

STRATEGY IMPLEMENTATION PRACTICES AND SERVICE DELIVERY AT THE COUNTY GOVERNMENT OF WAJIR, KENYA

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**International Academic Journal of Human Resource and Business Administration
(IAJHRBA) | ISSN 2518-2374**

Received: 17th May 2026

Published: 28th May 2026

Full Length Research

Available Online at: https://iajournals.org/articles/iajhrba_v5_i2_445_472.pdf

Citation: Ali, D. A., Njuguna, R. K. (2026). Strategy implementation practices and service delivery at the County Government of Wajir, Kenya. *International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374, 5(2), 445-472.*

ABSTRACT

The successful execution of Kenyan county governments' initiatives has been a long-standing challenge in achieving service delivery to the citizens. The county government's service delivery frequently encounters delays, cost overruns, and subpar performance despite the allocation of substantial resources and budgetary allocations, resulting in a discrepancy between intended outcomes and actual results. This has resulted in widespread frustration among citizens, who have come to expect little from their local governments. Moreover, the poor service delivery of counties government service delivery has also had a ripple effect on the nation's overall progress, as it hampers the achievement of national development goals. Determining the impact of strategy implementation procedures and service delivery at the County Government of Wajir, Kenya was the main goal of the study. The objectives of the research were; to assess the impact of stakeholder engagement, leadership and governance, policy and regulatory environment, and resource allocation on service delivery at the County Government of Wajir, Kenya. The Resource Based View, Stakeholder Theory, SERVQUAL model, and Theory of Performance guided the research. Descriptive research design was implemented during the analysis. The investigation's unit of analysis was 35 service delivery projects funded by the government of Wajir County over the last five years, from 2019 to 2023. A census sample method was used in the investigation. Primary and secondary data were both used by the researcher. The research tool was a questionnaire. The reliability and validity of the research tools

were assessed via Cronach's alpha to gauge instrument reliability and the content validity test to assess validity. Equally qualitative and quantitative methods were applied to scrutinize the Infor that had been gathered. SPSS version 23 was applying to produce the info that was examined. Results of the analysis Results of the assessments were tabulated and illustrated through tables and figures with interpretative information based on objectives of service delivery Generic results, Visual representations and interpretations were used to express the findings. The study realized that some aspects of strategy implementation practices intentionally affected service delivery at the County Government of Wajir, Kenya. The strongest positive correlates of delivery was stakeholder involvement (Stakeholder engagement; coefficient = 0.294, Beta = 0.312 and significant t-value = 3.769, $p < 0.001$). Leadership and governance also made a significant positive impact, with the coefficient being 0.281 (Beta = 0.289) and t-value as equal to 3.306 ($p = 0.001$). Policy and regulatory environment added positively to performance of services, with a factor 0.215 (Beta = 0.226) t-value = 2.654 ($p = 0.010$). Finally, resource allocation also had a significant positive effect ($\beta = 0.202$), with t-value of 2.539 ($p = 0.013$). These findings bring a conclusion that the enhancement of stakeholder involvement, acceleration of leadership and governance processes, rationalization in policy and regulation systems and efficiency in resource distribution is paramount in improving service delivery the County Government of Wajir. it is suggested the county executive considers to adopt inclusive processes, establish

ethical and visionary leadership, monitor and communicate policies, ensure equitable distribution of resources for most efficient strategic service delivery and public satisfaction.

Keywords: Stakeholder engagement, Leadership and governance, Policy and Regulatory, Service Delivery.

INTRODUCTION

Worldwide, a range of environmental factors, corporate complexities, technological advancements, globalization, climate change, and shifting consumer preferences have compelled public and private organizations to reconsider their business practices. According to Basalamah (2017), these organizations now prioritize achieving efficiency, productivity, and maintaining performance goals. Residents worldwide are placing more and more efforts on governments to demonstrate the results of service delivery from tax revenue and to maintain accountability for the assurances given in their election pledges, Ideas for development, and political manifestos.

Ensuring optimal service delivery is crucial in a time when governments are under increasing pressure to deliver high-quality services with flat revenues. Better performance enables the government to deliver high-quality services to its residents in a way that is both effective and effective means (Hrebiniak, 2016), Furthermore, people need the government to be transparent about how its actions have improved their quality of life. According to Guliye (2016), businesses can expand service delivery via the effective implementation of strategic approaches. Many academics from around the world have researched and attempted to define the process of implementing strategies. An organization can establish objectives for service delivery, achieve success, and add value for the client by following the guidelines provided by a strategic plan (Khayota, 2015).

By effectively putting their strategies into practice, the majority of multinational corporations that operate in developed nations like the US, Germany, China, and Russia have succeeded in reaching their strategic objectives. The strategic plans implementation in large and small organizations in the global, international, regional, and local markets is being influenced, either directly or indirectly, by a number of factors, including competitive business environments, globalization, technology, and turbulent business environments.

Strategy implementation is the process of putting developed policies or decisions into action (Kinyanju & Juma, 2014). In the dynamic business world, developing strategies is not difficult; rather, putting them into practice is (Daft, 2010). According to Thompson, Peteraf, Gamble, & Strickland (2012), putting developed strategies into action requires managers and staff to be

mobilized. The ability of managers to inspire staff members is essential to the successful accomplishment of any strategy, and it is more of an art than a science. Moreover, Pearce & Robinson (2013) state that management concerns deemed essential to strategy execution include aligning organizational structure with strategy, establishing a connection between performance and compensation, fostering a change-friendly organizational environment, managing political connections, establishing a culture that supports strategy, and managing human resources. Creating policies, allocating resources, and establishing annual goals are central strategy implementation tasks that all organizations share. For a strategy to be implemented successfully, other management issues could be equally important, depending on the organization's size and nature.

This study identifies various strategy implementation practices that are believed to have an impact on service delivery which includes Stakeholder engagement, leadership and governance, policy and regulatory environment and resource allocation. Stakeholder engagement is essential for certifying that all relevant parties are included in the implementation method, leading to increased support and commitment. Effective leadership and governance are vital in providing direction, making informed decisions, and ensuring accountability throughout the implementation phase. Beer and Eisenstat (2000) asserted that fostering an environment that prioritizes cooperation and commitment can significantly enhance the organization's ability to deliver outstanding services, explaining the goal of leadership and shareholder engagement in the implementation process. The foundation for implementing strategies is established by the policy and regulatory environment, which guarantees compliance and alignment with external requirements. Lastly, resource allocation involves allocating the necessary resources efficiently to support the implementation process. To measure the effectiveness of strategic implementation on stakeholder's engagement levels can be done through observation techniques. Leadership and governance is evaluated through performance reviews, leadership assessments, and feedback mechanisms (Ralston, 2021).

Bestowing to Avortri et al. (2019), delivery of service is an enterprise element that describes the interaction amongst providers and consumers. Service delivery is essential to government and citizen involvement in the public sector. Governments are tasked with delivering vital services like public safety, healthcare, education, and transportation, a positive service delivery boosts the citizen's value (Rasul & Rogger, 2018). The qualities of a service that successfully meet the wants of the clients are the essence of quality service delivery, as noted by International Organization for Standardization (ISO). According to Affisco & Soliman (2016), a number of metrics, including customer satisfaction, efficiency and profitability can be employed to estimate the level of service delivery quality.

The region of Wajir is found in the northeastern part of Kenya and is among forty-seven counties. The principal town and administrative center of the county is Wajir. It is situated in the dry and semi-dry zone, characterized by a dry climate and low rainfall. The County is 55,840.6 km² in size and has 781,263 people living in it. As per the 2019 Kenya Population and Housing Census, 848,385 people live in Wajir. Approximately 50% of the population is men, while 49 percent are women. The Kenyan Somali ethnic group is the largest population

in the county. Minority groups include Harti, Gare, Arabs, and communities from other regions of the country; the three main Somali clans are Degodia, Ogaden, and Ajuran. Many of the residents are non-natives who have moved here for work or business. Wajir has 6 constituencies within its region; Eldas, Wajir North, Wajir South, Wajir East, Tarbaj and Wajir West.

Statement of the Problem

The effective strategy implementation by County administration in Kenya has been a persistent encounter in achieving provision of services to citizens. Despite the allocation of significant resources and budgetary allocations, the county government services often experience delays, cost overruns, and poor performance, leading to a mismatch between intended outcomes and actual results. A report by Auditor-General's indicated that the County Executive had an approved budget of Kshs.10.7 billion but only managed to spend Kshs.9 billion, indicating under-absorption of 16% (Auditor-General report 2021-2022) this suggesting non-implementation of planned service. This has resulted in widespread frustration among citizens, who have come to expect little from their local governments. Moreover, the poor performance of counties government has also had a ripple stimulus on the complete progress of the Wajir, as it hampers the achievement of national development goals. Due to inherited management and resource issues, the majority of counties haven't fully executed the CIDP, 2013. Service delivery suffered as a result of the county's poor performance relative to its approved budget, which included Kshs. 1,368,840,442 in underspending or 14% late returns from the National Treasury (National Treasury report; 2023).

Studies have shown that many county governments in Kenya perform poorly due to ineffective strategy implementation. Although several researchers have examined strategy implementation and organizational performance in different sectors, limited studies have focused on county governments, especially Wajir County. Existing studies also faced methodological limitations such as small sample sizes and purposive sampling. Therefore, this study sought to examine the relationship between strategy implementation and service delivery in the County Government of Wajir, Kenya.

Purpose of the Study

The study's main goal was to ascertain the influence of strategy implementation practices on the service delivery at the County Government of Wajir, Kenya.

Specific Objectives

The study specific objectives were;

- i. To assess the influence of stakeholder engagement on service delivery at the County Government of Wajir, Kenya.
- ii. To determine the role of leadership and governance on service delivery at the County Government of Wajir, Kenya.
- iii. To assess the effect of policy and regulatory environment on service delivery at the County Government of Wajir, Kenya.
- iv. To explore the effect of resource allocation on service delivery at the County Government of Wajir, Kenya.

THEORETICAL LITERATURE REVIEW

The Resource-Based View

It's a well-established branch of strategy research that dates back to 1959, when Edith Penrose provided insightful information about how to acquire, apply, and expand assets to obtain a competitive edge (Rugman and Verbeke 2002). According to Kavuvu (2011), this organizational management theory is applied to analyze the strategic resources available to a firm. Basing to the RBV, assets are essential for achieving superior organizational performance. So, instead of trying to acquire new abilities at every chance, it is much more practical to utilize existing abilities to capitalize on outside possibilities. Both touchable and in touchable resources are available. Since there are plenty of resources on the market and are physical resources, they don't offer an organization much over time because competitors can quickly obtain the same materials. Intangible are anything else that an organization can own even if it doesn't have a physical location, such as intellectual property rights, trademarks, and brand reputation.

According to RBV, companies that have solid connections and lines of communication with stakeholders have a special ability that strengthens their resource base and maintains their competitive advantage in the context of stakeholder engagement. Effective leadership and governance structures are essential internal resources, according to RBV. Long-term success can be guaranteed by leaders who match organizational resources with strategic objectives. The core tenet is to ensure that financial, human, and technological resources are optimally utilized to support critical areas such as innovation and operations, thereby creating value and sustaining competitive advantage. The theory brought significance in this project as It is a paradigm for strategic management that highlights a business's internal resources and talents as important sources of long-term competitive advantage. It has been influential in shaping strategic thinking and has practical applications for managers/directors seeking to understand and leverage their organization's strengths for competitive advantage. And as such, it is important to comprehend the duties of human and financing assets in facilitating the implementation of strategies within the research environment.

SERVQUAL model

SERVQUAL model is a popular framework for evaluating service quality that was first presented by Parasuraman, Berry and Zeithaml in the year 1985. The methodology was created to quantify the discrepancy between what customers thought they would obtain and what they truly thought they attained. The 10 aspects of service quality that were first recognized were civil, trustworthiness, communication and safety, responsiveness, competence, understanding the client, tangibles, and reliability. These were subsequently condensed to five key elements: tangibles (the physical buildings, equipment, and personnel appearance), assurance (the staff's knowledge, civility, and ability to develop trust), responsiveness (the ability to assist clients and provide prompt service), assurance (the staff's ability to build trust), and empathy (the ability to show clients concern and individual attention).

This model is significant to the study of strategy implementation and delivering of service as it provides a systematic approach to identifying and addressing service quality gaps. By using this model, organizations can match their strategies with customer expectations. This leads to better service delivery and higher customer satisfaction. It also shows areas that need improvement, which helps with better decision-making and resource allocation. In the public sector, SERVQUAL can evaluate how well service initiatives are delivered. This ensures that strategic goals are reached and customer loyalty is improved.

Theory of Performance

Don Elgar developed the Theory in 2006, which focuses on six fundamental characteristics that provide a framework for characterizing performance and measuring it. Knowledge level, identity level, performance context, skill level, personal characteristics, and fixed factors are among the attributes that have been incorporated into the framework. In order to further direct the evaluation of performance, the theory also offers three axioms: reflective practice, performer's mindset, and immersion. The foundation of ToP is the idea that exceptional achievements are possible and that high performance levels are the means by which deserving accomplishments are attained. The philosophies of stakeholder management and stakeholder capacity building are strengthened, which aids in this study.

The Theory of Performance emphasizes continuous improvement as a means of attaining high levels of organizational performance. Because it encourages innovation and offers insightful feedback, stakeholder engagement is essential for improving performance and ensuring that organizational initiatives meet stakeholder expectations. Effective governance and strong leadership are essential for achieving high performance; sustained performance is facilitated by governance frameworks that guarantee accountability and strategic alignment, as well as by leaders who inspire and motivate their teams. The external environment, which includes laws and regulations, has an impact on performance. Businesses can increase their success by taking advantage of policy opportunities and proactively adjusting to regulatory changes.

Empirical Literature Review

Stakeholder Engagement and Service Delivery

A case by Mambwe and Mwanaumo, (2020) addressed the impact of stakeholders' involvement in Zambian road projects. This case evaluates the impact of stakeholder engagement on the achievement of the L400 roads project's road projects in the Lusaka District. A quantitative and descriptive research design was chosen as the investigation methodology. The case employed a semi-structured survey to gather primary and secondary data, with a 98 percent response rate. Stakeholder participation and project performance were identified to be significantly and favorably associated. The outcomes also indicated a strong positive connection amid project cost and stakeholder engagement. The study assessed and highlighted the critical function of project stakeholders' involvement in performance similarly to the current case which will be conducted. The Zambian case focuses on road construction projects, whereas the present survey will concentrate on various Wajir, Government service delivery to bridge this gap.

Using an analysis of Rwanda's Inspire, Educate, and Empower (IEE) Ngwabije & Gitahi (2023) examined how stakeholders are involved in project performance. The research hired a mixed-methods technique, analyzing data using both qualitative and quantitative techniques. 227 participants made up the case population, methodology design was descriptive. Statistics was gathered via structured questionnaires from 144 respondents in the sample. primary and secondary sources was applied. Questionnaires were utilized for primary resources collection, and literature, reports, and journals were used for secondary data collection. SPSS was utilized to evaluate the results through descriptive statistical analysis. The case's conclusions showed a substantial beneficial connection between project outcome and stakeholder participation. In terms of methodology, the research adopted a mixed methods approach; however, by combining qualitative and quantitative data sources, the present survey investigation employed a descriptive research approach that pursues to bridge the current gap and offer a thorough knowledge of the phenomenon.

The goal of Olwande's (2021) study was to examine the effectiveness of the National Aids and Sexually Transmitted Infections Control Program's antiretroviral supply chain program in Kenyan antiretroviral therapy healthcare departments with regard to stakeholder participation. The survey was steered by 3 theories: the theory of performance, the resource-based view theory, and the stakeholder theory. To enable the data collection to address research objectives, characterize the research response, and ascertain the variables' direct connection, correspondingly, equally explanatory and descriptive research designs were used. Using stratified proportional sampling, 229 pharmacists and pharmaceutical technicians in Kenya were selected from a overall population of 541. Primary information was gathered via an electronic questionnaire for ease of use and efficiency, and analysis was conducted using equally inferential and descriptive statistics. The outcomes revealed that service delivery was positively and significantly impacted by stakeholder participation.

Leadership & Governance and Service Delivery

In order to determine the impact of leadership on service provision at Wahana Company Ltd., situated in Indonesia's North Seram District of Central Maluku Regency, Paais & Pattiruhu (2020) used empirical methods. The purpose of this survey is to give academics studying leadership governance a serious analysis. The sample consisted of 155 employees using the Proportional Stratified Random Sampling technique. The research was carried out from April to December 2019, during which data were gathered via a survey, which was then examined via structural equation modelling with Amos. The findings from the information examination indicated that leadership exerts a favorable and noteworthy influence on the provision of services. Contextual gap, the survey analyzed data through using via different analysis whereas the present survey will utilize SPSS to run the data, to bridge this gap SPSS was used because it is easy to use and broadly accessible, making it suited for researchers who may not have substantial knowledge with difficult statistical techniques. It provides a comprehensive range of basic and advanced statistical tests, which are sufficient for many research needs, allowing for straightforward data manipulation, descriptive statistics, and inferential analyses.

Research by Musyimi, (2022) examined how leadership affected Kitui County project performance. The survey's precise goals were to ascertain how Compassion International initiatives in Kitui County performed in relation to control, style, experience, and leadership skills. A descriptive research design was applied in this instance. 113 responders make up the sample size. was taken into consideration, and the case's target population comprised of 160 participants who are actively helped in carrying out Compassion International developments in Kitui County. The respondents were chosen and sampled using stratified random sampling. Surveys were applied to gather information, and the participants received them by email. Means, percentages, frequencies, standard deviations were among the descriptive statistics considered in the evaluating the quantitative data that was gathered. The case also included multiple regression analysis to determine the association among the independent and dependent variables. The qualitative data was analyzing via content analysis. The results showed that project performance and leadership were positively correlated. In particular, there was a (+) correlation amongst project performance and leadership abilities, experience, control, and styles.

Policy & Regulatory Environment and Service Delivery

Nzioka (2022) evaluated how strategic implementation affected service delivery in Kenyan construction firms in City of Nairobi. The case utilized a mixed research methodology and a descriptive design. The survey also employed the census sampling method, 98 workers from Nairobi City County's 49 registered construction enterprises made up the sample respondents. The investigation employed semi-structured questionnaires to collect material, and secondary data was utilized to augment the primary responses. The survey was studied applying inferential as well as descriptive statistics. Outcomes: Eighty percent of the sample respondents responded to the study. The case revealed a statistically significant and favorable association among performance and the contribution of sustainable strategic implementation. Geographically, the investigation was performed in Nairobi using a mixed methodology to bridge the gap, the current survey is being done in Wajir using a questionnaire to gather data.

Josephine and Masinde (2018) investigated how government policy compliance affected the connection between crucial success variables and building project completion in government secondary schools at the County of Bungoma, Kenya. The analysis included a mix of methods, quantitative and qualitative data. methods, including hypothesis testing, and was grounded on the theories of construction management and soft value management. A sample of 461 people was chosen from among the 610 responders, which included principals, PTA chairs, and quality assurance officers. Tests and schedules for interviews were utilized to assist the collection of information. While qualitative data were shown in written style, quantitative technique were evaluated through both inferential& descriptive statistics, and the outcomes were displayed in frequency tables. At a level of significance of 0.05, regression analysis was employed for hypothesis testing in order to discover the direction and magnitude of the association amongst the variables. For every item pertaining to government policy conformity, the research gained a Cronbach Alpha with 0.839 coefficient, demonstrating the trustworthiness of the measuring tool. The results obtained indicated that the link between important success elements and the end of building projects in Bungoma County's public secondary schools is strongly moderated

by adherence to government policy. To further define Within its scope, the survey focus will shift from a hypothesis-driven method to using precise and succinct research questions.

Resource Allocation and Service Delivery

Each county government in Kenya has its own set of health care requirements and challenges (Makokha & Ngugi, 2022). Thus, the intent objective the research was to analyze how resource allocation affected the way the Kenyan government of Busia County implemented health care services. Descriptive research methodology was applied. Six health services provided in Busia County in Kenya served as the analytical unit. The 95 responders were team members and management, served as the observational unit. 95 people participated in the census. A questionnaire served as the study tool. standard deviations and Means were utilized in descriptive statistics to examine quantitative statistics. Tables and figures were applied to show the figures. To ascertain the impact of one variable on another, inferential statistics involving regression analysis and connection were employed. According to the case, Busia County government service implementation was significantly and positively impacted by resource allocation. Contextually, the case was carried on health sector in Busia where the present inquiry will be taken out, at delivery of service at Wajir County.

A study conducted by Wanjala, Odhiambo, & Shalle (2017) indicated that resource monitoring serves as an ongoing and essential process for tracking essential elements of project execution effectiveness. Examining how resource monitoring impacted Kenyan State Corporations' project performance was the main goal. A simple random selection method was used to select 65 State Corporations for the sample. Questionnaires with both closed-ended and open-ended questions were used to collect data. In addition to qualitative methods, descriptive and inferential statistics were used in the data analysis. The Shapiro-Wilk test was used to determine normality, and the t-test and Pearson correlation were used to determine correlations between the variables. The outcomes indicated that resource monitoring had a substantial and positive influence on Kenyan State Corporations' project performance. To achieve their project goals and objectives, these businesses employed activity forecasting, project mapping, and a participatory approach as critical monitoring techniques. In this case, variable relationships were examined using Pearson correlation and t-tests, even though the current study intends to use a multiple regression model to observe the correlations among independent variables and service delivery.

Conceptual framework

The figure below presents the interrelationship between the study's independent variables reward system and interpersonal relationship and dependent variable teacher's performance.

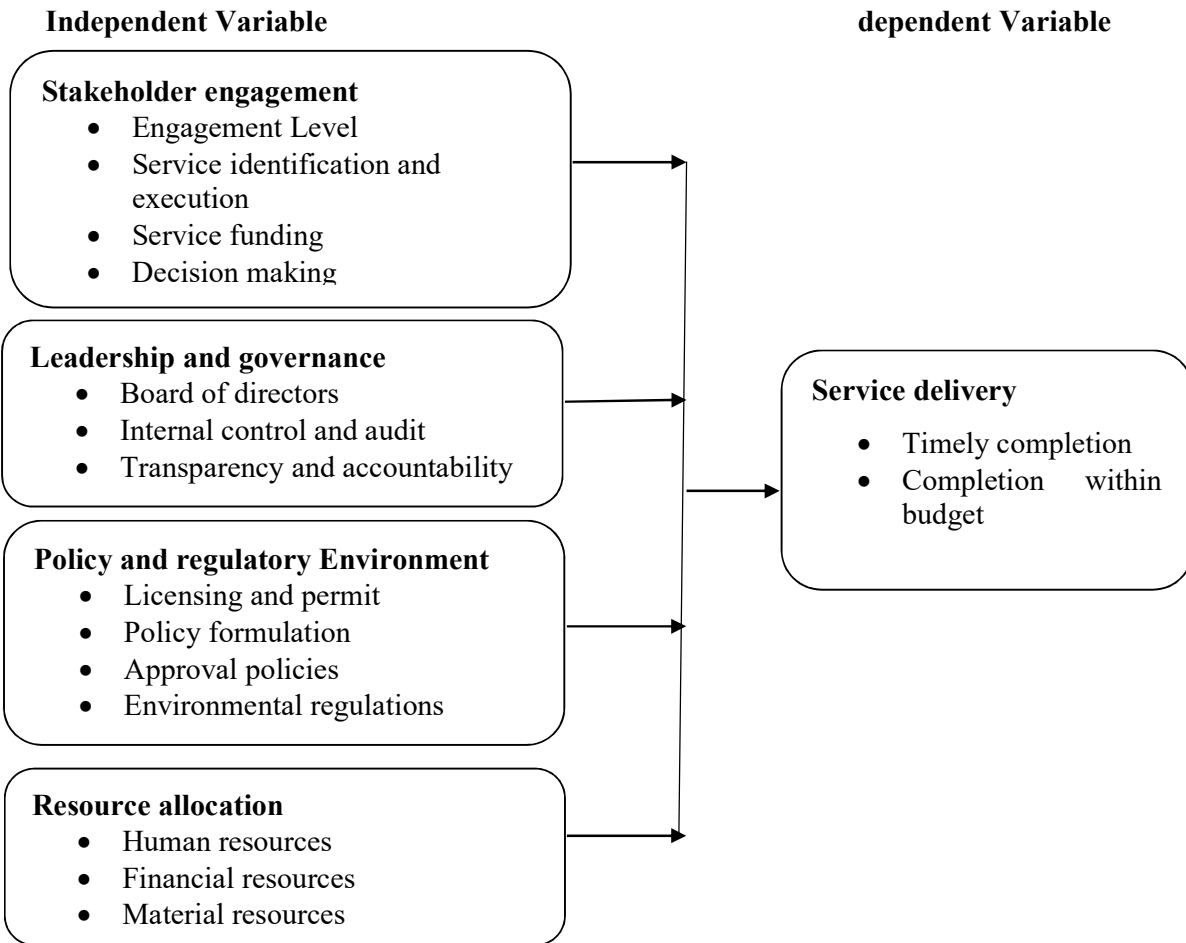


Figure: Conceptual Framework

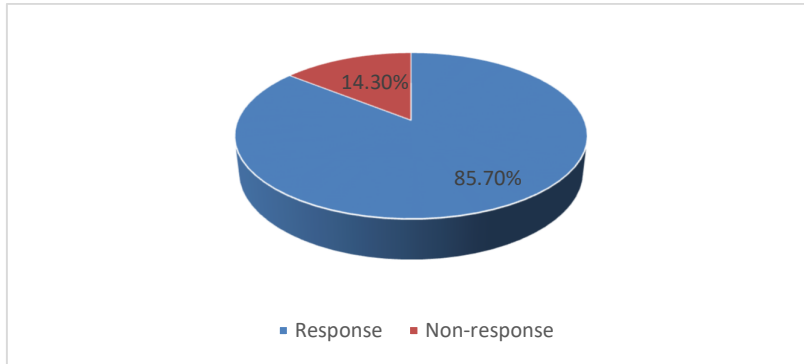
RESEARCH METHODOLOGY

The study used descriptive research design. Using a descriptive research design aids in concentrating attention on a particular variable factor, through this design the researcher systematically collects and analyze data to describe characteristics, behaviors, and patterns associated with a particular phenomenon or population. Population of this study consisted of 35 Service delivery financed by Wajir, County Government for the last 5 years starting from 2019 to 2023; these services were used as the analytical unit as they were the primary subject that is being analyzed. The observational unit consists of stakeholders, County executive, managers, officers and the members of public. Due to the tiny population, every respondent was sampled, and a census sampling method was applied in the investigation. the researcher applied together secondary and primary information. To gather primary data, the study employed a semi-structured questionnaire, which gave the respondents an opportunity to provide more information. The descriptive statistics that were used were mean (to measure central tendency) and standard deviation (to measure dispersion). Inferential statistics, which entailed analysis of data in order to measure causal relationship between and among study variables, was done using regression analysis and correlation analysis. Statistical package for social sciences (SPSS) version 23 was used in the analysis of data. Regression analysis was used to show the linear relationship between variables.

Results and Discussions

Response Rate

The researcher distributed 105 questionnaires but 90 questionnaires were correctly complete and given back, yielding an 85.7% response rate. This rate is considered highly satisfactory for research purposes. Juma, Otuya, and Kibati (2018) state that 50% is a good response rate for analyzing and reporting, 60% is good, and 70% or more is deemed exceptional. As a result, the study's response rate can be categorized as excellent.



Source: Field Data (2025)

Descriptive Analysis

Stakeholder Engagement and Service Delivery

The first main study's objective was the assessment of the effect that the stakeholder engagement had on the service delivery in the Wajir County Government. The results were presented in the table below.

Statements	n	Mean	Std. Dev
Regular meetings with stakeholders have contributed to better quality of services provided by the county.	90	3.95	0.905
The county promptly informs stakeholders about any changes in service delivery plans.	90	3.91	0.897
Stakeholder engagement has enhanced the county's accountability in service delivery.	90	3.97	0.916
Effective partnerships exist between the county and local organizations to meet service delivery goals.	90	3.68	0.784
The county takes stakeholders' concerns seriously and works to address issues affecting service quality.	90	3.72	0.823
The county collaborates with various stakeholder groups to improve service delivery outcomes.	90	3.60	0.776
Stakeholders contribute resources and expertise that positively impact service delivery.	90	3.65	0.781
Stakeholders' feedback is actively sought and incorporated into service delivery strategies.	90	3.61	0.772
Stakeholder engagement helps in aligning services with the actual needs of the public.	90	3.58	0.768
Average scores		3.74	0.825

The results above demonstrate that overall average mean score of 3.74 and a standard deviation of 0.825 shows that most participants moderately to strongly agree that stakeholder engagement plays a critical role in influencing effective service delivery. A majority of respondents agreed that regular meetings with stakeholders contribute to better quality services provided by the county (mean = 3.95; standard deviation = 0.905). This suggests that more responsive and effective public services result from organized and regular stakeholder consultations. These outcomes go in hands with those of Wambua and Njoroge (2020), who discovered that planned stakeholder meetings promote shared accountability and transparency in public institutions.

In a similar vein, respondents strongly agreed that the county promptly notifies stakeholders when service delivery plans change (mean = 3.91; standard deviation = 0.897). Proactive strategy implementation is reflected in prompt communication, which enables stakeholders to modify expectations and work together productively. Kamau and Muturi (2022), who found that real-time information sharing improves trust and operational coordination during strategy execution, corroborate this. The highest-rated item in the table, stakeholder engagement improves accountability in service delivery, was also widely agreed upon by respondents (mean = 3.97; standard deviation = 0.916). This suggests that the participation of stakeholders acts as a check on service providers, requiring counties to maintain standards. The results support the findings of Otieno and Wekesa (2019), who highlighted that when citizens and civil society actors actively participate in assessing county service performance, accountability improves.

Regarding cooperation, there was a moderate level of agreement with the statement, "Effective partnerships exist between the county and local organizations to meet service delivery goals" (mean = 3.68; standard deviation = 0.784). Despite the positive score, there is potential to improve county collaborations with NGOs and community-based organizations. In underprivileged counties like Wajir, strategic partnerships with neighborhood organizations improve resource sharing and focused service delivery, claim Mohamed and Ali (2023). Respondents agreed that the county takes stakeholders' concerns seriously and attempts to address them (mean = 3.72; standard deviation = 0.823). The comparatively higher standard deviation, however, suggests some variation in perception, which may indicate uneven responsiveness among departments or sub-counties.

Statements about stakeholder collaboration (mean = 3.60), resource contribution (mean = 3.65), and active feedback integration (mean = 3.61) received moderately positive responses. This indicates general agreement, but it also shows that counties may not be fully using stakeholder inputs. These findings support the study by Abdi and Yusuf (2021), who found that many counties in Kenya still lack proper ways to include stakeholder feedback in policy cycles. The item rated lowest was the alignment of services with actual community needs through stakeholder engagement (mean = 3.58; standard deviation = 0.768). This result suggests that, despite efforts to engage, there may be a gap in turning stakeholder input into real service customization. This concern is also reflected in the study by Mwangi and Kinyua (2021), who highlighted the disconnect between community consultation processes and service delivery priorities in county governments.

Leadership & Governance and Service Delivery

The objective two was to access the role of leadership and governance on service delivery at the County Government of Wajir, Kenya. The means and standard deviations were developed and the results were presented in Table as shown below.

Statements	n	Mean	Std. Dev
Leadership in the county provides clear vision and direction for improving service delivery.	90	3.99	0.976
Governance structures in the county promote accountability in service delivery.	90	4.03	0.985
Policies set by county leadership effectively address the needs of the public in terms of service delivery.	90	3.69	0.805
Leadership decisions are made in a fair and inclusive manner, benefiting diverse community members.	90	3.76	0.819
Leadership decisions are regularly evaluated for their impact on the quality-of-service delivery.	90	3.83	0.896
Community involvement in governance increases the effectiveness of service delivery.	90	3.87	0.898
Leadership that prioritizes ethical standards enhances public trust in service delivery.	90	3.78	0.837
Leadership actively seeks feedback from the public to improve service delivery strategies.	90	3.88	0.893
There is adequate oversight by leadership to ensure service quality and standards are maintained.	90	3.79	0.845
Average Scores		3.85	0.884

The findings revealed that leadership and governance positively influence service delivery at the County Government of Wajir, with an overall mean score of 3.85 and a standard deviation of 0.884, indicating general agreement among respondents. Respondents strongly agreed that governance structures promote accountability in service delivery (mean = 4.03) and that county leadership provides a clear vision and direction for improving service delivery (mean = 3.99). The results further showed that leadership actively seeks public feedback (mean = 3.88) and encourages community participation in governance (mean = 3.87), which enhances the effectiveness and inclusiveness of service delivery.

The study also established that ethical leadership and fair decision-making contribute to public trust and improved service delivery, as reflected by positive ratings on ethical standards (mean = 3.78) and inclusive leadership decisions (mean = 3.76). However, the statement regarding whether county policies effectively address public needs recorded a relatively lower mean score of 3.69, suggesting moderate satisfaction and indicating possible gaps in policy implementation and responsiveness to local needs. Overall, the findings suggest that effective, participatory, and accountable leadership is essential in strengthening service delivery in Wajir County.

Policy & Regulatory Environment and Service Delivery

The third objective was to assess the impact of policy and regulatory environment on service delivery at the County Government of Wajir, Kenya. Respondents were asked to rate their level of agreement with each statement about the policy and regulatory environment, and how it

affects the service delivery at Wajir County on a scale of 1-5, Standard deviations and means were calculated and displayed the conclusions.

Statements	n	Mean	Std. Dev
Policies set by the government positively impact service delivery.	90	3.87	0.962
Regulatory requirements ensure that service standards are met.	90	3.93	0.968
Policy changes are effectively communicated to all stakeholders involved in service delivery.	90	3.95	0.972
Compliance with regulations improves the efficiency of service delivery.	90	3.82	0.835
The policies in place are relevant to the current needs of the community.	90	3.74	0.783
Regulations provide a clear framework for delivering quality services.	90	3.81	0.827
Lack of regulatory enforcement affects the quality of service delivery.	90	3.76	0.792
Policies are updated regularly to adapt to service delivery challenges.	90	3.64	0.781
Regulatory bodies are responsive to feedback from service providers.	90	3.97	0.976
Average scores		3.83	0.877

The findings revealed that the policy and regulatory environment positively influence service delivery at the County Government of Wajir, with an overall mean score of 3.83 and a standard deviation of 0.877, indicating moderate agreement among respondents. Respondents highly agreed that regulatory bodies are responsive to feedback from service providers (mean = 3.97; standard deviation = 0.976) and that policy changes are effectively communicated to stakeholders involved in service delivery (mean = 3.95; standard deviation = 0.972) The results match those of Ali and Wario (2022) who, in their research, indicated that by being open to feedback, regulators would not only end up with more practical, flexible, and contextually responsive policy outcomes throughout the Kenyan counties but also avoid major conflicts between the government and the people and the loss usually associated with it. The results further showed that regulatory requirements help ensure service standards are met (mean = 3.93; standard deviation = 0.968), while government policies positively impact service delivery (mean = 3.87). These findings suggest that effective communication, responsive regulatory bodies, and supportive policies contribute significantly to improved service delivery in Wajir County.

In a similar vein, the respondents indicated that weak enforcement of regulations influences the quality of services provided-mean 3.76; standard deviation 0.792-and affirms that the best policies, without surveillance and sanctions, may not achieve desired results. Chebet and Wamuyu, 2021, assert that numerous counties in Kenya have weak enforcement mechanisms for regulating the delivery of public services, causing ineptitude, lack of accountability, and low satisfaction among citizens.

The statement policies are regularly reviewed to address delivery challenges received the lowermost mean score, with a mean 3.64 and a standard deviation of 0.781. This demonstrates that responders were concerned about the frequency and responsiveness of policy reviews in Wajir County. It reinforces the view that periodic policy reviews are not yet institutionalized, a challenge also noted by Omondi and Kaburu (2022), who highlighted that in most county governments, there is a lag between policy enactment and policy adjustment.

Resource Allocation and Service Delivery

The fourth research objective was to determine the impact of allocation of resources in influencing service delivery in the County Government of Wajir, in Kenya. Participants were urged to score how much they concurred with each topic involving the allocation of resources as well as influencing service delivery in Wajir County in a scale of 1 to 5. The standard deviations and means were computed and outcomes were revealed below.

Statements	n	Mean	Std. Dev
Adequate financial resources are essential for effective service delivery.	90	3.80	0.789
The allocation of resources is aligned with the priorities of the community.	90	3.75	0.757
Insufficient resources negatively impact the quality of services provided.	90	3.86	0.835
Resource allocation processes are transparent and equitable.	90	3.93	0.946
Training and development resources are adequately provided to improve service delivery.	90	3.79	0.783
There is a clear link between resource allocation and the performance of service providers.	90	3.83	0.837
Resources are regularly assessed to ensure they meet the needs of service delivery.	90	3.76	0.775
The distribution of resources is based on actual service delivery demands.	90	3.94	0.954
Community input is considered in the resource allocation process.	90	3.77	0.780
Delays in resource allocation hinder timely service delivery.	90	3.69	0.765
Average scores		3.81	0.822

The study concludes that resource allocation has a significant influence on service delivery at the County Government of Wajir, Kenya. The findings recorded an overall mean score of 3.81 and a standard deviation of 0.822, indicating that respondents generally agreed that effective allocation of resources contributes positively to improved service delivery. The study established that resource allocation based on actual service delivery demands was highly rated (mean = 3.94; standard deviation = 0.954), suggesting that the county government considers departmental and community needs when distributing resources. Similarly, respondents agreed that resource allocation processes are transparent and equitable (mean = 3.93; standard deviation = 0.946), which enhances accountability and public trust in service delivery processes.

The findings further revealed that insufficient resources negatively affect service delivery (mean = 3.86; standard deviation = 0.835), confirming that adequate financial, human, and material resources are essential for effective implementation of county services. Respondents also acknowledged a clear relationship between resource allocation and the performance of service providers (mean = 3.83; standard deviation = 0.837), implying that improved allocation enhances employee productivity and departmental performance. In addition, adequate financial resources were considered necessary for effective service delivery (mean = 3.80; standard deviation = 0.789), while training and development resources were moderately sufficient to improve service delivery (mean = 3.79; standard deviation = 0.783).

The study also concludes that participatory approaches in resource allocation contribute positively to service delivery outcomes. Respondents moderately agreed that community input is considered in the resource allocation process (mean = 3.77; standard deviation = 0.780), resources are regularly assessed to meet service delivery needs (mean = 3.76; standard deviation = 0.775), and resource allocation aligns with community priorities (mean = 3.75; standard deviation = 0.757). However, the study identified challenges associated with delays in resource allocation, which hinder timely service delivery (mean = 3.69; standard deviation = 0.765). This indicates that although resource allocation systems exist within the county government, delays in funding disbursement, procurement, and staffing may negatively affect the timely implementation of services. Overall, the study concludes that efficient, transparent, and needs-based resource allocation is critical in enhancing service delivery in Wajir County.

Service Delivery

The respondents were requested to provide the level of their responds with the statements concerning the level of service delivery at the Wajir County on a scale of 1-5, the standard deviations and means were calculated and the outcomes were displayed below.

Statements	n	Mean	Std. Dev
Service delivery in Wajir County meets the needs of the community.	90	3.86	0.859
The county leadership actively engages stakeholders in planning for service delivery.	90	3.79	0.785
Service delivery in Wajir County are completed on time according to the set schedules.	90	3.92	0.891
Service delivery in Wajir County are completed within the budget allocated.	90	3.88	0.876
Feedback from the community is taken into account in improving services.	90	3.94	0.906
Service delivery in Wajir County is transparent and accountable.	90	3.85	0.871
The quality of services delivered meets community expectations.	90	3.84	0.863
Stakeholder engagement contributes to efficient resource allocation in service delivery.	90	3.90	0.884
There is an effective communication channel for addressing service delivery issues.	90	3.75	0.773

Service delivery programs are regularly monitored and evaluated.	90	3.71	0.768
Training and development of staff enhance service delivery quality.	90	3.97	0.935
Timely completion of service delivery enhances the satisfaction of service recipients.	90	3.81	0.862
Staying within budget allows for better allocation of resources to other service delivery.	90	3.74	0.771
Average scores		3.84	0.850

The results shown in Table 4.9 shed light on how respondents view Wajir County's service delivery, especially with regard to the application of strategic practices. Wajir County's service delivery is generally regarded favorably, with a standard deviation of 0.850 and an average mean score of 3.84. The idea that staff development and training improve the quality-of-service delivery received the highest rating (standard deviation = 0.935; mean = 3.97). This result emphasizes the vital role that ongoing professional development plays in providing public servants with the necessary skills to address changing community needs. It supports the findings of Mutuma and Kirui (2021), who contended that funding employee training greatly raises operational effectiveness, creativity, and the general caliber of services provided by Kenyan county governments.

Another highly agreed-upon statement is that community feedback is considered in service improvement, with a standard deviation of 0.906 and a mean of 3.94. It indicates participatory mechanisms, through which the voices of the community contribute to strategy review and improvement of service delivery. Kiprono and Kinyua note that integrating citizens' views into service provision strengthens its relevance, increases openness, and enhances trust between the people and government agencies, especially in far-flung and resource-starved regions like Wajir.

The perception that service delivery in Wajir is transparent and accountable (standard deviation = 0.871; mean = 3.85) and that services meet community expectations (mean = 3.84; standard deviation = 0.863) reflects growing confidence in the county's governance structures. These sentiments echo the findings of Omolo and Kibet (2019), who observed that transparency, particularly in procurement and performance reporting, is a strong predictor of citizen satisfaction in county-level services. Moderate agreement was observed regarding effective communication channels for dealing with service delivery issues (mean = 3.75; standard deviation = 0.773) and the need for regular monitoring and evaluation of programs (mean = 3.71; standard deviation = 0.768). This suggests areas that need improvement to ensure responsiveness and accountability throughout the service delivery process. Wanjohi and Musyoka (2021) argue that timely communication and feedback loops are crucial for solving problems, improving responsiveness, and making sure that lessons from past experiences guide future service delivery strategies.

Inferential Analysis

Model Summary

In regression analysis, a model summary provides critical statistical measures that explain how well the independent variables collectively predict the dependent variable. Key indicators in the summary model include the correlation coefficient (R), the coefficient of determination (R^2), the adjusted R^2 , and the standard error of the estimate. The findings are introduced in table below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.812	0.659	0.643	0.503

Source: Field Data (2025)

The table presents the model summary results of the regression analysis conducted to assess the impact of strategy implementation practices on service delivery at the County Government of Wajir. The model indicates a correlation coefficient (R) of 0.812, which signifies a strong positive relationship between the independent variables namely stakeholder engagement, leadership and governance, policy and regulatory environment, and resource allocation and the dependent variable, service delivery. This suggests that as the quality of strategy implementation practices improves, service delivery in the county government context also improves. The coefficient of determination (R^2) is 0.659, implying that approximately 65.9% of the variation in delivery of service could be clarified by the 4 strategy implementation variables. The Adjusted R^2 value of 0.643 slightly adjusts for the number of predictors in the model, indicating that even after accounting for model complexity, the predictors still explain a substantial proportion of the variance in service delivery outcomes.

ANOVA

Analysis of Variance (ANOVA) is a statistical technique used to determine whether there are significant differences in the means across multiple groups or, in the context of regression analysis, to assess whether the independent variables collectively have a statistically significant effect on the dependent variable.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.257	4	8.564	33.859	0.000
Residual	17.743	70	0.254		
Total	52.000	74			

Source: Field Data (2025)

As shown above, the regression model generated an F-statistic of 33.859 with a p-value of 0.000, which is less than the conventional alpha level of 0.05. This means that the model is statistically significant, and there is a high likelihood that the observed relationship between the independent variables and service delivery did not occur by chance. The regression sum of squares is 34.257, while the residual sum of squares is 17.743, leading to an overall sum of squares of 52.000. The mean square for regression is 8.564, much higher than the residual mean square of 0.254, which further confirms that the model explains a substantial portion of the

variance in the dependent variable. These findings indicate that the analysis of strategy implementation practices significantly influences the overall quality and effectiveness of service delivery at the County Government of Wajir. The F-ratio ($F = 33.859, p < 0.001$) is strong and statistically significant, which shows that these predictors are important for explaining differences in service delivery outcomes. The results are similar to what Wekesa and Atambo (2020) found in Isiolo County, where the F-statistic was reported at 31.67 ($p < 0.01$), demonstrating that leadership, stakeholder involvement, and policy implementation significantly influenced public service delivery.

Regression Coefficients

Regression coefficients indicate the individual contribution of each independent variable to the dependent variable in a regression model. The outcomes are displayed below.

Predictor Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	0.842	0.278		3.029	0.003
Stakeholder Engagement	0.294	0.078	0.312	3.769	0.000
Leadership and Governance	0.281	0.085	0.289	3.306	0.001
Policy & Regulatory Environment	0.215	0.081	0.226	2.654	0.010
Resource Allocation	0.193	0.076	0.202	2.539	0.013

Source: Field Data (2025)

The research carried a multiple regression analysis in direction to calculate association amongst strategy implementation practices and service delivery at the County Government of Wajir, Kenya.

16/500

According to the table produced by SPSS, the formula ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) transformed into: $Y = 0.842 + 0.294X_1 + 0.281X_2 + 0.215X_3 + 0.193X_4 + \epsilon$

- Where Y = Service delivery
- X_1 = Stakeholder engagement
- X_2 = Leadership and governance
- X_3 = Policy & regulatory environment
- X_4 = Resource allocation

The regression coefficients presented in Table 4.12 highlight the individual effect of each strategy implementation practice stakeholder engagement, leadership and governance, policy and regulatory environment, and resource allocation on service delivery at the County Government of Wajir. The constant value ($\beta = 0.842, p = 0.003$) implies that even in the absence of the predictor variables, there is a baseline level of service delivery performance.

Stakeholder engagement: The unstandardized coefficient is 0.294, with a standardized Beta of 0.312, $t = 3.769$, and $p = 0.000$. This indicates a statistically significant and positive relationship between stakeholder engagement and service delivery. The relatively high Beta suggests that

stakeholder engagement has the strongest individual influence among all the predictors. These findings confirm the works of Wekesa & Atambo (2020); whereby involvement of the public in decision-making led to an improvement in transparency, accountability, and ultimately service delivery outcomes within Isiolo County. In a similar manner, Mutua & Musyoka (2021) found that collective planning with key stakeholders was instrumental in offering benefits to public services accessed within Makueni County.

Leadership and governance: The coefficient is 0.281, the beta is 0.289, $t = 3.306$, and $p = 0.001$, and the result is significantly and positively related to the service delivery variable. From this analysis, the outcome is in agreement with the findings from Maina & Kihara in 2022 that for a county such as Garissa, visionary leadership and the right governance structures and frameworks are fundamental for the success that can be recorded in the realms of service delivery. Njenga & Mugambi in 2019 emphasized that the accountability level within leadership and public trust and the corresponding service delivery in the case of the Kenyan counties is linked.

Policy and regulatory environment: This variable significantly predicts service delivery with a coefficient of 0.215, beta of 0.226, $t = 2.654$, and $p = 0.010$. This demonstrates how predictability, uniformity, and responsiveness in the delivery of public services are improved by a well-organized legal and policy framework. Odhiambo and Otieno (2020), who discovered that Kisumu County's service efficiency and public satisfaction were enhanced by clear policies and uniform regulatory enforcement, concur with these findings. Similarly, Barasa and Kipkoech (2023) found that for services to be relevant and of high quality, policy changes must be regularly reviewed and effectively communicated.

Resource allocation: There is a strong significance correlation, as shown by the unstandardized coefficient of 0.193, beta of 0.202, $t = 2.539$, and $p = 0.013$. This implies that improving service outcomes is largely dependent on the timely, transparent, and appropriate distribution of financial and human resources. Similar findings were reported by Muthoni and Kiilu (2019) in Nyeri County, where infrastructure development and healthcare service delivery were adversely affected by delays in resource disbursement. Furthermore, Kamau and Kinyua (2021) stressed how crucial it is to match resource allocation with strategic priorities in order to increase productivity and public satisfaction.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of the Study Findings

The results of the first objective showed that the County Government of Wajir's service delivery is greatly and favorably impacted by stakeholder engagement. The majority of respondents concurred that frequent consultation, cooperation, and input from stakeholders—such as members of the community and affiliated organizations—improves accountability, responsiveness, and transparency in service delivery. Stakeholder engagement had the strongest predictive power among the variables evaluated, according to the regression results, with a statistically significant beta value. This implies that inclusive and participatory county

governance methods produce services that are more in line with the demands and expectations of the community.

Findings from the second objective showed that leadership and governance are key to improving service delivery at the county level. The results revealed that having a clear vision, practicing ethical leadership, involving the community in governance, and regularly evaluating leadership decisions all positively impact service performance. The regression coefficient for leadership and governance was statistically significant. This reinforces how important effective leadership structures are for keeping county operations transparent, efficient, and responsive to public needs.

On the third objective, it was established that the policy and regulatory environment has a great influence on the effectiveness of service delivery. The ideas converged to the fact that well-planned policies that are timely updated, along with enforceable regulations, combine to give the best framework for quality services. The consistent communication and enforcement of policies were found to minimize the disruptions in service delivery and make the operations pretty clear. Regression results indicated this variable to be statistically significantly affecting service delivery.

The fourth objective was focused on the analysis of the relationship between resource allocation and service delivery. The results showed that proper, timely, and transparent resource allocation is critical for efficient service delivery. The study findings showed that the allocation of resources based on the needs and priorities of the community was significant for enhancing the speed, quality, and sustainability of services. The result also confirmed that service delivery outcome is predicted by resource allocation.

Conclusion

From the findings and conclusions above, It is clear that strategy implementation practices play a critical role in service delivery in the County Government of Wajir. This is created on the fact that all four dimensions: engagement with stakeholders, leadership and governance, policy and regulatory environment, and resource allocation factors that were assessed in this research play a significant role in improving service delivery.

Firstly, the research indicated a positive and strong influence of stakeholder engagement on the delivery of services. Participatory approaches by the counties, engaging the public and other stakeholders, result in better services and better alignment with community needs and expectations, ensuring greater transparency and accountability of services.

Second, the study found that enhancing service delivery requires strong governance and leadership. It has been demonstrated that a clear vision, moral leadership, and inclusive decision-making procedures encourage accountability, build public confidence, and guarantee that county policies result in practical service interventions.

Thirdly, the study showed that service delivery is greatly impacted by the regulatory and policy environment. A stable framework for the county government to provide services effectively and fairly is provided by well-crafted and current policies, robust regulatory enforcement, and stakeholder communication. This emphasizes how counties must constantly assess and modify their policies to address new issues with service delivery.

Lastly, the research discovered that the performance of service delivery is meaningfully improved by resource allocation. Timely and efficient service delivery is made possible by the transparent, equitable, and needs-based distribution of financial, human, and infrastructure resources. Achieving the best possible service results depends on the county government's capacity to prioritize community needs in budgeting and to guarantee that resources are used effectively.

Suggestions for Further Study

This investigation was anchored on the influence that strategy implementation practices have on service delivery in the County Government of Wajir, specifically investigating the contribution that stakeholder engagement, leadership & governance, policy & regulatory environment, and resource allocation make to service delivery. Given the outcome or scope of this study, it is recommended that: In efforts to make generalization on this research, additional studies should be pursued within different county governments in Kenya. This would enable different comparisons to be made to establish variations on how strategy implementation practices affect service delivery within different regions. The current study was able to account for 65.9% of service delivery variations as indicated by R^2 , an indication that 34.1% would be attributed to different variables not covered within the study framework. This future study may further wish to consider variables like political meddling, adoption, building capacity, as well as organization culture, all which may affect service delivery.

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