

EFFECTS OF INTEGRATED DEVELOPMENT PLAN 2013-2017 ON SERVICE DELIVERY IN KISUMU COUNTY, KENYA

Saliku Junne Musimbi.

Student, Master of Public Policy and Administration, Kenyatta University, Kenya.

Daniel Mange Mbirithi.

Lecturer, Department of Educational Management, Policy and Curriculum Studies, School of Education & Lifelong Learning, Kenyatta University.

©2024

International Academic Journal of Arts and Humanities (IAJAH) | ISSN 2520-4688

Received: 9th November 2024

Published: 13th November 2024

Full Length Research

Available Online at: https://iajournals.org/articles/iajah_v1_i4_465_486.pdf

Citation: Musimbi, S. J., Mbirithi, D. M. (2024). Effects of integrated development plan 2013-2017 on service delivery in kisumu county, Kenya. *International Academic Journal of Arts and Humanities*, 1(4), 465-486.

ABSTRACT

The Kenyan government begun a process of creating an Integrated Development Plan used by the municipalities to create a five-year strategic development plan. As a kind of business plan, Integrated Development Planning (IDP) is a mechanism that offers direction on municipalities' budgeting and decision-making processes. It may be considered as a tailored overarching plan municipality and connects development in regions inside the municipal border. The plan provides framework for managing the use of land, infrastructure and managing environment. This study examined the effect of Kenya's Kisumu County's 2013-2017 IDP on service delivery. The study assessed the influence of public engagement and public perception on service delivery in Kisumu County. Conflict theory served as the foundation for this study's analysis. Information from respondents was gathered using a descriptive research approach. The 177 personnel registered to vote in Kisumu County as of the general election of 2017 were the study's target demographic (IEBC, 2017). The study chose 123 participants from Kisumu County's County Executive Committees (CECs), sub-county administrators, ward administrators, village administrators, chief officers, and county directors. The outcome estimated using the Yamane (1967) methodology at a ninety five percent confidence level. To gather data on independent and dependent factors, Kisumu County's sub-county

administrators, ward administrators, village administrators, chief officers, County Executive Committees (CECs), and county directors were requested to respond to standardized questionnaires. To quantify data, the survey included questions graded on a Likert scale from one to five. Descriptive and inferential statistics were applied to examine the findings. Findings indicated a positive and significant influence public engagement on service delivery in Kisumu County ($\beta = 0.238$, $p < 0.05$). It was revealed that public perception significantly and positively affected service delivery in Kisumu County ($\beta = 0.273$, $p < 0.05$). Results showed that public awareness significantly and positively affected service delivery in Kisumu County ($\beta = 0.390$, $p < 0.05$). Open dialogue between the county government and the public is a vital component of effective governance. County governments that actively embrace and are committed to considering public input in their decision-making processes significantly enhance their public image. The county government of Kisumu should hold open dialogue between with the public for quality deliberation and consensus. The county government of Kisumu should be open to and be committed to considering public input in the decision process.

Keywords: Integrated Development Plan, Public Perception, Public Engagement And Service Delivery.

INTRODUCTION

The Integrated Development Plan (IDP) is a government-initiated plan to be used by the municipalities in Kenya to initiate a five-year strategic development plan. IDP provides direction on the town's budgeting and decision-making processes, in a form of 'business plan'. The local government's budgeting and decision-making are guided under the IDP to improve residents' standard of living. Efficient IDP plan will aid the municipality thrive both sparingly and socially. Moreover, IDP will outline overarching land use management techniques while conserving the environment. In addition to IDP, a municipality has to establish an SDF as an extension. The SDF will therefore be informing and directing decisions related to use of land and its development processes (Clayton, 2017).

The IDP aims to promote and synergize efforts to achieve a better living for all national residents. Additionally, it ensures that projects, programs, activities, and the budget are coordinated and integrated internally (across directorates) and outside (with other spheres of government). Through local elections, newly appointed councils may alter current policies and IDPs, retaining the plans, or replacing the previous IDAs from the previous local councils with a new IDP while considering the objectives of the previous IDAs (United Nations, 2017). Together with executive mayors, the municipality's local executive committee oversees implementation of the IDPs. The executive committee can appoint municipal managers to oversee IDP operations and maintenance. It is also possible to designate an IDP coordinator to oversee the creation and implementation of an Integrated Development Plan. The municipal manager receives reports from the coordinator. Suppose all key parties are not consulted before the plan's preparation. In that case, no Integrated Development Agenda (IDA) will be effective or get public support. The council must approve the IDA document for implementation (United Nations, 2017).

The degree of development of every country affects the efficiency of its Integrated Development Plan (Kumahia, 2015). An effective integrated development plan has assumed the forefront as a crucial necessity for social, economic, and political growth on a global scale (Gisserlquit, 2016). Local and global governments benefit from public engagement because it improves accountability, efficiency, and legitimacy. It is responsible for an effective IDP across the general public and local elected and appointed authorities. The United States (US) constitution serves as an example of the core of democracy (Luis, 2013). Contributions from the populace promote the effect and devolution of power to nations, networks, and the government. By interacting with various public groups within the public and including them in decisions made regarding public administration, it recognizes local diversity (Roberta, 2014). In the United Kingdom, participation of the public has been developed separately from plans of creating social cohesion. If public views are not heard or considered, trust and social cohesion will be lost (June 2016).

The public can have an impact by being involved in the supply of services, either by taking on some of the delivery and contracting roles, or being involved in the governing system, such as by joining parent-teacher organizations. Although it is sometimes disregarded as a form of

responsibility, the choice is a vital tool for the public to show their client power. Interventions that provide individuals with knowledge about their rights, services, and grievance resolution processes allow them to exert their client power.

Corruption impedes development efforts in Africa's underrepresented nations by misappropriating aid funds or diverting them to fruitless endeavors. An IDP of projects in South Africa grants the authority of undertaking views from both common and national point which ensures everyone's interests are met as well as their services provided at recognized centers. African local governments have hardly reached the answerability, obligation, and receptiveness envisioned as reform outcomes, despite donors' actively promoting devolution centered reforms. (Harrison 2017). Creating a revenue base in local level is necessary to grow local governments in Africa, public institutions, however, lacks the resources to efficiently govern in an African setting. These may include resource poor rural areas, or congested urban areas. According to a comparison study of 30 African nations, local governments were estimated to be in charge of less than 5% of total public spending in more than half of the cases.

The Kenyan people have received several highlights from the 2010 constitution, with the provisions for a significant devolved government ranking among its most essential features. Devolution aims to empower the overall population's self-administration toward their state's cross-examination alongside advancing budgetary perfection. A decisive decision was made to settle only 47 counties. According to Ndung'u (2014), administration is affected by devolution in many ways. It disseminates professional opinion regarding popular goods and wages. Devolution occurs along mutual and regional lines that can foster active engagement in the units devolved. Local communities therefore can mobilize social pressure to combat destruction. By delegating political and financial responsibilities to the Counties this aims at bringing the people and government closer while further attempting to address the local imbalance, unemployment, and poor development.

The nation's IDP system has been completely transformed under Kenya's 2010 Constitution. In Article 6, the national and local levels of governance are described. Giving the general public the ability to self-govern and increasing their interest in exercising the state's powers and making decisions that may affect them are two main objectives of devolution which are outlined in Article 174. These objectives include promoting the legal and responsible use of power, allowing the general public to self-govern, and increasing their involvement in developing the state's authorities. Article 201 outlines the framework and criteria for managing public finances and emphasizes openness, responsibility, and participation (CoK, 2015). Despite the constitution's requirements, the enormous budgetary resources, the great potential of the country, and the social and financial reforms carried out by progressive groups, effective governance remains a challenge for Kenyan citizens. The Sustainable Development Goals (SDGs) and efforts toward successful regional integration are now significantly influenced by the Integrated Development Plan.

Kenya invests much money, workforce, and material resources into rural development initiatives. In any case, there has not been a corresponding improvement in the implementation

of public projects that benefit single-family units, such as health facilities, cattle dipping stations, water supplies, women's organizations, and youth organizations in many locations, including Kisumu County (Philip & Abdillahi, 2013). . Citizen participation is seen by the UN (2016) as a crucial requirement for IDP that may increase decision making to provide feedbacks which will help the most vulnerable. Through this, the SDGs become crucial, which aim to end hunger and poverty, enhancing food security and support viable agriculture hence promoting healthy lives.

The first CIDP (2013-2017) was created in 2013, and like other counties, its implementation concluded in June 2018. To place the county on a high, broad-based, inclusive, and sustainable growth and recovery route, the CIDP II seeks to build on the accomplishments and also takes into deliberation lessons learned from the implementation of the CIDP I. Intrinsically, county development planning occurs within the framework of global targets found in the current Sustainable Development Goals (SDGs), Plan 2063 of the African Union, and the National Long-Term Vision 2030 and its third Medium-Term Plan anchored in the President's 'Big Four Plan' and its implementation arrangements.

The plan fits these agendas because it defines the situation, the diagnosis, and the development-restraining factors that guide global, regional, and national solutions. Despite this, the primary duty is to fulfil Kisumu County residents' expectations for growth which includes economic growth, improved governance, effective public service delivery, more significant living standards, and a business-friendly climate for the private sector. Additionally, the plan has a socioeconomic and equitable component that aims to lessen access disparities to fundamental commodities and services and productive resources.

Problem Statement

This research will assess effects of the IDP 2013-2017 on service delivery in Kisumu County, Kenya. The IDP included multiple development initiatives, such as buying new buses, improving waste management, installing street lights, rehabilitating slums, and relocating small-scale traders affected by road construction. However, the projects were not completed due to financial constraints, human resource issues, and management challenges. The Kisumu County Government encountered financial, human resources, and management difficulties. The national government's slow disbursement of funds and cash shortage were the root causes of the financial problems. In addition, the county faced issues with its leadership since the operations were hampered by certain top executives' lack of experience.

This research examined the effects of the IDP on service delivery through public engagement, public perception, public awareness, and demographic factors. Furthermore, this study will also explore the county government's challenges in implementing the IDP, such as a top-down management style, inter-functional conflicts, lack of sufficient management development and vertical communication.

The study is significant as it provides insights for the county government to overcome the various challenges affecting the successful implementation of the IDP. Additionally, the

research puts in to existing data, the importance of effective public participation on development process and how it affects service delivery in the county. The findings provide recommendations to the county government on improving service delivery and project implementation.

Objectives of the Study

This study set to achieve the following objectives;

1. To establish the effects of public engagement on service delivery in Kisumu County.
2. To examine the effects of public perception on service delivery in Kisumu County.

LITERATURE REVIEW

This section delves into the theoretical school guiding the study before presenting the empirical literature and conceptual framework.

Theoretical Literature Review

Theories are developed to anticipate, interpret, and explain occurrences. They are also frequently used to advance and test present grasp while sticking within the bounds of the key bounding assumptions. Theoretical clarifications for why the research problem under examination transpired are initiated and described in the theoretical framework (Sekaran, 2015). This study is anchored on the conflict theory to convey the effect of the integrated development plan 2013-2017 on service delivery in Kisumu County, Kenya.

Conflict Theory

Social conflict theory, one of the four significant paradigms of sociology, is credited to Karl Marx as its pioneer. The underlying premise of conflict theory is that 'conflict is always multifaceted, while the contrast between them can be ascribed to different sources. In view of this, conflict governance and resolution emphasize strong teamwork, characterizing traits, conflict resolution techniques, and reaching a consensus (Mills, 2011). Conflict theory provides five prerequisites for any effective partnership (Tajfel & Turner, 2014). Stakeholders need to understand how interdependent they are. Solutions can be realized only when disagreements are spoken about freely and creatively, when stakeholders accept shared responsibility for choices, and when cooperation is a developing process. The conflict theory also claims that owing to the inherent diversity of disputes, preconditions may be challenging to embrace and apply. To resolve a dispute, however, all sides must be satisfied with the overall result and put aside their interests (Lulofs & Cahn, 2010).

Conflict theory proponents namely Petro Celli, Piquero, and Smith (2013) contend that societal agreement on the functions and bounds of the federal, regional, and municipal levels of government is necessary for effective devolution. Devolution sometimes necessitates significant central redistribution to prevent regional uprisings in communally divided societies. However, since they promote economic inefficiencies and political instability, such policies undermine substantial devolutionary gains. Devolution should adhere to specific similarity

norms since it also needs devolved areas to have a critical mass of residents, economic activity, and wealth to reap its advantages, particularly in allocation efficiency.

Conflict is the principal characteristic of collaboration that government and other parties, including NGOs and the commercial sector, are now experiencing. The resulting complexity calls for a highly professional toolset full of practical management abilities in public participation and conflict resolution. Each partner in such collaboration should pinpoint the primary sources of contention, such as incompatible systems of thought, confusing structures, problems with data management, interrelated elements, and conduct. Conflict's adverse effects can lead to partner dissension; divergence from priorities can lead to inefficiency, poor use of limited resources, and the demise of coalitions. It can even completely block the realization of targeted change (Tajfel & Turner, 2014).

Managing conflicts has become a significant issue, particularly inside companies. Due to public officials' personal interests, disagreements might influence how decisions are made in county administration. The influence of the decision-making process may have been favorable or harmful (Lulofs & Cahn, 2010). Developing a budget must critically assess public perceptions of the devolution process. Devolution process errors may result in leaders having low expectations and low levels of public participation. This widens the chasm between the state's officials and its citizens, impeding the counties' ability to flourish.

On the other hand, understanding increases public engagement in the development process and raises the bar for designated leaders. This study sought to carry off the concepts of public policy and conflict theory to investigate the integrated development plan 2013-2017 on delivery of service in Kisumu County.

Empirical Literature Review

This section reviews previous studies findings related to the study variables.

Public Perception of the Integrated Development Plan 2013-2017

The public's perceptions of various county government functions may differ. These viewpoints include the urban infrastructures and basic infrastructures as well as the quality of services the local government provide (Insch & Florek, 2016). There are great disparities in the distribution of the social services which results to unfavorable living conditions amongst the county's residents; this in turn tarnishes the county's reputation (Blichfeldt, 2015). In the unlikely event that public contentment falls below a particular threshold, widespread growth slows down. This suggests that the counties' top priorities should be the well and fulfillment of their citizens and financial success (Guhathakurta *et al.*, 2014).

The degree to which the public is essential and satisfied with the level of service and their attitude toward county government is reflected in its democracy. The county government has to gain the confidence of the populace. This can be encouraged only when effective management and leadership and, more pointedly, when the public's requirements are met. According to Eccles' (2015) research, citizens have less faith in governments that struggle to boost the economy, create employment, and effectively provide social services. The success of

upcoming local government initiatives and changes depends on understanding public perceptions of local governments, which are becoming increasingly prominent and crucial in the public's daily life.

Whyte and Olivier (2016) state that the private sector, which includes traditional healer's foreign donors, for-profit providers and non-governmental organizations, is crucial to the financing and provision of healthcare in low- and middle-income countries (LMICs). Increasingly, the private sector is being used to advance public health objectives. States can leverage private sector assets to advance public health objectives by collaborating with the private sector using public-private engagement (PPE). PPE programmes can take many different shapes, and little is known about these models. The findings of a Campbell systematic literature review were given by Whyte & Olivier (2016) in order to identify the kinds and frequency of PPE projects for the financing and delivery of health services in Southern Africa. The review identified PPE initiatives, which were then classified using a PPE typology. The analysis showed that eight different PPE models, spanning the entire spectrum, were applied in the setting of Southern Africa. The distribution of the evidence that is now available was examined, along with notable gaps in the study review and important points for implementers, researchers and present and future PPE partners were provided. The literature was found to be disproportionately reflective of PPE efforts based in South Africa, as well as those involving international donors and for-profit partners. The analysis revealed a notable deficiency in the existing literature concerning the dynamics of the connection between national governments and international donors. The data was essential for fortifying these alliances, enhancing their results, and empowering the receiving nations. It was shown that more research is required to analyse PPE models and look at how PPE functions in different environments.

Oanh (2020) looked at the third sector organization's use of community participation in the supply of public services in the United Kingdom. The research applied a case-study methodology with two UK-based third-sector organisations that provide public services. The study's conclusions demonstrated the value of community engagement in providing public services as a means of promoting social capital and cohesiveness. As a result, consideration must be given to stakeholders' interactions, social networks, and capacities while implementing community engagement. The findings and their policy implications were examined, with a particular focus on frameworks that facilitate the promotion of public values.

Administrations are depending more and more on cooperation within inter-organizational networks to manage the creation and delivery of integrated digital public services, claim Wouters, Janssen, Lember, and Cromptvoets (2023). In order to concentrate efforts, prioritise and align goals, and take advantage of tangible outcomes that promote integrated service delivery (ISD), collaboration techniques are required. Nonetheless, there is a dearth of research on inter-organizational collaboration tactics for integrated service delivery. Collaboration techniques were found in three qualitative case studies conducted in Belgium by Wouters et al. (2023). 33 cooperation tactics were shown in the cases, which were divided into three categories: cooperative action, motivation, and involvement. Collaboration techniques ought to support one another. When combined, these tactics can aid in resolving the adoption

paradox—a major obstacle to ISD advancement—which is the phenomenon whereby service providers are reluctant to embrace an ISD unless it has a large user base, yet customers may not be eager to use an ISD until many service providers have done so. The collaborative strategies that have been identified can be utilised by policymakers to promote integrated service delivery.

Lee (2022) asserts that open-source mobile apps offer a fresh medium for enhancing citizen-government communication. In particular, the participation of individuals in public service delivery broadens the conversation about mobile apps to include coproduction. What public services are offered on apps and coproduced, as well as the variables that influence governments to permit coproduction, are still unknown. Lee (2022) looked at the ways in which local governments vary the public services they offer through their mobile applications and investigated the variables that influenced both the coproduction and diversification of public services on these platforms. The findings indicated that the adoption of mobile apps and their use as coproduction platforms are influenced by the institutional structure and financial capabilities of a government. Additionally, the community's wealth and diversity of race widen the range of public services offered on the app, giving residents more chances to participate in coproduction activities like service request and evaluation.

Using a case study on maternal health in Kenya, Dennis (2020) evaluated the impact of having diverse systems of service delivery and health financing on universal healthcare coverage. The thesis addresses three main research issues through five research investigations that combine qualitative and quasi-experimental quantitative approaches with a comprehensive literature review. First, how can academics quantify the private sector's role in providing family planning and maternal health services, and what level of care does the private sector offer in sub-Saharan Africa (SSA)? Second, what are the origins and historical development of Kenya's public-private health involvement methods and pluralistic finance policies? Lastly, how do the elimination of user fees and the provision of subsidised vouchers affect the sector, quality, continuity, equity, and usage of maternity care in Kenya? Comparing estimates of private sector health services is challenging due to the significant variation in how the private health sector was described in the scientific literature, according to the systematic review's findings. According to the qualitative study, a number of historical, social, political, and economic variables have come together to form Kenya's pluralistic health system, and the private for-profit sector has successfully lobbied for this outcome. Ultimately, the trio of quasi-experimental investigations unveil a multifaceted array of consequences stemming from the elimination of user fees and the safe motherhood voucher initiative in Kenya. The 10/20 strategy was linked to improvements in the frequency and timing of ANC visits, but these benefits had little to do with the usage of the public primary care centers that the policy was intended to address. The voucher programme increased low-income women's utilisation of facility-based delivery care, but it had no effect on postnatal care or the use of four or more ANC visits. The voucher programme did not increase the poor's use of facility-based delivery when the free maternity services policy was implemented, but voucher counties continued to have substantially higher rates of private sector use. The continuity of prenatal care for low-

income mothers was positively impacted by the voucher programme as well as insurance coverage.

Public Engagement in the Integrated Development Plan 2013-2017

In his research, Nicholson (2015) found that involvement by the public in the policy-making procedure may result in amplified gladness, viability in politics, confidence, assurance, trust, understanding, enjoyment, and a sense of wealth. Farrell (2014) outlined the advantages of public participation. He updated health in partnership activities and found that patient involvement improves relationships with professionals and increases quiet fulfillment and confidence.

There has been an arrangement between citizens and local governments to increase how public input is essential at the local level, but that is by no means enthusiastic about public engagement as an interest for cooperation in decision-making. Better results are produced in public meeting at local government levels and also endorse good governance (Seyed *et al.*, 2017). Political risks are less frequent at the local level, or in comparatively small scale. The gap between those who live in poverty and those in positions of authority is not as vast, and the possibility of rapid gains and outcomes is greater. Experience has shown that emphasizing accountability connections in service delivery may frequently produce immediate benefits that make a difference for poor people. Finding the flaws in the present service delivery methods, making them public, and shared with the authorities might lead to swift action (Kyohairwe, 2014).

Building effective public involvement depends on raising the capacity limits of both the people and the government. A significant barrier to efficient decentralization is frequently the ability and motivations of county governments. Building government infrastructure, capability, civil society groups, as well as the public groups is essential to refining public input. County governments must plan and carry out initiatives that improve the quality of life for county residents and growth initiatives and interventions that provide a public benefit (Abuya, 2016). ICT tools for the 17 governance initiatives the government has reviewed, civil society organizations (CSOs), and the general public are still being examined. The report also hinted that political governance maintains a community's coherence insofar as social and economic management lays the fundamental framework for every society. Therefore, governance encompasses the state's ability to relate to and communicate with the public and the duty of social and public groups and their collaboration.

Poor service deliveries in health and education, corruption, youth unemployment, insecurity, income inequality, neglect of rural areas, insufficient apprehension of the rights of the public to get involved in governance activities, and perceived in-difference by the government to the people are some of the primary challenges that participants in the study encountered (Varyanne *et al.*, 2014). With the passing of different Policy Acts, public engagement has improved under the new framework. Good governance has emerged in emerging countries as a tool for eradicating widespread poverty. This level signified satisfaction with relations and perceptions of the value of including diverse stakeholders at various project phases. Stakeholder attitudes and perceptions of their commitment may assist in fostering fruitful relationships. According

to Smith *et al.* (2015), participatory action research is a long-standing, cutting-edge technique that includes researchers and stakeholders actively joining an information creation aggregation focused on bringing about social change.

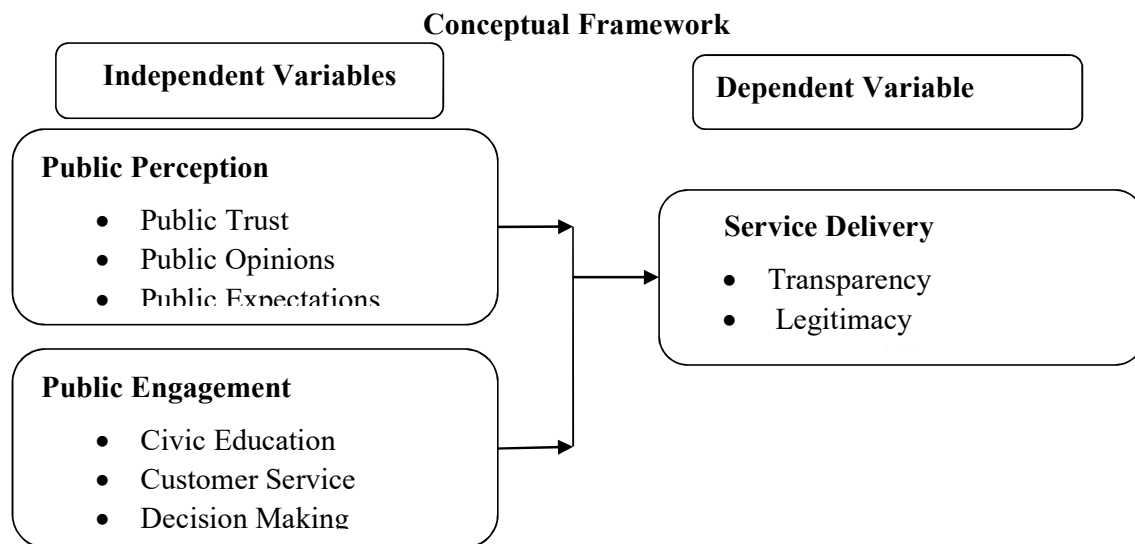
Manaf, Mohamed, and Harvey (2023) looked at how Malaysian people and public servants perceived the accountability of providing local government services. Using a quantitative methodology, the study collected 1,160 questionnaire responses from local government employees and citizens. The results showed that respondents had a generally positive opinion of the services offered to society. Three issues with accountability were identified, though: the first was the inadequate involvement of citizens in programmes; the second was the handling of complaints; and the third was the tardiness in repairing the deteriorated basic infrastructure. The study theoretically adds to the body of knowledge in public management about the relationship between community expectations and staff accountability for providing public services. The study's practical recommendations included including residents in decision-making processes to enable them to keep a close eye on public employees providing local government services.

Gumah and Aziabah (2020) assert that "improving and elevating the quality of citizens' lives requires efficiency in public service delivery." On the other hand, poor public service delivery has a significant negative influence on the standard of living for citizens. According to the efficiency of public services theory, direct citizen surveys are a helpful instrument for gauging public service effectiveness. The impact on human life, which was seen as a result of how well public services were provided, was the primary factor to be considered. Gumah and Aziabah (2020) state that the study used data from the Ghana Living Standards Survey to demonstrate that the implementation of a comparative analytic methodology can yield analytical leverage in assessing public views of public services delivery using a perception index. The findings demonstrated that there are disparities in how important and auxiliary services are seen to be efficient or inefficient, and that these disparities have been found to reflect the spatio-economic characteristics of citizens. According to the study, public services can improve people's lives through a variety of policy initiatives, including stepped-up efforts to combat corruption, increased funding, better oversight, and strengthened institutional capacity for expanding the availability, calibre, and visibility of public services.

According to Sharifuzah (2023), there is a growing consensus over how local government bodies (LGAs) should deliver public services, with the gap between the service provider and the recipients being viewed as more important. Comparing how these two parties are seen is important in Malaysia since the government wants to create a useful system that will increase the accountability and performance of LGAs. The study's goal, according to Sharifuzah (2023), was to determine how differently service users and providers perceived the standard of LGA service delivery. Both sides' perceptions were gauged according to how satisfied they were with the LGAs' service performance. Three chosen Kedah LGAs' staff members and 347 service users (the general public) together made up the 105 service providers who took part in the survey. The study's conclusions showed that there were differences in perceptions about how LGAs delivered services between the staff members and community respondents. The

study advances our understanding of how service users and service providers have different expectations when it comes to local service delivery.

The public's opinions of the quality, affordability, accessibility, and responsiveness of healthcare services in the Kingdom of Saudi Arabia were investigated by Angawi and Moonesar (2020). This study was cross-sectional and descriptive. Convenience sampling was used to disseminate an online self-administrated questionnaire between July 2019 and March 2020. 1,232 respondents provided data, which was subsequently analysed with the application of the Statistical Package for Social Sciences (SPSS). According to the research, the public's impressions of quality and accessibility were generally good. The majority of the healthcare statements about quality, accessibility, and satisfaction had an overall agreement rate of more than 50%. In contrast, the overall agreement rate for responsiveness was much lower and varied for the affordability aspect. Regarding responsiveness, the findings indicated that over 60% of participants concurred that physicians do not spend enough time with them. In terms of the affordability of healthcare services, thirty percent of the respondents were unsure if they could afford medical care without suffering financial hardship. Even though Saudi Arabia provides the general people with free health services, issues with healthcare affordability are a worry and ought to be at the top of the nation's attention as it moves towards privatization. The responsiveness of the healthcare system should also be a priority in order to strengthen it.



RESEARCH METHODOLOGY

Information from respondents was gathered using a descriptive research approach which enabled to show the ebb and flow of circumstances, relationships, and connections related to the investigation issue. Since it considers comprehensive research of the wonder, this method was preferred (Cooper & Schindler, 2014). The findings of the descriptive study were conclusive and provide well-described data.

The target population consisted of 177 personnel registered to vote in Kisumu County as of the general election of 2017 (IEBC, 2017). The KNBS determined the total number of employees as of December 2021 (KNBS, 2021). Probability sampling design was embraced as it gave equivalent chances the selected respondents. According to Kothari and Gaurav (2014), a sample size alludes to the number of components that will be a part of the sample to be studied. This sample size was ascertained using Yamane (1967) formula, at 95% confidence level resulting in a representative sample of 123. Stratified random sampling was applied to choose the sample's respondents. The KNBS provided the size of each stratum regarding the number of employees.

To gather data on independent and dependent factors, Kisumu County's sub-county administrators, ward administrators, village administrators, chief officers, CECs, and county directors were required to respond to standardized semi structured questionnaires. To quantify data, the survey included close-ended statements graded on a Likert scale from 1 to 5. (Kothari & Gaurav, 2014). The questionnaire comprised of 3 main parts; demographic profile, the 2nd part related to service quality questions while the 3rd part covered citizens' satisfaction.

The research project used both primary and secondary data in the study. Primary information was collected through self-administered structured questionnaires which was easy to understand. The researcher distributed the questionnaires using the drop-and-pick approach, giving the participants enough time to respond. Then, all surveys were collected, reviewed for accuracy and analyzed as data security protocols applied too.

Data was edited, classified, tabulated, coded and analyzed using SPSS and Ms. Excel. (IBM Corp, 2015). Descriptive analysis was conducted to enable the study organize and summarize the demographic data. In addition, frequencies, percentages, means, and standard deviations were calculated to summarize the findings for research variables. Findings were presented in figures and tables. Bivariate Pearson's correlation was used to determine the direction and degree of relationship between the independent variables and the dependent variable. Inferential statistics was used to generalize observations on the larger population (Nayak & Singh 2015).

RESULTS AND FINDINGS

The study issued 123 questionnaires to household heads, out of which 116 were completed and returned; hence was a response rate of 94%. Sammut, Griscti and Norman (2021) advise that a 50% response rate is sufficient, 60% is good and an exceedance of 70% is very good. López (2023) maintains that a response rate of 70% is excellent. Furthermore, Shiyab, Ferguson, Rolls and Halcomb (2023) affirm that response rates of 50% and above are acceptable for analysis. Consequently, the study's response rate of 94 was ideal, satisfactory and reliable. On age distribution, Out of the 116 participants, 2 (2%) were aged 18-25 years, 48 (41%) between 25-30 years, 47 (41%) were aged 30-35 years and 19 (16%) were over 35 years. Hence, majority of the respondents were aged 25-30 years. Data on gender distribution showed that t of the 116 participants, 3(3%) were sub county administrators, 20 (17%) were ward administrators, 58 (50%) were village administrators, 6 (5%) were chief officers, 24(21%) were county directors

and 5 (4%) were county executive committee members. Data on level of education indicated that Out of the 116 participants, 59 (51%) were certificate holders, 27 (23%) were diploma holders, 20 (17%) were degree holders and 10 (9%) were postgraduates.

Public engagement and service delivery

The first objective was to establish the effects of public engagement on service delivery in Kisumu County. Respondents were asked five questions regarding the objective. Likert scale was used to present responses.

Table 1: Public engagement and service delivery

| Statement | N | Mean | Std. Dev. | SA(%) | A(%) | N(%) | D(%) | SD(%) |
|---------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|--------------|-------------|-------------|-------------|--------------|
| Performance targets are aligned with the county's development plans. | 116 | 4.29 | 0.590 | 36 | 57 | 7 | 0 | 0 |
| The county executive has played a role in motivating the public to work towards set development plans. | 116 | 4.21 | 0.567 | 28 | 64 | 8 | 0 | 0 |
| The county has an effective organizational structure that supports the execution of county development plans. | 116 | 4.45 | 0.533 | 47 | 52 | 2 | 0 | 0 |
| Targeted projects have been successfully implemented within the projected time frame. | 116 | 4.22 | 0.541 | 28 | 66 | 6 | 0 | 0 |
| A capacity development policy is in place and being implemented. | 116 | 4.34 | 0.559 | 38 | 58 | 4 | 0 | 0 |

Source: Research Data

Respondents agreed that performance targets were aligned with the county's development plans (Mean=4.20, SD=0.590). It was agreed that the county executive had played a role in motivating the public to work towards set development plans (Mean=4.21, SD=0.567). Respondents agreed that the county has an effective organizational structure that supports the execution of county development plans (Mean=4.45, SD=0.533). It was agreed that targeted projects had been successfully implemented within the projected time frame

(Mean=4.22, SD=0.541). Most of the respondents agreed that a capacity development policy was in place and being implemented (Mean=4.34, SD=0.541).

Public perception and service delivery

The second objective was to establish the effects of public perception on service delivery in Kisumu County. Respondents were asked five questions regarding the objective. Likert scale was used to present responses.

Table 2: Public perception and service delivery

| Statement | N | Mean | Std. Deviation | Std. | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----|------|----------------|-------|------|------|------|-------|
| | | | | SA(%) | A(%) | N(%) | D(%) | SD(%) |
| There is an open dialogue between the county government and the public for quality deliberation and consensus during a public engagement. | 116 | 4.35 | 0.548 | 39 | 58 | 3 | 0 | 0 |
| There is access to adequate information about public engagement meetings and what is to be discussed in the forum. | 116 | 4.25 | 0.573 | 32 | 61 | 7 | 0 | 0 |
| The county provides incentives such as refreshments, meals, and transport to members of the public during public participation meetings. | 116 | 4.35 | 0.532 | 38 | 59 | 3 | 0 | 0 |
| There are accessible & well-known venues for public engagement and having it on a day majority of the public can attend. | 116 | 4.22 | 0.545 | 28 | 66 | 6 | 0 | 0 |
| The county uses simple and local language during the public forums that ordinary citizens can understand. | 116 | 4.34 | 0.748 | 39 | 58 | 3 | 0 | 0 |

Source: Research Data

Respondents agreed that there was an open dialogue between the county government and the public for quality deliberation and consensus during a public engagement (Mean=4.35 ,SD=0.548). It was agreed that there was access to adequate information about public engagement meetings and what is to be discussed in the forum (Mean=4.25 ,SD=0.573). Respondents agreed that the county provided incentives to members of the public

during public participation meetings (Mean=4.35 ,SD=0.532). It was agreed that there were accessible & well-known venues for public engagement and having it on a day majority of the public can attend (Mean=4.22 ,SD=0.545). Most of the respondents agreed that the county used simple and local language during the public forums that ordinary citizens can understand (Mean=4.34 ,SD=0.748).

Correlation Analysis

Pearson correlation analysis was carried out and results illustrated in Table 5

Table 5: Correlation analysis

| | | service delivery | public engagement | public perception |
|--------------------------|---|-------------------------|--------------------------|--------------------------|
| service delivery | r | 1 | .666** | .663** |
| | p | | 0.000 | 0.000 |
| | N | 116 | 116 | 116 |
| public engagement | r | .666** | 1 | .807** |
| | p | 0.000 | | 0.000 |
| | N | 116 | 116 | 116 |
| public perception | r | .663** | .807** | 1 |
| | p | 0.000 | 0.000 | |
| | N | 116 | 116 | 116 |

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

Source: Research Data

The research findings highlight significant correlations between variables. The significance of correlations is determined by the p-values. A p value < 0.05 is significant, while values above 0.05 are insignificant. There existed a strong correlation (r=0.666, p=0.000), between public engagement and service delivery. Similarly, the study revealed a significant and positive association between public perception and service delivery (r=0.663, p=0.000).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Performance targets aligned with a county's development plans have a profound impact on service delivery. When a county's performance targets are in sync with its development plans, it creates a clear and strategic roadmap for governance. This alignment ensures that every action, program, and resource allocation is geared toward achieving the overarching development objectives of the region. Such cohesion fosters a more coordinated and purposeful approach to governance, where various departments and agencies work in harmony to realize the common vision of progress. It enables efficient resource allocation, minimizing waste and redundancy, and ultimately results in improved service delivery to the public. County executives, which often include elected officials like county governors and their administrative teams, play a pivotal role in motivating the public to actively engage in the pursuit of set development plans. These leaders are not only responsible for setting the vision and agenda for the county but also for rallying public support and participation. Through effective communication and engagement strategies, county executives can inspire the community to

take ownership of the development plans, fostering a sense of collective responsibility. When citizens are motivated and engaged, they are more likely to contribute their efforts, ideas, and resources, which can accelerate the implementation of development initiatives and enhance service delivery outcomes. An effective organizational structure is a fundamental requirement for the successful execution of county development plans. It provides the framework within which different departments and agencies can collaborate, coordinate, and communicate effectively. With a well-structured organizational setup, responsibilities and accountabilities are clearly defined, eliminating confusion and overlapping mandates. This, in turn, streamlines decision-making processes and ensures that activities are carried out efficiently and in line with the county's development priorities. A clear and effective organizational structure, in conjunction with performance targets, enhances the county's capacity to achieve its developmental goals. Additionally, a capacity development policy is vital for ensuring that projects are implemented within the projected time frame. Such a policy focuses on enhancing the skills, knowledge, and capabilities of the workforce and stakeholders involved in development projects. By investing in the professional development of staff and fostering a culture of continuous learning, counties can build a pool of skilled individuals who are better equipped to plan, execute, and monitor projects effectively. This, in turn, helps in adhering to project timelines, minimizing delays, and ensuring that projects are completed on schedule. Capacity development policies also contribute to improved project quality, as knowledgeable and skilled teams are more likely to make sound decisions and implement best practices, ultimately benefiting the public by delivering services and infrastructure promptly and efficiently.

Open dialogue between the county government and the public is a vital component of effective governance, particularly in the context of public engagement. When there is a free and open exchange of ideas, concerns, and feedback between the government and the public, it creates an environment for quality deliberation and consensus building. Such dialogue allows for the exploration of different perspectives, the identification of common goals, and the resolution of potential conflicts. Quality deliberation and consensus-building are essential because they lead to well-informed decisions and policies that have broad-based support. This, in turn, positively impacts service delivery, as government actions and initiatives are more likely to align with the needs and preferences of the community. Access to adequate information about public engagement meetings is a critical factor in promoting service delivery. When the public is well-informed about the timing, location, and purpose of public engagement meetings, it encourages participation. This information enables citizens to plan and prepare for their involvement, ensuring that their input is relevant and constructive. Adequate information also fosters transparency and trust in the government's commitment to engaging with the public. As a result, service delivery benefits from the active involvement of an informed and engaged community. Counties that provide incentives to members of the public during public participation meetings can significantly enhance public engagement and, consequently, service delivery. Incentives can take various forms, such as recognition, small rewards, or opportunities to influence decision-making. When citizens perceive that their participation has a meaningful impact and that their efforts are valued, they are more likely to actively engage in public processes. This heightened participation not only generates valuable input but also creates a sense of ownership

and responsibility among the public regarding the services provided by the county government. Having accessible and well-known venues for public engagement and scheduling meetings on days when the majority of the public can attend are essential elements for the effective delivery of services. Accessibility ensures that people from various backgrounds and locations can easily participate in public engagement activities. Well-known venues reduce confusion and make it more convenient for the public to attend. Scheduling meetings at times when most people are available increases the likelihood of broader participation, which, in turn, ensures that the government receives diverse perspectives and insights that can improve service delivery. Effective communication is essential for ensuring that citizens can understand and engage with the government's initiatives. Using language that is clear, concise, and free from jargon or technical terms makes it easier for the public to comprehend the issues under discussion and provide meaningful input. This approach facilitates more inclusive and effective public participation, resulting in improved service delivery that addresses the real needs and concerns of the community.

County governments that actively embrace and are committed to considering public input in their decision-making processes significantly enhance their public image. Openness and a commitment to public engagement are essential for establishing trust and transparency in governance. When county governments actively seek and value the opinions, concerns, and suggestions of their constituents, it sends a powerful message that they are responsive and accountable to the public. This enhances their reputation and builds a positive public image, which is crucial for maintaining public confidence and support. On the other hand, the public also plays a vital role in addressing social problems within their communities. Taking the initiative to address these issues often requires active and assertive action. By using pressure to advocate for the redistribution of resources towards various projects in the county, the public can influence decision-makers to prioritize solutions to critical social problems. This assertiveness can manifest in various ways, such as community organizing, lobbying, or public demonstrations, to push for the allocation of resources to address pressing needs. Public pressure can be a powerful force for change, encouraging governments to act and allocate resources where they are most needed. Clear and defined opportunities for the public to influence project development decisions are essential for effective governance. When the process for public input is well-established and communicated, it ensures that the public has a structured and accessible channel for participating in decision-making. These opportunities can include public hearings, consultations, surveys, and feedback mechanisms. Clarity in these processes makes it easier for the public to engage, and their input can lead to more informed and balanced project development decisions that align with the actual needs and aspirations of the community. Devolved systems that are committed to fully considering public input in project development decisions tend to perform better in terms of service delivery and community satisfaction. When decision-makers prioritize the active involvement of the public, they tap into the collective wisdom and local knowledge of the community. This input leads to more relevant and efficient projects that directly address community needs, ultimately improving the overall quality of life for the residents. In such systems, public participation becomes a cornerstone of governance, enhancing the government's effectiveness and the public's sense of ownership and involvement in local development. County government

engagement with stakeholders that focuses on building relationships can lead to more effective and sustainable governance. Collaborative engagement fosters mutual understanding, trust, and cooperation among government entities, community organizations, businesses, and other stakeholders. Building strong relationships among stakeholders ensures that there is a shared commitment to common goals and objectives. It promotes a collaborative approach to problem-solving and project development, which can lead to more innovative and holistic solutions. Additionally, these positive relationships contribute to a more harmonious and supportive environment for governance, benefiting both the government and the community it serves.

Recommendations

It is recommended that the county government of Kisumu should ensure that performance targets should be aligned with the county's development plans. This alignment ensures that resources and efforts are strategically directed, promoting a coordinated approach to achieving broader developmental goals. County executives must engage and motivate the public to actively contribute to these plans, fostering collective ownership. An effective organizational structure is fundamental in ensuring efficient execution, clarifying responsibilities, and enhancing decision-making. Moreover, a capacity development policy is essential to empower the workforce, improving project implementation timeliness and quality. By prioritizing these factors, Kisumu County can optimize service delivery and progress towards its development objectives effectively.

The county government of Kisumu should hold open dialogue between with the public for quality deliberation and consensus. Encouraging quality deliberation and consensus-building ensures inclusive decision-making and strengthens community involvement. Adequate information about public engagement meetings is essential for transparency and engagement. Providing incentives for public participation can motivate citizens to actively contribute, leading to improved service delivery. Accessible and well-known venues for public engagement meetings should be prioritized, making it easier for the community to participate. Furthermore, using simple and local language during public forums ensures effective communication and meaningful public involvement in the decision-making process, enhancing overall governance and service delivery in Kisumu County.

The county government of Kisumu should be open to and be committed to considering public input in the decision process. This is fundamental in building trust and transparency, which are essential for effective governance. It conveys that the government values and respects the opinions and concerns of its constituents, thus enhancing its reputation and public image. When citizens see that their voices matter, they are more likely to actively engage, leading to better-informed decisions and policies that enjoy widespread support. It is important for the public to proactively address social problems by taking assertive action. By mobilizing their communities, applying pressure to reallocate resources towards critical projects, and advocating for their needs, citizens can play a pivotal role in influencing policy decisions. This advocacy can take the form of community organizing, lobbying, or other collective efforts to ensure that resources are allocated to address pressing local challenges. The county government should establish clear and defined opportunities for the public to participate in project

development decisions. Providing accessible channels, such as public hearings, consultations, and feedback mechanisms, ensures that community members can actively engage in the decision-making process. This clarity simplifies public involvement, leading to more well-informed and balanced project development decisions that align with community needs. Devolved systems that genuinely consider public input in project development perform better in terms of service delivery and community satisfaction. Public participation becomes a cornerstone of governance, enhancing government effectiveness and the community's sense of ownership and involvement in local development. Engaging with stakeholders, including community organizations, businesses, and other entities, is essential for the county government of Kisumu. Such engagement helps build productive relationships, promoting mutual understanding, trust, and cooperation among various stakeholders. Collaborative relationships foster a shared commitment to common goals and objectives, enhancing problem-solving and project development. Positive stakeholder relationships create a supportive environment for governance, benefiting both the government and the community it serves by ensuring projects are well-received, efficient, and effective.

REFERENCES

- Abe, T., and Manisola, O. J. (2014). Citizen participation and Service Delivery at the Local Government in Ekiti State, Nigeria. *Journal of Law, Policy and Globalization*, 27,02-110.
- Abuya, I.O. (2016). Development Projects and (Re) Election of County Government Leaders in Kenya. *PM World Journal* Vol. 5(4).
- Ackerman, J. (2014). Co-governance for accountability: Beyond exit and voice, *World Development* 32 (3), 447- 463.
- ActionAid (2014). People 's Action in Practice: Just and Democratic Local Governance.
- Aderson, D., Sweeney, D. and Williams, T.A. (2014). Statistics for business and economics. New York: *West Publishing Company*.
- Akerlof, G. A., and Kranton, R. E. (2010). Economics and identity. *Quarterly Journal of Economics*, 115 (3), 715-753.
- Aktan, C.C. (2009). Restructuring as Moral and Towards Total Moral: Political Ethics. Istanbul: Ari Thinking and Public Development Association Publications.
- Ball, Carolyn (2016) what is Transparency? *Public Integrity* 11 (4), 293-308.
- Creswell J. W. (2016). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*, 3rd ed. London: Sage
- Dalton, Russell J. 2014. *Citizen Politics: Public Opinion and Political Parties in Advanced Industrial Democracies*. Thousand Oaks, CA: Sage Publications.
- Dena et al., (2012). *Citizens and Service Delivery. Assessing the Use of Social Accountability Approaches in Human Development*

- Dent & Martin, J. (2014). *Identity Politics: Filling the gap between federalism and independence*. Hants: Ashgate Publishing Limited.
- Fairbrass, J. and Jordan, A. (2011). Making European Union biodiversity policy: National barriers and European opportunities, *Journal of European Public Policy*.
- Farrell, C. (2014). *Patient and Public Involvement* (London, Department of Health). Finance and Accountancy. (2004). *Good Governance Standard for Public Services*.
- Feldman, M. S. and Khademian, A. M. 2017. The role of the public manager in inclusion: Creating communities of participation. *Governance* 20, 305–324.
- Fischer, F. (2012). *Participatory Governance: From Theory to Practice*
- Gabriele, A. (2014). Citizen Involvement in Public Policy-making: Does it Improve Democratic Legitimacy and Accountability? The Case of pTA
- Gathu, J. N. (2014). Analyzing the Impact of Devolution on Economic Development Potentialities in Kenya. *International Affairs and Global Strategy*
- Gaventa, J. (2013). Triumph, deficit or contestation? Deepening the deepening democracy debate.
- GoK. (2016). Ministry of Devolution and Planning & Council of Governors. County Public.
- Hope, Sr. K.R. (2015). Capacity Development for Good Governance in Developing Countries: Some Lessons from the Field', *International Journal of Public Administration*.
- Insch, A., and Florek, M. (2012). A great place to live. Work and play. Conceptualizing place satisfaction in the case of city residents, *Journal of Place Management and Development*.
- Iravo, M. (2011). Conflict Management in Kenyan Secondary Schools. *KCA Journal of Business Management* Vol 3 (1) 2011.
- Kalidas. M.G (2014). Financial services marketing: A study on marketing practices of banks in Kerala on service quality dimensions
- Kam, C. D., & Palmer, C. (2013). Rejoinder: Reinvestigating the causal relationship between higher education and political participation. *Journal of Politics*, 73 (3), 659–663.
- Kamla-R., & Ethno M. (2014). The Effects of Nepotism, Cronyism, and Political Favoritism on the Doctors Working in Public Hospitals
- Katindi, S. N. (2013). Exploring Kenya Inequality. Pulling Apart or Pooling Together?
- Kauzya, J. M. (2014). Political Decentralization in Africa: Experiences of Uganda, Rwanda and South Africa
- Kenya Human Rights Commission (KHR) and Social Public Accountability Network (SPAN), (2015). *Harmonization of Decentralized Development in Kenya. Towards Alignment, citizen Engagement and Accountability*.
- Kenya Institute of Public Policy Research and Analysis (KIPPRA) (2016). *Baseline Survey Report on decentralized Funds in Kenya*. Nairobi.

- Kenya National Bureau of Statistics. (2013). Food security research project.
- Kinuthia D.M. (2016). Decentralization and Participatory Development: A Case Study of Elgeyo Marakwet County, Kenya. Lung thesis.
- Kotler, P., Haider, D., & Rein, I. (2013). Marketing Places: Attracting Investment. Industry and Tourism to Cities. States and Nations, *The Free Press, New York, NY*.
- Kumahia, P. M. (2013). *Promoting Good Governance: The Role of the ECOWAS Parliament*.
- Kwena G.N. (2012). Factors Affecting Public Participation in The Management of Development Projects Through Local Authority Service Delivery Action Plans: A Case Study of Kilgoris Constituency, Narok County.
- Kyohairwe, S. (2014). Local democracy and public accountability in Uganda: The need for organizational learning. *Commonwealth Journal of Local Governance*.
- Ladhari, R. (2016). *Alternative measures of service quality: A review*. *Managing Service Quality* 18 (1), 65–86.
- Luis, G. (2013). Determinants of Citizen and Police Involvement in Public Policing, Final Report.
- Mansuri, G. & Rao, V (2013). Localizing Development: Does Participation Work? Washington DC: *The World Bank*.
- Mariana, M.O. (2012). Stakeholder Participation in the Implementation of Local Plan 21 in Malaysia. University of Putra Malaysia, Kuala Lumpur.
- Marks, G. (2013). Structural policy and multi-level governance in the EC. In Cafruny A and Rosenthal G, eds. *The state of the European Public*. Constitution of Kenya: 2010.