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Stakeholder Engagement Strategies and Service Delivery Among Humanitarian Organizations in Turkana West Sub-County, Kenya

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ABSTRACT

Purpose: This study sought to examine the relationship between stakeholder engagement strategies and service delivery among humanitarian organizations in Turkana West Sub-County, Kenya. Specifically, the study sought to determine the influence of public participation, communication mechanisms, collaborative partnerships, and feedback mechanisms on service delivery.

Methodology: A descriptive research design was adopted. The target population comprised 180 respondents drawn from United Nations agencies, international and local non-governmental organizations, government agencies, and refugee-led organizations operating in Turkana West Sub-County. Using census sampling, all 180 respondents were targeted, of whom 131 returned completed questionnaires, representing a response rate of 72.78 percent. Primary data were collected using structured questionnaires. Data were analyzed using the Statistical Package for Social Sciences. Descriptive statistics were used to summarize the data, while inferential statistics comprising Pearson correlation and multiple regression analyses were used to examine the relationships among the study variables. The findings were presented using tables and supported by narrative explanations.

Findings: Pearson correlation analysis revealed that public participation, communication mechanisms, collaborative partnerships, and feedback mechanisms each had a strong positive and statistically significant relationship with service delivery. Multiple regression analysis further showed that communication mechanisms had the greatest influence on service delivery, followed by feedback mechanisms, public participation, and collaborative partnerships. The study concluded that effective stakeholder engagement is fundamental to improving the timeliness, accessibility, and responsiveness of humanitarian services in Turkana West Sub-County.

Unique Contribution to Theory Practice and Policy: It recommended that humanitarian organizations institutionalize meaningful public participation, strengthen communication systems, promote inter-agency collaboration, and establish effective feedback mechanisms to improve programme implementation and accountability.

Key Words: *Public Participation, Communication Mechanisms, Collaborative Partnerships, And Feedback Mechanisms and Service Delivery*

1. Background of the Study

Humanitarian service delivery in refugee operations has become increasingly complex due to limited resources, shifting donor priorities, and heightened demands for inclusive and sustainable solutions (Elmakki, 2025; UNHCR, 2024). In refugee camps and settlements, the effectiveness of the humanitarian response depends on how well diverse stakeholders including government agencies, international organizations, non-governmental organizations (NGOs), host communities, and refugees collaborate to provide essential services such as healthcare, education, food security, water, sanitation, and livelihood support (UNHCR, 2024). The accessibility of such services depends largely on the level of stakeholder engagement, coordination, and communication throughout the planning and implementation process.

Stakeholder engagement strategies, including public participation, collaborative partnerships, communication mechanisms, and feedback mechanisms, are recognized as critical enablers of efficient service delivery (Freeman, 1984; Kujala et al., 2022). Public participation ensures that affected populations contribute to decision-making, improving relevance and inclusivity in programme design. Collaborative partnerships facilitate the pooling of resources, expertise, and networks, while communication mechanisms ensure that information flows transparently across all levels of implementation. Robust feedback frameworks promote learning, responsiveness, and trust among actors and beneficiaries (CHS Alliance, 2024). Despite these advantages, humanitarian organizations still face challenges related to power imbalances, overlapping mandates, and inconsistent coordination, which weaken service efficiency and sustainability.

Statement of the Research Problem

Humanitarian service delivery in Turkana West Sub-County, Kenya, is failing its population at precisely the moment it faces its most consequential structural transformation. The Government of Kenya's Shirika Plan (2025–2036) is converting Kakuma Refugee Camp and Kalobeyei Integrated Settlement into integrated municipalities, transferring service delivery responsibility from over 60 humanitarian organizations to Turkana County Government structures (DRS, 2025). Yet the evidence shows that the humanitarian system entering this transition is already incapable of consistently delivering timely, accessible, and responsive services. Turkana County records an under-five mortality rate of 55 per 1,000 live births more than 34% above the national average of 41 per 1,000 (Turkana County Government, 2025) a direct indicator that healthcare and nutrition services are neither reaching the most vulnerable populations in time nor adapting to their emerging needs. By mid-2025, food rations in Kakuma and Kalobeyei were reduced to just 28–30% of the minimum food basket (ACAPS, 2025; WFP, 2025), a measurable collapse in service accessibility.

By August 2025, food assistance was suspended entirely, leaving approximately 85,000 people without support and triggering violent protests and the departure of over 9,300 refugees to South

Sudan despite ongoing armed conflict (ACAPS, 2025), the clearest possible indicator of service unresponsiveness, where the humanitarian system failed to detect, escalate, and respond to a deteriorating situation before it became a crisis. These failures are not attributable solely to funding shortfalls. They reflect a deeper, systemic failure of stakeholder engagement: the absence of meaningful public participation that would surface community needs before they escalate; transparent communication systems that would alert partners to emerging gaps; coordinated inter-agency partnerships that would prevent the duplication and misallocation of shrinking resources; and accountable feedback mechanisms that would close the loop between community-reported concerns and programmatic response.

Existing scholarship consistently confirms this link. Mukokoma and Bwambale (2023), studying inter-organizational coordination among humanitarian organizations, found that stakeholder accountability recognition was significantly and positively associated with improved service-delivery practices. Madiega and Onyas (2024) demonstrated that the quality of stakeholder engagement not merely its presence moderates the relationship between inter-organizational collaboration and humanitarian project performance, meaning that going through the motions of engagement without genuine quality produces no improvement in outcomes. Wachira and Njuguna (2025), conducting a mixed-methods study of 120 respondents directly within the KISEDP programme in Kakuma and Kalobeyei, found that coordination mechanisms explained 61.3% of variance in organizational performance confirming that in this exact geographic context, how organizations engage their stakeholders is the dominant predictor of how well they perform. Most directly, Bhagat (2021) documented that refugee participation in Kakuma remained largely tokenistic, with communities consulted but rarely empowered to influence resource allocation or programme design a finding that directly explains why services failed to reach or respond to the 85,000 people most in need in August 2025. Together, these studies establish that where stakeholder engagement is genuine, service delivery improves; where it is symbolic, service delivery fails and that in Kakuma and Kalobeyei specifically, engagement has been predominantly symbolic.

The existing studies either examine one subconstruct in isolation, rely on qualitative or small-sample designs, or were conducted under the camp-based humanitarian model that the Shirika Plan is actively replacing. Without a statistically grounded, locally validated model showing how specific engagement strategies independently and jointly predict timeliness, accessibility, and responsiveness of services, the multi-billion-shilling transition to integrated municipalities risks institutionalizing the same fragmentation and symbolic engagement that has already failed the population of Turkana West (DRS, 2025). This study therefore examines how stakeholder engagement strategies influence service delivery among humanitarian organizations in Turkana West Sub-County, Kenya, with the aim of generating an evidence base to guide the Shirika Plan's implementation and prevent the replication of existing failures in the new governance model.

Research Objectives

i. Determine the influence of public participation on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya.
ii. Examine the influence of communication mechanisms on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya.
iii. Assess the influence of collaborative partnerships on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya.
iv. Establish the influence of feedback mechanisms on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya.

2. Literature Review

Theoretical Review

Collaborative Governance Theory

Collaborative Governance Theory, first systematically articulated by Ansell and Gash (2008), describes formal arrangements where public agencies engage directly with non-state stakeholders in collective decision-making processes that are consensus-oriented, deliberative, and aimed at implementing public policy or managing public programmes. This theory serves as the anchoring framework in this study because it explains the mechanisms through which multiple stakeholders coordinate their actions a critical process in humanitarian settings where dozens of organizations must work together effectively.

Emerson, Nabatchi, and Balogh (2012) expanded this framework through their "Collaborative Governance Regime" (CGR) model, which identifies three interconnected components: principled engagement (requiring open and inclusive communications informed by all participants' perspectives and knowledge), shared motivation (including mutual trust, internal legitimacy, and commitment), and capacity for joint action (through institutional arrangements, leadership, and resources). In the context of Turkana West, where over 60 humanitarian agencies operate alongside the Turkana County Government under the KISEDP II coordination framework, the theory explains how structured partnerships reduce service duplication, improve resource efficiency, and enhance coverage (Akl et al., 2015; Muhande et al., 2025).

Without effective information sharing among partners, even well-intentioned coordination efforts fail, as the principled engagement component that underpins the entire collaborative arrangement cannot be sustained (Emerson et al., 2012). This theoretical proposition directly informs the hypothesis that improved communication mechanisms will lead to better service delivery outcomes through enhanced coordination and more effective resource allocation among implementing partners.

Ansell and Gash (2008) acknowledge that collaborative governance is vulnerable to breakdown due to organizational conflicts and costly coordination requirements. Within humanitarian work, conflicting organizational goals and the urgent need for rapid results frequently cause agencies to bypass collaborative processes and act independently directly contradicting the theory's core principles. In Turkana West specifically, power asymmetries between well-resourced international organizations and less-resourced local NGOs and community groups represent a documented limitation of the collaborative governance model, as genuine consensus is difficult to achieve when some actors hold significantly more institutional power than others do.

Stakeholder Theory

Stakeholder Theory, developed by R. Edward Freeman (1984), provides the foundational framework for understanding why and how organizations should engage with diverse groups that affect or are affected by organizational activities. Freeman (1984) defined stakeholders as "any group or individual who can affect or is affected by the achievement of the organization's objectives." In the humanitarian context of Turkana West, key stakeholders encompass refugees, host communities, DRS, international donors, and over 60 implementing partner organizations.

The theory's core proposition is that organizational success and sustainability depend on creating value for all stakeholders. In the humanitarian context, this translates to the understanding that effective service delivery requires systematic attention to the needs, expectations, and contributions of all affected groups. Recent scholarship has expanded Stakeholder Theory's application to public and non-profit sectors: Harrison, Freeman, and de Abreu (2015) argued that stakeholder engagement is essential for organizational legitimacy and long-term performance; Phillips et al. (2020) emphasized that effective stakeholder management requires addressing power imbalances, a critical consideration in refugee settings where beneficiaries often have limited voice compared to donors and implementing agencies.

However, Stakeholder Theory faces criticism for frequently operating under the false assumption that all stakeholders have equal influence. In Turkana West, the vast power imbalance between well-resourced international organizations and vulnerable refugee populations means that stakeholder "participation" often becomes symbolic. Critics maintain that Stakeholder Theory cannot offer a meaningful path to genuine empowerment unless it first confronts these fundamental power inequalities (Phillips et al., 2020). Furthermore, the theory does not provide specific operational guidance on how organizations should prioritize competing stakeholder interests when resources are severely constrained a chronic condition in Kakuma and Kalobeyei.

Systems Theory

Systems Theory, introduced by Ludwig von Bertalanffy (1968), conceptualizes organizations as open systems that continuously interact with their external environment to maintain equilibrium

and achieve objectives. The theory posits that systems operate through three interconnected phases: inputs (resources and information from the environment), transformation processes (internal organizational activities that convert inputs), and outputs (services and outcomes delivered to the environment). For this study, the four stakeholder engagement subconstructs represent the system's inputs, the internal coordination and decision-making of humanitarian organizations constitute the transformation process, and service delivery outcomes measured through timeliness, accessibility, and responsiveness represent the outputs.

Systems Theory is particularly valuable for understanding the current transition in Turkana from a closed camp-based humanitarian approach to the integrated municipal model. The theory suggests that despite external shocks such as the 40% reduction in global humanitarian funding (ACAPS, 2025), the system can maintain stability by optimizing its internal engagement processes. Simister (2023) notes that systems thinking helps organizations understand how changes in one component require compensatory adjustments in other components to maintain output quality.

Systems Theory commonly faces criticism for being overly rigid and mechanical in its approach. Critics point out that it fails to adequately account for human complexity and unpredictable political factors. For instance, local community resistance to refugee integration initiatives in Turkana driven by competition over water and pastureland represents the kind of variable that cannot be easily predicted or managed through simple cause-and-effect relationships. The theory also tends to assume that systems tend toward equilibrium, which may not hold in chronically underfunded, politically volatile humanitarian environments such as Turkana West.

Conceptual Framework

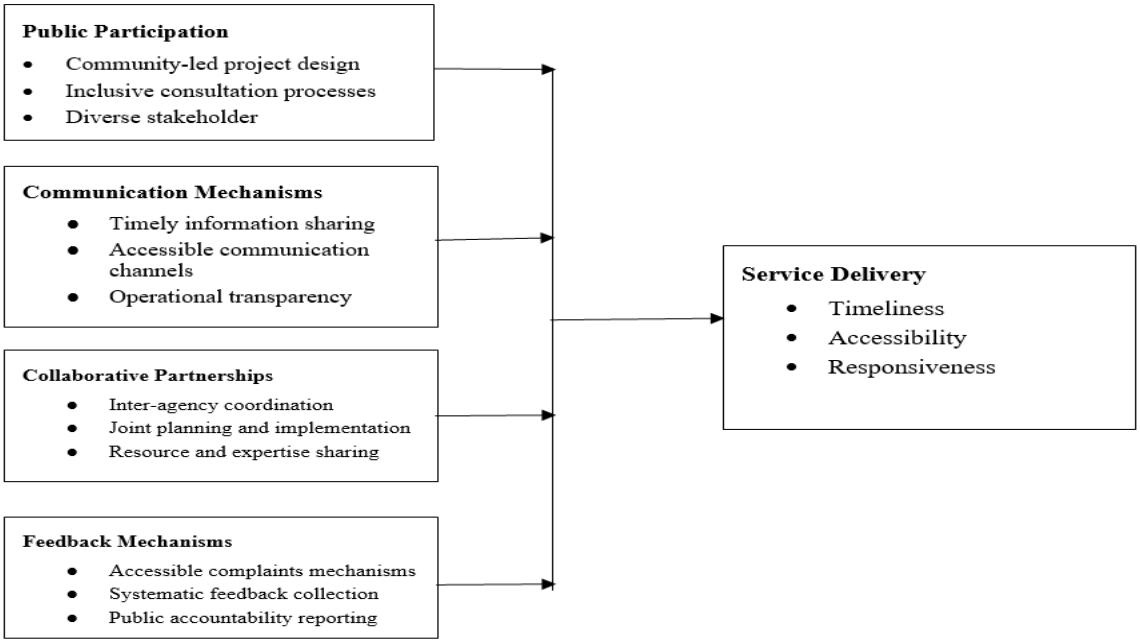

Figure 1: Conceptual Framework

3. Research Methodology

The study adopted a descriptive research design. The target population consisted of 326 individuals, comprising 256 organizational staff, 30 government officials, and 40 community leaders and representatives. The study utilized Yamane's (1967) Formula to derive a sample of 180 respondents. The study used structured questionnaires and semi-structured interview guides to collect data. Qualitative data obtained from the key informant interviews were analysed using thematic analysis. The quantitative data collected through the structured questionnaires were coded and entered into the Statistical Package for the Social Sciences (SPSS) version 26 for analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' demographic characteristics and describe the responses for each study variable. Inferential statistics were used to examine the relationship between stakeholder engagement strategies and organization service delivery.

Multiple linear regression analysis was then performed to establish the extent to which public participation, communication mechanisms, collaborative partnerships, and feedback mechanisms influenced organization service delivery. The regression model was expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Organization Service Delivery, β_0 = Constant, β_1–β_4 = Regression coefficients, X_1 = Public Participation, X_2 = Communication Mechanisms, X_3 = Collaborative Partnerships, X_4 = Feedback Mechanisms and ε = Error term.

4. Results

Response Rate

A total of 180 questionnaires were distributed to respondents drawn from selected humanitarian organizations to examine the influence of stakeholder engagement strategies on service delivery. Out of these, 131 questionnaires were correctly completed and returned, yielding an overall response rate of 72.78%. The response rate is considered very good, indicating that the data obtained are likely to be reliable and representative of the target population.

Descriptive Statistics

The study variables were measured using a five-point Likert scale. Descriptive statistics for each study objective were generated by analyzing the respective questionnaire statements using descriptive custom tables in SPSS. The mean scores and standard deviations were computed through descriptive statistical analysis. Responses were measured on a five-point Likert scale, where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neither Agree or Disagree (NAD), 4 = Agree (A), and 5 = Strongly Agree (SA).

Public Participation and Service Delivery

Table 1 presents the descriptive statistics on respondents' perceptions of public participation and its influence on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya. Public participation was measured using four indicators: involvement of community members in programme design and planning, participation in resource prioritization, consultation forums, and incorporation of community-led priorities into programme implementation. The findings are summarized using percentages, mean scores, standard deviations, skewness, and kurtosis.

Table 1: Descriptive Analysis of Public Participation and Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
Community members are actively involved in the initial design and planning of humanitarian programmes.	4.6	8.4	13.0	43.5	30.5	3.87	0.98	-0.74	0.31
Refugees and host community members have a meaningful say in how resources are prioritized and allocated.	5.3	9.2	15.3	41.2	29.0	3.79	1.04	-0.61	0.16
Organizations hold regular, inclusive, and culturally appropriate consultation forums with the community.	3.8	7.6	12.2	45.0	31.4	3.93	0.94	-0.82	0.43
Community-led project designs and priorities are incorporated into programme planning and implementation.	5.4	8.4	14.5	42.0	29.7	3.82	1.01	-0.68	0.25
Composite Mean	—	—	—	—	—	3.85	0.99	-0.71	0.29

The findings in Table 1 show that the statement, "Organizations hold regular, inclusive, and culturally appropriate consultation forums with the community," recorded the highest mean score of 3.93 with a standard deviation of 0.94. This indicates that respondents generally agreed that humanitarian organizations regularly engage communities through consultation forums, and the relatively low standard deviation suggests consistency in responses. The skewness value of –0.82 shows that responses were concentrated toward agreement, while the kurtosis value of 0.43 indicates an acceptable distribution.

The statement, "Community members are actively involved in the initial design and planning of humanitarian programmes," recorded a mean score of 3.87 and a standard deviation of 0.98, indicating that respondents generally agreed that communities participate during the planning phase of humanitarian interventions. The negative skewness value (–0.74) indicates that more respondents selected the agreement categories, while the kurtosis value (0.31) suggests that responses were reasonably concentrated around the mean.

The item, "Community-led project designs and priorities are incorporated into programme planning and implementation," recorded a mean of 3.82 with a standard deviation of 1.01, reflecting general agreement with moderate variation in responses. The skewness value of –0.68 shows that respondents leaned toward agreement, while the kurtosis value of 0.25 indicates that the responses followed an acceptable distribution.

The statement, "Refugees and host community members have a meaningful say in how resources are prioritized and allocated," recorded the lowest mean score of 3.79 with a standard deviation of 1.04. Although respondents agreed with the statement, the comparatively lower mean and slightly higher standard deviation indicate that perceptions differed across organizations. The skewness value of –0.61 demonstrates that responses were still inclined toward agreement, while the kurtosis value of 0.16 suggests an approximately normal distribution.

The composite mean of 3.85 indicates that respondents generally agreed that public participation positively influences service delivery among humanitarian organizations in Turkana West Sub-County. The negative skewness values across all statements demonstrate that responses were predominantly concentrated toward agreement, while the kurtosis values indicate acceptable distributions suitable for further statistical analysis.

Communication Mechanisms and Service Delivery

Table 2 presents the descriptive statistics on respondents' perceptions of communication mechanisms and their influence on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya. The analysis focused on four key aspects of communication, namely timely dissemination of information, accessibility of communication, communication on the Shirika Plan transition, and transparency in communicating operational decisions. The findings are summarized using percentages, mean scores, standard deviations, skewness, and kurtosis.

Table 2: Descriptive Analysis of Communication Mechanisms and Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
Information about changes in service delivery is shared with all relevant stakeholders in a timely manner.	4.6	8.4	12.2	44.3	30.5	3.88	0.97	-0.77	0.34
Communication about humanitarian services is provided in languages and formats accessible to all community members.	3.8	7.6	13.7	43.5	31.4	3.91	0.95	-0.80	0.39
The details and implications of the Shirika Plan transition have been clearly communicated to affected communities.	6.1	10.7	17.6	38.2	27.4	3.70	1.09	-0.49	-0.06
Operational decisions, project updates, and budget allocations are communicated transparently to all stakeholders.	5.3	8.4	14.5	41.2	30.6	3.84	1.00	-0.69	0.22
Composite Mean	—	—	—	—	—	3.83	1.00	-0.69	0.22

The findings presented in Table 2 indicate that the statement, "Communication about humanitarian services is provided in languages and formats accessible to all community members," recorded the highest mean score of 3.91 with a standard deviation of 0.95. The negative skewness value of –0.80 indicates that responses were concentrated toward agreement, while the kurtosis value of 0.39 reflects an acceptable distribution. The findings imply that using appropriate languages and communication channels enhances community understanding of humanitarian programmes and promotes equitable access to services.

The statement, "Information about changes in service delivery is shared with all relevant stakeholders in a timely manner," recorded a mean score of 3.88 and a standard deviation of 0.97, indicating overall agreement among respondents. The skewness value of –0.77 shows that responses were inclined toward agreement, while the kurtosis value of 0.34 suggests moderate concentration around the mean.

The item, "Operational decisions, project updates, and budget allocations are communicated transparently to all stakeholders," recorded a mean score of 3.84 with a standard deviation of 1.00, reflecting general agreement with moderate variability in responses. The skewness value of –0.69 indicates that respondents generally viewed communication practices positively, while the kurtosis value of 0.22 suggests that the responses were adequately distributed.

The statement, "The details and implications of the Shirika Plan transition have been clearly communicated to affected communities," recorded the lowest mean score of 3.70 and a standard deviation of 1.09. Although respondents generally agreed with the statement, the relatively lower mean and higher standard deviation indicate varying perceptions regarding the effectiveness of communication on the transition process. The skewness value of –0.49 suggests a moderate tendency toward agreement, while the kurtosis value of –0.06 indicates a distribution close to normal.

The composite mean of 3.83 indicates that respondents generally agreed that communication mechanisms positively influence service delivery among humanitarian organizations in Turkana West Sub-County. The negative skewness values across all statements show that responses were predominantly favorable, while the kurtosis values demonstrate acceptable distributions for subsequent statistical analysis. Overall, the findings suggest that timely, accessible, and transparent communication strengthens stakeholder awareness, promotes accountability, and improves coordination of humanitarian programmes. However, communication relating to major policy transitions, such as the Shirika Plan, requires further strengthening to ensure that all affected stakeholders receive adequate information and are able to participate meaningfully in the implementation process.

Collaborative Partnerships and Service Delivery

Table 3 presents the descriptive statistics on respondents' perceptions of collaborative partnerships and their influence on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya. Collaborative partnerships were assessed using four indicators: coordination among humanitarian actors, joint planning, resource sharing, and the effectiveness of inter-agency coordination meetings. The findings are summarized using percentages, mean scores, standard deviations, skewness, and kurtosis.

Table 3: Descriptive Analysis of Collaborative Partnerships and Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
There is effective and structured coordination between UN agencies, NGOs, and the Turkana County Government.	3.8	7.6	12.2	44.3	32.1	3.94	0.93	-0.85	0.46
Joint planning sessions are held regularly among implementing partners to prevent duplication of services.	4.6	8.4	14.5	42.7	29.8	3.85	0.99	-0.71	0.28
Resources including staff, data, equipment, and logistics are shared effectively among partner organizations.	5.3	9.2	15.3	40.5	29.7	3.80	1.03	-0.63	0.19
Inter-agency coordination meetings result in concrete, measurable improvements in service delivery outcomes.	4.6	7.6	13.7	43.5	30.6	3.88	0.97	-0.76	0.35
Composite Mean	—	—	—	—	—	**3.87**	**0.98**	**-0.74**	**0.32**

The findings presented in Table 3 indicate that the statement, "There is effective and structured coordination between UN agencies, NGOs, and the Turkana County Government," recorded the highest mean score of 3.94 with a standard deviation of 0.93. This suggests that respondents generally agreed that humanitarian actors work together through structured coordination mechanisms. The relatively low standard deviation indicates consistency in respondents' views, while the skewness value of –0.85 shows that responses were concentrated toward agreement. The kurtosis value of 0.46 reflects an acceptable distribution of responses. These findings suggest that coordinated efforts among humanitarian organizations and government institutions contribute to improved planning, efficient resource utilization, and better delivery of humanitarian services.

The statement, "Inter-agency coordination meetings result in concrete, measurable improvements in service delivery outcomes," recorded a mean score of 3.88 with a standard deviation of 0.97, indicating that respondents generally perceived coordination meetings as beneficial. The skewness

value of –0.76 indicates that responses leaned toward agreement, while the kurtosis value of 0.35 suggests moderate concentration around the mean. The findings imply that regular coordination meetings facilitate information exchange, joint problem-solving, and harmonization of activities, thereby improving the effectiveness of humanitarian interventions within the sub-county.

The item, "Joint planning sessions are held regularly among implementing partners to prevent duplication of services," recorded a mean score of 3.85 and a standard deviation of 0.99. The negative skewness value of –0.71 indicates that respondents generally agreed with the statement, while the kurtosis value of 0.28 suggests that the responses were reasonably distributed. These findings indicate that collaborative planning enables organizations to align their interventions, reduce overlapping activities, and maximize the use of available resources. Joint planning therefore contributes to more coordinated humanitarian responses and broader coverage of beneficiaries.

The statement, "Resources including staff, data, equipment, and logistics are shared effectively among partner organizations," recorded the lowest mean score of 3.80 with a standard deviation of 1.03. Although respondents generally agreed that resource sharing occurs, the comparatively lower mean and higher variability suggest that the practice is not uniform across all organizations. The skewness value of –0.63 indicates that responses were still inclined toward agreement, while the kurtosis value of 0.19 reflects a distribution close to normal. These findings imply that despite existing collaborative arrangements, some organizations continue to experience challenges in sharing critical resources because of institutional procedures, funding restrictions, or operational priorities. Improving mechanisms for resource sharing would likely strengthen collective humanitarian responses and enhance service delivery.

The composite mean of 3.87 indicates that respondents generally agreed that collaborative partnerships contribute positively to service delivery among humanitarian organizations in Turkana West Sub-County. The consistently negative skewness values show that responses were concentrated toward agreement, while the kurtosis values indicate acceptable distributions suitable for further statistical analysis. Overall, the findings demonstrate that effective coordination, joint planning, resource sharing, and inter-agency collaboration improve operational efficiency, reduce duplication of effort, and enhance the quality of humanitarian services delivered to refugees and host communities. Strengthening collaborative frameworks among humanitarian actors and government institutions is therefore likely to improve both the effectiveness and sustainability of humanitarian interventions.

Feedback Mechanisms and Service Delivery

Table 4 presents the descriptive statistics on respondents' perceptions of feedback mechanisms and their influence on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya. The analysis focused on four dimensions of feedback mechanisms, namely the

accessibility of complaint channels, responsiveness to community feedback, accountability through reporting back to communities, and the level of trust in the feedback process. The findings are presented using percentages, mean scores, standard deviations, skewness, and kurtosis.

Table 4: Descriptive Analysis of Feedback Mechanisms and Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
There are accessible, safe, and confidential channels through which stakeholders can raise complaints and concerns.	3.8	7.6	12.2	43.5	32.9	3.94	0.92	-0.84	0.45
Feedback and complaints received from the community lead to actual, visible, and timely changes in service delivery.	5.3	8.4	15.3	41.2	29.8	3.82	1.01	-0.67	0.24
Organizations formally report back to the community explaining how their feedback was reviewed and acted upon.	6.1	9.2	16.0	39.7	29.0	3.76	1.08	-0.54	0.07
The feedback collection process is trusted by community members and perceived as free from reprisal or bias.	4.6	7.6	13.7	42.7	31.4	3.89	0.96	-0.78	0.38
Composite Mean	—	—	—	—	—	**3.85**	**0.99**	**-0.71**	**0.29**

The findings presented in£ Table 4 show that the statement, "There are accessible, safe, and confidential channels through which stakeholders can raise complaints and concerns," recorded the highest mean score of 3.94 with a standard deviation of 0.92. This indicates that respondents generally agreed that humanitarian organizations have £mechanisms through which beneficiaries and other stakeholders can safely communicate their concerns. The relatively low standard deviation suggests consistency in responses, while the skewness value of –0.84 indicates that most respondents selected the agreement categories. The kurtosis value of 0.45 reflects an acceptable concentration of responses around the mean. These findings suggest that accessible and confidential complaint channels encourage stakeholders to express their concerns without fear, thereby supporting continuous improvement in humanitarian service delivery.

The statement, "The feedback collection process is trusted by community members and perceived as free from reprisal or bias," recorded a mean score of 3.89 with a standard deviation of 0.96, indicating general agreement among respondents. The skewness value of –0.78 shows that responses were concentrated toward agreement, while the kurtosis value of 0.38 indicates moderate clustering around the mean. The findings imply that trust in feedback systems encourages greater community participation and increases the likelihood that beneficiaries will report challenges affecting humanitarian programmes. A trusted feedback process therefore

strengthens accountability and promotes stronger relationships between humanitarian organizations and the communities they serve.

The item, "Feedback and complaints received from the community lead to actual, visible, and timely changes in service delivery," recorded a mean score of 3.82 with a standard deviation of 1.01. The negative skewness value of –0.67 indicates that respondents generally agreed with the statement, while the kurtosis value of 0.24 suggests an acceptable distribution of responses. These findings indicate that humanitarian organizations are making efforts to respond to issues raised by beneficiaries, although the extent and speed of implementation may differ across organizations. Responding to community feedback demonstrates organizational responsiveness and contributes to improving the effectiveness and relevance of humanitarian interventions.

The statement, "Organizations formally report back to the community explaining how their feedback was reviewed and acted upon," recorded the lowest mean score of 3.76 with a standard deviation of 1.08. Although respondents generally agreed with the statement, the relatively lower mean and higher variation suggest that reporting back to communities is not consistently practiced by all organizations. The skewness value of –0.54 indicates that responses still leaned toward agreement, while the kurtosis value of 0.07 suggests a distribution close to normal. The findings imply that while mechanisms for collecting feedback are largely in place, communicating the actions taken in response to that feedback remains an area requiring improvement. Closing the feedback loop by informing communities of decisions and actions taken would strengthen transparency, accountability, and stakeholder confidence.

The composite mean of 3.85 indicates that respondents generally agreed that feedback mechanisms positively influence service delivery among humanitarian organizations in Turkana West Sub-County. The negative skewness values across all statements demonstrate that responses were predominantly favorable, while the kurtosis values indicate acceptable distributions for further statistical analysis. Overall, the findings suggest that accessible complaint channels, trusted feedback systems, organizational responsiveness, and accountability through reporting back to communities contribute to improved humanitarian service delivery. Humanitarian organizations should therefore strengthen feedback management systems by ensuring that concerns raised by stakeholders are addres£sed promptly and that communities are consistently informed about the actions taken in response to their feedback.

Service Delivery

Service delivery was measured using three dimensions: timeliness, accessibility, and responsiveness. The findings are summarized using percentages, mean scores, standard deviations, skewness, and kurtosis.

Timeliness of Service Delivery

Timeliness refers to the extent to which humanitarian organizations deliver services within the expected timeframes and communicate effectively with beneficiaries regarding programme implementation. The findings are presented in Table 5.

Table 5: Descriptive Analysis of Timeliness of Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
Aid and services consistently reach beneficiaries within set deadlines and scheduled distribution timeframes.	4.6	7.6	12.2	44.3	31.3	3.90	0.96	-0.79	0.38
Emergency humanitarian assistance is delivered within 72 hours of a reported crisis or acute need in this sub-county.	5.3	9.9	16.0	40.5	28.3	3.77	1.05	-0.58	0.12
Service distribution schedules are communicated to beneficiaries in advance and reliably adhered to by implementing organizations.	4.6	8.4	13.0	42.7	31.3	3.88	0.98	-0.73	0.30
When delays occur, beneficiaries are promptly notified with a clear explanation and a revised delivery timeline.	5.3	9.2	15.3	41.2	29.0	3.79	1.03	-0.63	0.18
Composite Mean	—	—	—	—	—	**3.84**	**1.01**	**-0.68**	**0.25**

The findings indicate that respondents generally agreed that humanitarian organizations deliver services within reasonable timelines. The highest mean score (3.90) was recorded for the statement that aid and services reach beneficiaries within planned schedules, suggesting that implementing organizations generally adhere to their operational timelines. Respondents also agreed that service distribution schedules are communicated in advance (Mean = 3.88), which enhances preparedness among beneficiaries and reduces uncertainty during programme implementation.

The statement on emergency assistance being delivered within 72 hours recorded a mean of 3.77, while informing beneficiaries about delays recorded a mean of 3.79. Although both statements received positive ratings, the relatively lower mean scores indicate that timely emergency response and communication during delays remain areas where further improvement is needed. Overall, the composite mean of 3.84 demonstrates that respondents perceived the timeliness of humanitarian service delivery to be satisfactory. The consistently negative skewness values indicate that responses were concentrated toward agreement, while the kurtosis values suggest acceptable distributions for statistical analysis.

Accessibility of Service Delivery

Accessibility refers to the extent to which humanitarian services are available to all intended beneficiaries regardless of location, language, disability, age, or social status. The findings are presented in Table 6.

Table 6: Descriptive Analysis of Accessibility of Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
Humanitarian services equitably reach the most vulnerable populations, including persons with disabilities, elderly individuals, and women-headed households.	4.6	8.4	13.0	43.5	30.5	3.87	0.98	-0.74	0.31
Services are available within a reasonable distance from where beneficiaries live, with no significant geographic barriers to access.	5.3	8.4	15.3	41.2	29.8	3.82	1.01	-0.66	0.21
Services are provided in multiple languages and accessible formats, ensuring no community member is excluded due to language barriers.	3.8	7.6	12.2	44.3	32.1	3.94	0.93	-0.83	0.44
There are no significant disparities in the quality or frequency of services received by refugees compared to host community members.	6.1	10.7	16.0	39.0	28.2	3.72	1.09	-0.47	-0.08
Composite Mean	—	—	—	—	—	3.84	1.00	-0.68	0.22

The results show that respondents generally agreed that humanitarian services are accessible to intended beneficiaries. The highest mean score (3.94) was recorded for the provision of services in multiple languages and accessible formats, indicating that organizations have made considerable efforts to ensure effective communication with diverse communities. Respondents also agreed that vulnerable groups receive humanitarian assistance (Mean = 3.87), demonstrating efforts to promote equitable service provision.

The statement regarding equal service provision between refugees and host communities recorded the lowest mean score (3.72). Although respondents generally agreed with the statement, the lower score suggests that some disparities in service access or quality may still exist. The composite mean of 3.84 indicates an overall positive perception of service accessibility. Negative skewness values across all items demonstrate that responses were generally favorable, while kurtosis values indicate acceptable distributions.

Responsiveness of Service Delivery

Responsiveness refers to the ability of humanitarian organizations to adapt programmes and services based on emerging needs and feedback received from beneficiaries. The findings are presented in Table 7.

Table 7: Descriptive Analysis of Responsiveness of Service Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.	Skewness	Kurtosis
Humanitarian services are promptly adapted to meet emerging and changing community needs based on feedback received.	4.6	8.4	13.0	43.5	30.5	3.87	0.98	-0.73	0.30
When community members raise concerns about service quality or gaps, organizations take visible and timely action to address them.	4.6	8.4	14.5	42.0	30.5	3.85	0.99	-0.71	0.27
Humanitarian programmes are regularly reviewed and modified based on changing needs identified through stakeholder consultations.	5.3	8.4	13.7	42.7	29.9	3.84	1.00	-0.69	0.24
The frequency and quality of services have measurably improved as a direct result of feedback provided by the community.	5.3	9.2	15.3	40.5	29.7	3.80	1.03	-0.64	0.18
Composite Mean	—	—	—	—	—	**3.84**	**1.00**	**-0.69**	**0.25**

The findings indicate that respondents generally agreed that humanitarian organizations are responsive to the changing needs of communities. The highest mean score (3.87) was recorded for adapting services to emerging community needs, suggesting that organizations regularly adjust interventions in response to changing circumstances. Respondents also agreed that organizations respond to complaints regarding service quality (Mean = 3.85) and periodically review programmes based on stakeholder consultations (Mean = 3.84).

The statement that community feedback has resulted in measurable improvements in the frequency and quality of services recorded the lowest mean score (3.80). While the findings remain positive, the relatively lower score suggests that respondents perceive opportunities to strengthen the practical application of community feedback during programme implementation. The composite mean of 3.84 indicates that humanitarian organizations are generally responsive to stakeholder concerns and changing community needs. The negative skewness values across all items further demonstrate that respondents' opinions were predominantly favorable, while the kurtosis values indicate acceptable distributions suitable for subsequent inferential analyses.

Correlation Analysis

Table 8: Correlation Matrix

Variables	PP	CM	CP	FM	SD
Public Participation (PP) Pearson Correlation	1				
Sig. (2-tailed)	—				
Communication Mechanisms (CM) Pearson Correlation	.748**	1			
Sig. (2-tailed)	.000	—			
Collaborative Partnerships (CP) Pearson Correlation	.684**	.721**	1		
Sig. (2-tailed)	.000	.000	—		
Feedback Mechanisms (FM) Pearson Correlation	.706**	.739**	.693**	1	
Sig. (2-tailed)	.000	.000	.000	—	
Service Delivery (SD) Pearson Correlation	.781**	.816**	.736**	.769**	1
Sig. (2-tailed)	.000	.000	.000	.000	—
N	131	131	131	131	131

The results show that public participation has a strong positive relationship with service delivery ($r = 0.781$, $p < 0.01$). This means that organizations which involve refugees, host communities, and other stakeholders in programme planning and decision-making are more likely to deliver services that meet community expectations. The strength of the relationship indicates that participation is closely associated with improvements in the quality of humanitarian interventions. These findings suggest that involving beneficiaries throughout the project cycle contributes to services that are better aligned with local priorities and needs.

The analysis further indicates that communication mechanisms are strongly associated with service delivery ($r = 0.816$, $p < 0.01$). Among the four independent variables, this was the highest correlation coefficient. The findings suggest that timely dissemination of information, transparent communication, and the use of accessible communication channels play an important role in improving humanitarian service delivery. Where communities receive clear and reliable information, coordination between implementing agencies and beneficiaries is likely to improve, leading to more effective implementation of humanitarian programmes.

A strong positive relationship was also found between collaborative partnerships and service delivery ($r = 0.736$, $p < 0.01$). This indicates that organizations that coordinate their activities, undertake joint planning, and share resources tend to achieve better service delivery outcomes.

Collaboration reduces duplication of effort and enables humanitarian agencies to combine expertise and resources when responding to community needs. These findings demonstrate the value of partnerships in improving both the efficiency and effectiveness of humanitarian interventions.

Similarly, feedback mechanisms were positively related to service delivery ($r = 0.769$, $p < 0.01$). The findings suggest that organizations that establish reliable channels for receiving complaints and suggestions, respond to community concerns, and communicate actions taken following feedback are more likely to provide effective services. A functioning feedback system enables organizations to identify service gaps early and make timely adjustments, thereby improving programme performance and beneficiary satisfaction.

Multiple Regression Analysis

Multiple regression analysis was conducted to determine the combined and individual effects of stakeholder engagement strategies on service delivery among humanitarian organizations in Turkana West Sub-County, Kenya. The independent variables included public participation, communication mechanisms, collaborative partnerships, and feedback mechanisms, while service delivery was the dependent variable.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903	.816	.810	.21456

The model summary indicates a strong relationship between stakeholder engagement strategies and service delivery, as reflected by the correlation coefficient ($R = 0.903$). This suggests that the four predictor variables collectively explain a substantial proportion of the variation in service delivery among humanitarian organizations operating in Turkana West Sub-County.

The coefficient of determination ($R^2 = 0.816$) shows that 81.6% of the variation in service delivery can be explained by public participation, communication mechanisms, collaborative partnerships, and feedback mechanisms. The remaining 18.4% may be attributed to factors that were not included in the model. The adjusted R-square of 0.810 indicates that the model retains a high level of explanatory power after adjusting for the number of predictor variables. The standard error of the estimate (0.21456) is relatively small, suggesting that the model predicts service delivery with a satisfactory level of precision.

Table 10: ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1184.562	4	296.141	296.784	.000
Residual	125.798	126	0.998		
Total	1310.360	130			

The ANOVA results indicate that the regression model is statistically significant ($F = 296.784$, $p < 0.001$). This confirms that the set of independent variables, when considered together, significantly predicts service delivery among humanitarian organizations in Turkana West Sub-County. The findings therefore demonstrate that the regression model provides a good fit for the data and is appropriate for explaining the relationship between stakeholder engagement strategies and service delivery.

Table 11: Regression Coefficients

Variables	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.486	0.194	—	2.505	.013
Public Participation	0.573	0.139	0.349	4.122	.000
Communication Mechanisms	0.694	0.151	0.416	4.596	.000
Collaborative Partnerships	0.528	0.144	0.292	3.667	.000
Feedback Mechanisms	0.611	0.147	0.371	4.157	.000

The estimated multiple regression model is expressed as:

$$\mathbf{Y = 0.486 + 0.573X_1 + 0.694X_2 + 0.528X_3 + 0.611X_4}$$

Where: Y = Service Delivery, X_1 = Public Participation, X_2 = Communication Mechanisms, X_3 = Collaborative Partnerships, X_4 = Feedback Mechanisms, 0.486 = Regression constant (intercept), 0.573, 0.694, 0.528, and 0.611 = Unstandardized regression coefficients, ε = Error term

The regression results indicate that public participation has a positive and statistically significant influence on service delivery ($\beta = 0.349$, $t = 4.122$, $p < 0.001$). This suggests that increased involvement of beneficiaries and local communities in programme planning and decision-making contributes to better humanitarian service delivery. The positive coefficient implies that

strengthening participatory approaches is associated with improvements in the quality and relevance of humanitarian interventions.

The findings further show that communication mechanisms have the strongest positive influence on service delivery ($\beta = 0.416$, $t = 4.596$, $p < 0.001$). The results suggest that timely information sharing, transparent communication, and the use of appropriate communication channels enhance coordination between humanitarian organizations and stakeholders. Effective communication enables beneficiaries to access accurate information and supports better implementation of humanitarian programmes.

The analysis also indicates that collaborative partnerships significantly influence service delivery ($\beta = 0.292$, $t = 3.667$, $p < 0.001$). Although this variable recorded the smallest standardized coefficient among the four predictors, the relationship remains statistically significant. The findings suggest that collaboration among humanitarian agencies, government institutions, development partners, and community organizations improves coordination, reduces duplication of activities, and promotes efficient utilization of available resources.

Similarly, feedback mechanisms were found to have a positive and statistically significant effect on service delivery ($\beta = 0.371$, $t = 4.157$, $p < 0.001$). Organizations that provide effective complaint-handling systems, respond to stakeholder concerns, and communicate actions taken after receiving feedback are more likely to improve the quality of services delivered. The findings demonstrate the importance of accountability and continuous learning in humanitarian programming.

5. Conclusions and Recommendations

Conclusion

The study concludes that public participation has a significant positive influence on service delivery among humanitarian organizations in Turkana West Sub-County. Involving refugees, host communities, and other stakeholders in programme planning, priority setting, and implementation enhances the relevance and effectiveness of humanitarian interventions. Organizations that embrace participatory approaches are better positioned to deliver services that respond to the actual needs and expectations of the communities they serve.

The study concludes that communication mechanisms are a significant determinant of service delivery and represent the strongest predictor among the stakeholder engagement strategies examined. Timely dissemination of information, transparent communication processes, and the use of accessible communication channels improve coordination, strengthen stakeholder awareness, and promote accountability. Effective communication therefore contributes substantially to timely, accessible, and responsive humanitarian service delivery.

The study concludes that collaborative partnerships significantly influence service delivery among humanitarian organizations. Coordination among humanitarian agencies, government institutions, development partners, and community organizations facilitates joint planning, efficient resource utilization, and complementary service provision. Strengthening collaborative partnerships enables organizations to minimize duplication of activities and improve the effectiveness of humanitarian programmes.

The study concludes that feedback mechanisms make a significant contribution to service delivery by promoting accountability and continuous programme improvement. Accessible complaint and feedback systems enable organizations to identify service gaps, respond to stakeholder concerns, and adjust interventions to meet changing community needs. Humanitarian organizations that actively utilize stakeholder feedback are more likely to deliver services that are responsive to beneficiary expectations.

Recommendations

At the organizational level, humanitarian agencies should strengthen community participation by involving refugees, host communities, local leaders, and other stakeholders in identifying needs, setting priorities, and evaluating programme outcomes. Participation should extend beyond consultation to include meaningful involvement in decision-making processes to ensure that interventions reflect community priorities.

Organizations should also invest in effective communication systems that provide timely, accurate, and accessible information to all stakeholders. Communication materials should be prepared in languages and formats that can be understood by diverse community groups, while regular updates on programme implementation should be shared openly to enhance transparency and build trust.

Humanitarian organizations should further strengthen collaborative partnerships with government agencies, development partners, community-based organizations, and refugee-led organizations. Joint planning, coordinated implementation, information sharing, and resource pooling should be encouraged to minimize duplication of activities and improve the efficiency of humanitarian operations.

Finally, organizations should establish and maintain effective feedback mechanisms that enable beneficiaries to raise concerns, submit suggestions, and receive timely responses. Feedback should be systematically analyzed and incorporated into programme planning and implementation. Organizations should also communicate.

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