Oguso, 2022). Additionally, weak accountability and transparency mechanisms contribute to misuse of public funds and reduce public trust (Nyawira et al., 2023). Within Nairobi City County, these issues are even more pronounced. The Nairobi City County Government is responsible for delivering key services including garbage collection, city planning, fire services, and public transport (Bwibo, 2021). However, service delivery has been characterized by poor leadership, delays, financial mismanagement, and the transfer of certain county functions to the national government. In 2020, for instance, revenue collection was handed over to the Kenya Revenue Authority (KRA) due to concerns over misappropriation of funds (Ngigi & Mutai, 2021), though it was later reverted to the Nairobi City County. Despite such administrative shifts, inefficiencies in service provision remain.

Other challenges facing Nairobi City County include poor communication between government officials and citizens, low civic participation in planning processes, and the lack of a robust performance management framework. Essential services such as waste management, water provision, and affordable housing remain insufficient in many areas, exacerbating public dissatisfaction and triggering periodic unrest (Maina, 2023).

In the public sector context, service delivery is not only about the availability of services but also about how efficiently they are provided, how equitably they are distributed, and the degree to which they meet the expectations of citizens. According to Mugambi and Kariuki (2021), inefficiencies in public resource utilization, bureaucratic bottlenecks, and limited stakeholder engagement often compromise service delivery in devolved units such as counties. This suggests that beyond provision, service delivery is linked to governance practices, accountability frameworks, and the capacity of public officers to align resources with community priorities. In Nairobi City County, where demand for urban services is high due to rapid population growth, the ability of strategic planning to influence resource allocation, citizen involvement, and adoption of innovative solutions becomes central to improving outcomes.

Stakeholder participation is a critical aspect influencing how well organizational policies and actions align with public needs (Jafari et al., 2021). Active involvement of stakeholders, including employees and the general public, fosters engagement, accountability, and transparency in decision-making processes (Fernandes et al., 2021). In South Africa, Dlamini (2019) observes that poor stakeholder participation in planning and inadequate communication of organizational needs have resulted in poor service delivery. However, a common misconception persists that strategic planning is the sole responsibility of top management, which often sidelines valuable contributions from other employees. Strategic planning is critical for effective service delivery, as it sets the direction and priorities for an organization. In this study, stakeholder participation was measured in terms of engagement, consultation and involvement in decision making.

Statement of the Problem

Strategic planning is increasingly recognized as a critical tool for improving the performance of public institutions, particularly in enhancing efficiency, effectiveness, and citizen satisfaction. In Kenya, the Constitution of 2010 and subsequent devolution reforms vested county governments with the responsibility of bringing essential services closer to citizens. Nairobi City County, being the capital and the most populous urban area, is expected to set the benchmark in delivering timely, reliable, and citizen-centered services. However, despite its central role, the county has consistently faced challenges in service delivery manifested in delayed services, inadequate infrastructure, corruption, misallocation of resources, and weak governance structures (Kerubo & Muturi, 2019; Muwonge et al., 2021). These persistent inefficiencies undermine citizen trust and compromise the county's capacity to meet rising service demands.

While strategic planning has been widely studied as a determinant of organizational performance, existing studies have operationalized it differently, leading to gaps in application and measurement. For instance, Ambetsa et al. (2022) examined strategic planning in Kakamega County's water department by focusing on plan timeframes, reviews, and technical capacity. Wanjiku and Njuguna (2024) analyzed strategic planning in Kenya Power Headquarters, emphasizing mission alignment and training, while Mwita et al. (2022) focused on vision and mission setting, environmental scanning, and goal formulation in agribusiness state corporations. Although these studies confirm that strategic planning influences service delivery, they operationalize strategic planning using narrow or generic dimensions, leaving out critical components that directly affect service delivery in urban county settings. The present study addresses this gap by focusing on stakeholder participation component of strategic planning that is particularly relevant to Nairobi City County.

Theoretical Review

The study was ahored on the New Public Management Theory. The New Public Management (NPM) theory was first proposed by Christopher Hood in the early 1990s and has since been developed further by scholars such as Pollitt and Bouckaert (2017). The theory emphasizes efficiency, accountability, and citizen participation as central elements of effective service delivery. NPM views citizens as key stakeholders, whose involvement ensures that public resources are better allocated and that services are tailored to real community needs. NPM postulates that the public sector should operate in a business-like manner by emphasizing measurable performance, efficiency, output control, decentralization, and customer orientation (Lapuente & Van de Walle, 2020). Thus, NPM theory anchors this study by providing a conceptual basis for examining how stakeholder participation influences public service outcomes. It frames stakeholder participation as a tool for driving efficiency, accountability, and customer satisfaction in the delivery of essential services at the county level.

Empirical Literature Review

Masiya et al. (2019) explored how effective public engagement impacts service delivery in South Africa. Their qualitative study focused on 12 different focus groups and found that involving citizens plays a key role in how well service delivery demands are met. They recommended that the municipal council strengthen its relationships with all stakeholders in Cape Town to improve service delivery at every stage. However, the study used equation modeling for its data analysis, which the current study finds somewhat limited. Instead, this research used multiple regression analysis for a more comprehensive understanding. Additionally, Masiya and colleagues employed a descriptive survey design, which doesn't fully suit the goals of the current study. Therefore, this study adopted a combined descriptive and explanatory approach to better capture the complexities involved.

Wijaya (2019) conducted a study evaluating how different actors interacted within Indonesia's WASH (Water, Sanitation, and Hygiene) program. Using a meta-evaluation approach, the study focused on eight key participants. The results demonstrated that the Dutch Non-governmental Organizations (NGOs) gained the confidence and collaboration of stakeholders. This was largely thanks to their ongoing efforts to share information and lessons learned throughout the project. The study also highlighted the presence of an active forum where all sectors and stakeholders could come together to discuss issues related to WASH, which played a big role in the program's success. However, since this study focused on an NGO setup that operates differently from government institutions, the study fills that gap by exploring how similar interactions play out in a government context.

Stakeholder involvement in service delivery at KwaZulu-Natal, South Africa's eDumbe Municipality, was investigated by Zwane and Matsiliza (2022). It looks at how community people, governmental organizations, and other pertinent parties participate in decision-making processes and help to address the community's basic requirements. The study's objective is to evaluate how stakeholders may enhance development and service delivery in the Dumbe region. The study uses a case study design to understand the dynamics of stakeholder engagement and identify the barriers that hinder effective collaboration. The study clearly identifies stakeholder engagement as a critical factor in improving service delivery. The study relies solely on a qualitative approach. While qualitative data provides valuable insights, incorporating quantitative methods (e.g., surveys or statistical analysis) could provide a broader understanding.

In a 2022 investigation, Wanjiru examined how involving stakeholders impacts the delivery of public housing in Nairobi City County, Kenya. Drawing on systems theory and utilizing a case study methodology, the research explored how active stakeholder participation shapes the success and implementation of housing policies. The findings suggest that meaningful stakeholder participation has been rare, thus inadequate understanding of the financing challenges and other issues, such as cost escalations and limited access to information. Furthermore, the study highlights a mismatch between policy goals and realized outcomes, as well as discrepancies in budgetary allocations.

Research Methodology

Research Design

The study employed a descriptive research design, which is effective in accurately profiling individuals, situations, or events (Kothari, 2014).

Target Population

The unit of analysis in this study was the Nairobi City County, Kenya. The unit of observation was the county government's top management employees since they hold key leadership positions and are responsible for overseeing the execution of strategic plans and the delivery of public services in their respective departments. The target population was 40 top management employees at Nairobi City County, Kenya.

Given the relatively small size of this population, a census approach was employed. This means that every member of the target population was included in the study to ensure comprehensive data collection and representation. The census method was chosen to eliminate sampling error and to maximize the reliability and validity of the research findings (Nicolini & Valle, 2011).

Data Collection Instruments

The study utilized a structured close-ended questionnaire as the primary data collection instrument. A five-point Likert scale was primarily employed, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, to capture respondents’ level of agreement with statements across the different sections.

Data Analysis

The data collected was cleaned, coded, and examined to ensure consistency, accuracy, and completeness. The analysis was then conducted and results presented in tabular form for clarity. The study employed descriptive statistics and simple linear regression analysis.

Ethical Considerations

This study followed rigorous ethical standards to safeguard participants’ rights and well-being. All respondents were asked to provide informed consent after being clearly informed about the study’s objectives, their voluntary involvement, and their freedom to withdraw at any point without any negative consequences. To ensure privacy, all personal responses remain anonymous and securely stored throughout the research process. Additionally, the study ensured that the data is used solely for academic purposes and that no personal identifiers are revealed in any reports or publications.

Findings And Discussions

Response Rate

The study targeted a total of 40 respondents across various departments within Nairobi City County. Out of these, 36 questionnaires were fully completed and returned, while 4 were either incomplete or not returned. This resulted in a response rate of 90%.

A response rate of 90% is considered excellent for social science research and indicates a high level of engagement by the targeted respondents.

Descriptive Statistics

In the descriptive statistics tables, the percentage of respondents selecting each option (SD, D, N, A, SA) is presented alongside the mean and standard deviation (SD). SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4) and SA = Strongly Agree (5).

Stakeholder Participation

The respondents were requested to indicate their level of agreement with the items on Stakeholder participation in Nairobi County, Kenya.

Table 1: Stakeholder Participation

Items	SD %	D %	N %	A %	SA %	Mean	Std. Deviation
My department actively engages stakeholders during project planning and implementation	0	2.8	8.3	63.9	25	4.11	.67
We regularly communicate with stakeholders to keep them informed about our programs and services.		2.8	5.6	66.7	25	4.11	.75
There are clear channels through which stakeholders can express their views	0	2.8	13.9	69.4	13.9	3.94	.63
Stakeholders are consulted before key decisions affecting them are made	0	2.8	16.7	52.8	27.8	4.06	.75
Our department organizes forums, surveys, or meetings to collect stakeholder input.	0	2.8	13.9	58.3	25	4.06	.71
Consultation processes are inclusive and reflect the diversity of the community	2.8	2.8	27.8	44.4	22.2	3.81	.92
We involve stakeholders in setting priorities for development projects.	0	5.6	27.8	47.2	19.4	3.81	.82

Stakeholders are actively involved in making decisions that affect their communities.	0	2.8	22.2	58.3	16.7	3.89	.71
Decisions made in our department reflect the needs and preferences expressed by stakeholders.	0	0	25	63.9	11.1	3.86	.59
There is a formal process for incorporating stakeholder input into policy decisions.	0	0	8.3	69.4	22.2	4.14	.54
Stakeholders are continuously updated about ongoing and upcoming service delivery initiatives.	0	0	25	44.4	30.6	4.06	.75
Aggregate score						3.99	0.71

Source, Research Data (2025)

According to the findings, 63.9% agreed and 25% strongly agreed, while only 8.3% were neutral, that their department actively engages stakeholders during project planning and implementation. This item had a mean of 4.11 and a standard deviation of 0.67, indicating strong and consistent agreement among respondents on participatory planning. Similarly, 66.7% agreed and 25% strongly agreed that regular communication is maintained with stakeholders to keep them informed about programs and services. The mean was 4.11 and the standard deviation was 0.75, demonstrating overall high agreement and moderate variation in communication practices across departments. In the same vein, Zwane and Matsiliza (2022), who examined stakeholder engagement in eDumbe Municipality, South Africa, concluded that involving stakeholders, such as community members and government bodies, is essential to addressing service delivery challenges. Like the current study, their research identifies stakeholder input as a critical driver of development.

With regard to stakeholder voice, 69.4% agreed and 13.9% strongly agreed, while 13.9% were neutral, that there are clear channels for stakeholders to express their views. This item had a mean of 3.94 and a standard deviation of 0.63, reflecting general agreement and consistent perceptions of communication openness. Further, 52.8% agreed and 27.8% strongly agreed, while 16.7% were neutral, that stakeholders are consulted before key decisions affecting them are made. The statement yielded a mean of 4.06 and a standard deviation of 0.75, indicating strong agreement with moderate variation in perceived inclusiveness. Regarding formal engagement, 58.3% agreed and 25% strongly agreed, while 13.9% were neutral, that departments organize forums, surveys, or meetings to collect stakeholder input. The mean was 4.06 and the standard deviation was 0.71, showing broad support for active stakeholder consultation. On inclusivity, 44.4% agreed and 22.2% strongly agreed, while 27.8% were neutral, that consultation processes reflect the diversity of the community. The mean of 3.81 and standard deviation of 0.92 suggest moderate agreement but also high variability in how inclusiveness is perceived. The findings also showed that 47.2% agreed and 19.4% strongly agreed, while 27.8% were neutral, that stakeholders are involved in setting priorities for development projects. The mean was 3.81 and standard deviation was 0.82, reflecting moderate agreement with some inconsistency across departments.

Moreover, 58.3% agreed and 16.7% strongly agreed, while 22.2% were neutral, that stakeholders are actively involved in decision-making processes. The mean was 3.89 and standard deviation was 0.71, indicating a generally positive perception of participatory governance. A further 63.9% agreed and 11.1% strongly agreed, with 25% neutral, that decisions made reflect the preferences expressed by stakeholders. The mean of 3.86 and standard deviation of 0.59 suggested relatively strong agreement and consistent experiences across respondents. Notably, 69.4% agreed and 22.2% strongly agreed, with only 8.3% neutral, that there is a formal process for incorporating stakeholder input into policy decisions. This item had a high mean of 4.14 and a low standard deviation of 0.54, indicating the strongest agreement and consistency. These findings align with those of Masiya, David, and Mazenda (2019), who emphasized that effective public participation plays a vital role in improving service delivery outcomes. Their South African study highlighted the need for municipal governments to build stronger stakeholder relationships at every stage of service delivery.

Finally, 44.4% agreed and 30.6% strongly agreed, with 25% neutral, that stakeholders are continuously updated about ongoing and upcoming service delivery initiatives. The mean was 4.06 and the standard deviation was 0.75, reflecting positive but slightly varied views on communication continuity. Wijaya (2019) similarly found that stakeholder trust and engagement contributed significantly to the success of Indonesia's WASH programs. The continuous information-sharing and collaborative forums between Dutch NGOs and government partners improved both coordination and service outcomes. While Wijaya's focus was on international NGO partnerships, the current study extends this understanding to local government structures, offering context-specific insights into how internal stakeholders and communities engage with Nairobi's county government.

Service Delivery

The dependent variable was service delivery. The respondents were requested to indicate their level of agreement with the item on service delivery.

Table 2: Service Delivery

Items	SD %	D %	N %	A %	SA %	Mean	Std. Deviation
My department delivers services within the expected timeframes	0	2.8	5.6	63.9	27.8	4.17	.65
We make optimal use of available resources to serve the public.	0	5.6	11.1	66.7	16.7	3.94	.71
The services provided by the department are delivered within the allocated budget.	0	11.1	16.7	47.2	25	3.86	.93
Our services meet the objectives set out in our department's plans.	0	5.6	13.9	63.9	16.7	3.92	.73
I deliver effective public services.	0	5.6	25	4.4	25	3.89	.85
The services offered address the main challenges faced by the target population.	0	2.8	22.2	52.8	22.2	3.94	.75
I handle public inquiries and complaints in a respectful and professional manner.	0	0	30.6	55.6	13.9	3.83	.65
We rarely have complaints concerning our service delivery	11.1	44.4	16.7	25	2.8	2.64	1.07
Our department values citizen feedback to improve service delivery.	0	2.8	2.8	69.4	25	4.17	.61
The department responds to citizens' requests or complaints in a timely manner.	11.1	19.4	33.3	33.3	2.8	2.97	1.05
Aggregate Score						3.96	0.72

Source, Research Data (2025)

According to the findings, 64% agreed and 28% strongly agreed that their departments deliver services within expected time frames. The item recorded a mean of 4.17 and a standard deviation of 0.65. The high mean and moderate standard deviation indicate strong agreement that timeliness is well observed in service delivery with some variability in responses. On optimal use of resources, 67% agreed, 17% strongly agreed, while 11% were neutral and 6% disagreed, with a mean of 3.94 and a standard deviation of 0.71. This reflects a general agreement that departments strive to use resources efficiently, though with moderate variability in responses. Concerning adherence to budget allocations, 47% agreed, 25% strongly agreed, 17% were neutral, and 11% disagreed, resulting in a mean of 3.86 and a standard deviation of 0.93. The relatively higher standard deviation indicates more varied opinions, suggesting inconsistencies in budget-based service execution across departments. Similarly, the high scores on resource use, objective alignment, and budget compliance reflect the findings of Nzioki et al. (2018) at KEMRI. They emphasized the role of strategic leadership and structured planning (including HR and policy alignment) in boosting service outcomes. Nairobi City County's departments show comparable strengths in planning alignment.

For achieving departmental service objectives, 64% agreed, 17% strongly agreed, and 14% were neutral, yielding a mean of 3.92 and standard deviation of 0.73. This points to general confidence that services align with strategic plans with moderate variability in responses. Regarding personal delivery of effective public services, 44% agreed, 25% strongly agreed, and 25% were neutral, giving a mean of 3.89 and standard deviation of 0.85. This suggest some uncertainty or modesty in self-assessment. On whether services address real community challenges, 53% agreed, 22% strongly agreed, and 22% were neutral, with a mean of 3.94 and standard deviation of 0.75. There's a moderate agreement that the services are responsive to the public's actual needs with moderate variability in responses. Regarding professionalism in handling public inquiries, 56% agreed, 14% strongly agreed, and 31% were neutral, producing a mean of 3.83 and standard deviation of 0.65. While responses are consistent, the high neutrality suggests some departments could enhance public engagement quality.

On whether there are rarely complaints concerning service delivery, 44.4% disagreed, 16.7% were neutral, while 11.1% strongly disagreed. This statement had a mean of 2.64 and a standard deviation of 1.07. The low mean and wider spread imply that complaints are still a major concern, and perceptions vary across respondents. On valuing citizen feedback, 69% agreed, 25% strongly agreed, and only 6% were neutral, yielding a mean of 4.17 and standard deviation of 0.61. This reflects strong agreement on the importance placed on public feedback with moderate variability in responses. Lastly, regarding responsiveness to citizen complaints, 33.3% agreed, 33.3% were neutral, 19.4% disagreed and 11.1%% strongly disagreed, with a mean of 2.97 and standard deviation of 1.05. This shows that the lacks timely public response. The weak performance in timeliness and responsiveness among Nairobi County departments contrasts with findings by Makokha et al. (2018). They reported that effective strategic management, especially linking planning to budgeting and stakeholder inclusion, significantly improves service delivery in Nairobi City County.

Despite general agreement on some aspects of service delivery, the findings clearly reveal underlying problems in areas such as budget adherence, responsiveness to citizen complaints, and internal confidence in service effectiveness. High neutrality levels and the significant proportion of negative responses regarding complaints handling point to gaps in service quality, follow-up mechanisms, and departmental consistency. These issues highlight a need for improved feedback systems, greater accountability, and a more uniform approach to planning and execution across all departments in Nairobi City County.

Simple Linear Regression Analysis

To determine the predictive power and effect of each stakeholder participation on service delivery, a simple linear regression analysis was performed.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910a	.828	.823	.17912
a. Predictors: (Constant), Stakeholder participation				

Source, Research Data (2025)

The coefficient of determination, R^2, was 0.828. This means that 82.8% of the variation in Service Delivery is explained by the independent variable (stakeholder participation). The high R(0.910) indicates a strong positive relationship between the variables.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.239	1	5.239	163.297	.000b
	Residual	1.091	34	.032		
	Total	6.330	35			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Stakeholder participation						

Source, Research Data (2025)

The ANOVA results revealed that the F-statistic = 163.297 with a p-value less than 0.05, indicating that the overall regression model was statistically significant. This means that stakeholder participation explained a significant proportion of the variance in service delivery.

Table 5:Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.056	.319		-.175	.862
	Stakeholder participation	1.007	.079	.910	12.779	.000
a. Dependent Variable: Service Delivery						

Source, Research Data (2025)

Service Delivery= -0.056+1.007(SP)

The regression coefficients provide further insights into the contribution of the predictor to service delivery in Nairobi City County. The constant value (–0.056) implies that if the independent variable was held constant at zero, the baseline level of service delivery would be at –0.056. The effect of stakeholder participation on service delivery was positive and statistically significant (B = 1.007, $p < 0.05$). This suggests that a unit increase in stakeholder participation results in a 1.007 increase in service delivery, which is statistically significant ($p < 0.05$) This supports Masiya et al. (2019), who showed that meaningful citizen participation significantly improved municipal service delivery in South Africa. Also, Wanjiru (2022) in Nairobi found that poor stakeholder involvement led to service delivery failures in public housing.

Conclusions

Stakeholder participation significantly enhances service delivery in Nairobi City County. The data shows that involving stakeholders throughout planning and decision-making processes leads to more responsive and effective public services. The positive relationship between stakeholder engagement and service delivery, as confirmed by the regression analysis, underscores the importance of participatory governance in improving transparency, accountability, and service relevance. Encouraging inclusive and ongoing stakeholder involvement remains critical for sustaining improved service delivery outcomes.

This study contributes to the existing body of knowledge by providing empirical evidence on the relationship between stakeholder participation and service delivery within the context of county-level governance in Kenya. By focusing on Nairobi City County, the study bridges a gap in localized research on public sector performance and offers insights into how stakeholder participation influence service outcomes. The findings not only validate theoretical models but also offer policy-makers and practitioners actionable strategies for enhancing efficiency, transparency, and responsiveness in public service delivery. Moreover, the study adds to comparative public management literature by contextualising stakeholder participation within a devolved governance framework in a developing country setting.

Recommendations

The County should strengthen structured mechanisms for citizen engagement, such as community forums, public surveys, and digital feedback platforms. For citizens, this inclusivity guarantees that their voices are heard and their needs reflected in county projects. For departmental heads and managers, integrating feedback into planning ensures that services are relevant and responsive. Policymakers will benefit from higher public confidence and legitimacy, while researchers and governance practitioners can use these frameworks as models for participatory governance in similar settings.

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