

**GOVERNANCE STRATEGIES AND PERFORMANCE OF WEST POKOT COUNTY
GOVERNMENT, KENYA.**

**BY
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DECLARATION

Student's Declaration

I Arusei Consolata Chepchirchir hereby declare that this MBA project titled "Governance strategies and performance of West Pokot County government, Kenya" is my novel conceptualization and has not been presented to any university, college or institution, for conferment of any degree, diploma or certificate.

Signed:  Date: ...12/11/2022.....

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SUPERVISOR'S APPROVAL

This research project has been prepared by Arusei Consolata Chepchirchir titled "Governance strategies and performance of West Pokot County government, Kenya" has been handed for assessment with my endorsement as the appointed University Supervisor.



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DEDICATION

I devote the project to my sons, Kimutai and Kibet, whom I love unconditionally. May your paths always be lit and your stars shine bright.

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LIST OF ABBREVIATIONS

NGOs : Non-Governmental Organizations

SPSS Statistical package for social science

UNESCAP: United Nations Economic and Social Commission for Asia and the Pacific

ABSTRACT

The objectives of the study were: to determine the effect of participatory management as an aspect of governance on performance of West Pokot County Government; and to determine the effect of governance strategies on the performance of West Pokot County Government. The theories underpinning this study are: stewardship theory, dynamic capability theory in addition to stakeholder theory. Governance has been the pillar of many organizations especially business entities in ensuring good performance. Gaps realized from contextual, conceptual and empirical have led to various questions. Could it be that West Pokot County government is suffering from ineffective governance strategies to the effect that it has affected her performance? Could there be insufficient participatory management, lack of proper transparency, or could there be lack of adherence to the rule of law? It's against this foundation that the researcher proposed to carry study on governance strategies and their effect on performance of West Pokot County Government. The review embraced a clear exploration plan which is descriptive survey research design. A target populace of 84 (eighty four) and census was used. Questionnaire was administered to the respondents in the County in a bid to collect primary data. Data was then subjected to inferential statistical analysis (correlation coefficient). From the descriptive analysis, the findings indicated that that participation of the stakeholders have averagely improved the performance of the county. Mean and standard deviation was used to determine the effect of participatory management on performance of county government. The study also indicated that there is significant relation between governance strategies and performance of West Pokot County Government, Kenya. The F- ratio represents the proportion of improvement in predicting that results from fitting the regression model, relative to the imprecision that subsists in the model. The F- ratio realized was 58.920 which was coincidental and was significant ($P < .05$). The study recommends the use governance strategies to improve performance of county governments.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The quest for efficiency, quality, and functional viability as well as productivity in state owned institutions overall has prompted utilization of numerous management procedures as well as tools (Obong'o, 2009). Consequently, Khaunya, Wawire and Chepngeno (2015) noted in their study on governance in counties in Kenya in determining if government was a wrong start for development. Their findings showed that performance of developed units were severely affected by either lack of strategic governance or ineffective governance strategies. According to Miringu (2011), governance is a crucial tool in not only ensuring effective state corporations' performance but also ensuring that there is spiral economic development. Okpara (2011) noted that performance has been hindered in the public institutions due to poor corporate governance and that many leaders are not keen on elements of governance. Governance strategy ensures that there is persistent determination to implement the plans is the real issue that helps in performance of devolved government units (Raftopoulos, 2001).

The theories underpinning this study are: stewardship theory, dynamic capability theory as well as stakeholder theory. Stewardship theory is meant to comprehend the relationship between management of the organization and the owners. This theory places emphasis on collective as well as pro-organizational and contractual behavior where goal convergence is placed at a higher value than self-interest of the leader. Gathungu and Mwangi (2012) noted that dynamic theory correspondingly states the importance of competencies reconfiguration by a company in order to match turbulent prevailing situation. Reorganizing a firm's resources, capacity building as well as reinventing business systems to match the business environment enables the organization to adjust to prevailing harsh business environment. Stakeholder theory stated that a firm's effectiveness remains measured by assessing ability of the institution to satisfy stakeholders as well as other agents that have a stake in the organization. It starts from the premise that institutions serves extensive social wants other than only maximizing shareholders. Leadership is paramount in ensuring that the stakeholders in the county who in this case are majorly the citizens are well served. This needs re-invention of county strategies and ensuring that its competencies are matched with the prevailing environment (Khaunya, Wawire and Chepngeno, 2015).

Even though West Pokot has come up with encouraging governance strategies that can help spur economic development of the county, the implementation of the said governance strategies have become a mirage. There is still high rate of unemployment, poor development of micro and small enterprises as well as high rate of school drop outs. This happens at the backdrop of existing governance strategies to tackle the issues. Cases of insecurity has not made things any better for the county government since this has scared away some of the investors. With the strategic plan for the organization being in place, full realization of successful achievement of the goals set has not been forthcoming (Berliner, Daniel, Benjamin, Bagozzi & Palmer-Rubin 2018). Besides, many cases of complacencies have been detected though handled haphazardly, which has eventually affected performance of the county government.

1.1.1 Governance strategies.

Governance refers to how power is practiced in the administration of an area's economic resources for the improvement of the living standards of its residents (Kamugisha, 2013). The use political power as well as resources for the institution so that it can influence and address problems in addition to difficulties of the society (The World Bank, 2010). Governance is the course of independent direction and the interaction by which choices are carried out (or not executed) (UNESCAP, 2013). Accountability international (2016) defined governance as the way in which institutions is operated and the leaders held to account for their actions. It is about the mechanisms that have been put in place by the institutional systems which in turn, helps in operations of the organization.

Governance strategies is the collaborative effort by the people and the management in order to achieve agreed results (Peisakhin, 2012). Governance strategies is the manner in which institutions craft layout on how they will achieve the set goals in collaboration with the support from the general public (Najjr, 2012). This is about coming up with ways of ensuring that the firm achieves the set targets but putting in mind the considerations and involvement of the stakeholders such as the public, shareholders as well as staff. Governance strategies involve the use of participatory management, adherence to the law, accountability, efficiency and effectiveness as well as provision of information (Kamugish, 2013).

There are several parameters of governance which have been put forward by various scholars. Kamugisha (2008) concluded that governance involves efficient use of resources and ensuring, transparency, equity, accountability as well as public participation. The involvement of all the

stakeholders is therefore key in managing the devolved government institution. Absence of governance strategies would mean that there isn't a clearly set system of ensuring good performances are realized in the various sectors in the county. UNESCAP itself set down eight by and large agreed qualities of good administration which included responsibility, straightforward, transparency, responsive, fair and comprehensive, viable and proficient and participatory administration. This has set the measurement dimension and elements of governance which underpins how it is measured (Khaunya *et al* (2015).

Al-Gamrh, Ismail, Ahsan and Alquhaif (2020) noted in their study that governance has a relationship with performance of the organization as well as coining and adequate execution of governance approaches makes the organization sustainable. Khaunya *et al* (2015) opined that entities with good governance structures perform better than those that either lack or have amorphous governance strategies and systems. There are four focal mainstays of corporate administration which have been put forward by Mugambi and Theuri (2014). They include; responsibility, obligation, decency and straightforwardness which are expected to guarantee good corporate administration. Governance is sometimes referred to as corporate governance and to some scholars it is one and the same and governance. The relation between corporate administrations comparing to institutional performance falls in the complex idea of noble governance. Though corporate governance have been largely unconsidered, it revolves about ensuring law and order, transparency, equity , consistency as well as protecting stakeholders wealth from unscrupulous leadership in the organization.

1.1.2 Organizational Performance

An institutional performance is well-defined in line with ability to realize goals (effectiveness), utilize the resources (efficiency), and meet the needs and expectations of its stakeholders (relevance) (Mitzkus, 2013)). Performance can be described as the accomplishment of a given task, function, assignment or goal usually based on accuracy, cost, completeness as well as speed (Miniga, 2011). It is mainly the degree of achievement of a particular function or thing over a given period of time. Level of performance is mainly determined through the level of productivity of the organization as whole; the success rate of the projects and the outcome of the services offered by the institution. Performance of the organization is determined by not only the resources it has to implement in addition to very many strategic plans that it has put across, but also the revenue that it produces that can be ploughed back to operational expenditure (Kitonga (2016).

Performance involves determining the level of productivity, growth, profitability, market share as well as financial performance. Measurement of performance differs from industry to industry due to measurable parameters (Muriu, 2014). Performance requires accountability and transparency especially in financial reporting. Gottlieb (2016) carried a study on greater expectation specifically narrowing down to accountability as a means of ensuring that there is adherence to the regulations laid down and the law. The findings showed that most managers would look the other side unless stringent measures are enshrined that makes it impossible to run operations against the law. This may derail the efforts to increase performance in public organizations.

In a study done by Miniga (2011) on the relation existing between governance in relation to financial performance of state owned organization, his findings revealed that many of them have wonderful governance strategies but poor implementation is the biggest hindrance to better performance. His findings resembles with that of Miringu (2011) who did a study where he analyzed corporate governance effect on performance of state corporations. Many organizations perform dismally due to the fact they don't take seriously many stake holders especially the suppliers thereby shunning the best suppliers in various areas critical to organizational growth Mitzkus (2013). This means that non-payment or late payment of suppliers derails effective and efficient service delivery of in various government departments.

1.1.3 West Pokot County Government

West Pokot County is a county in Kenya with its capital base being in Kapenguria Town. The constituencies are Kacheliba, Kapenguria, Sigor and Pokot South. It has four sub-counties: West Pokot, North Pokot, Central Pokot as well as Pokot South. West Pokot and South Pokot are considered to have normal weather conditions whereas the rest are averagely dry areas. The main economic activity is agriculture where they majorly dwell on food crops and cash crops such as maize, potatoes, onions, tea as well as coffee.

The county has several physical features such as hills and mountains, valleys, rivers as well as montane forest as well as open moorland areas naturally studded with the giant lobelia. These provides sites for tourist attraction which in turn provide revenue for the county. There is also a rich culture in West Pokot and it is one of the counties that have maintained a well-attended annual cultural events that attracts many across the country as well as the globe.

West Pokot is about 9169.4 square kilometers. To the North of West Pokot is Turkana County, Baringo County to the east, south east part is Elgeyo-Marakwet County, to the south it borders

Trans Nzoia County and to the west it borders Uganda. It has a population of about 621,241 according to 2019 national census.

1.2 Research Problem

Governance has been the new management style especially in the public sector. Many corporations have also considered corporate governance as the basis for efficient management and satisfaction of key stakeholders. Governance has been the pillar of many organizations especially business entities in ensuring good performance (Makokha, 2017). Performance of corporation could have other factors that affect its performance though governance may possibly also have significant bearing on the overall institutional performance (Mongkol, 2011). Governance places more emphasis on involving all the stakeholders who include the government as well as private sector, civil society along with the larger community. The use of governance strategies could be the catalyst for ensuring good governance. Each of the departments in the public sector has changing requirements, principles, potentials, leadership in addition to correspondence issues plus issues in objective setting processes in addition to inspiration for management which are all intended to improve performance (Niven, 2002; Plant, 2009). Governance strategies involve the use of participatory management, adherence to the law, accountability, efficiency and effectiveness as well as provision of information (Kamugish, 2013). Muriu (2014) illustrated the existence of relationship concerning governance and performance of corporations.

There have been poor infrastructural development, lack of clear agricultural policy, dwindling educational performance, and poor performance of small and medium enterprises, insecurity is at its peak, and there are audit queries in the County. There is a direct connect between the quality of the county administration framework and its capacity to not just seek after practical financial and social growth; but also become an effective and viable economic entity for the community. The massive tourist sector has been under-utilized yet it has high potential for revenue boost. The agricultural sector has not been fully utilized too. County government has had audit queries while many officers have been prosecuted for mismanagement.

Kihoro *et al* (2017) did a study on moderating effect that E-government has on both administrative decentralization as well as county government service delivery in Kenya. They used regression analysis to determine the moderating effect and the results showed significant relationship. Makokha (2017) in his study wanted to investigate whether decentralization has the effect on improving health services in Makueni County while Miniga (2011) reasons that there

are serious areas of strength for between corporate administration practices and monetary performance in administrative state companies. A study by Najjar (2012) presumed that there is corporate administration significantly affect insurance company's performance in Bahrain. These studies have potentially left a gap that has aided the researcher to conduct this study. Berliner (2018) in his study where he sought to determine what kind of information do residents need? Evidence from a million data solicitations in Mexico - the findings showed that citizens want an open system that is transparent and accountable to its actions including success and failures. Greater Expectations: Gottlieb (2016) did a study on a field examination to further develop Responsibility in Mali where he used descriptive research design. Findings revealed that there is greater expectation not only for managers and leaders to be accountability and transparency. These studies have created a gap that has led this study on governance strategies and their effect on performance of West Pokot County government.

These have therefore raised serious concerns. Could it be that West Pokot County government is suffering from ineffective governance strategies to the effect that it has affected her performance? Could there be insufficient participatory management, lack of proper transparency, or could there be lack of observance to the rule of law? It's against this foundation that the researcher proposed to carry study on governance strategies and their effect on performance of West Pokot County Government.

1.3 Objectives of the study

- i. To determine the effect of participatory management as an aspect of governance on performance of West Pokot County Government;
- ii. To determine the effect of governance strategies on the performance of West Pokot County Government.

1.4 Value of the Study

Those in academia besides researchers will gain immensely because the research will convey new assortment of information and introduce new areas for additional examination especially in governance strategies of the county government. It will likewise shape a wellspring of prospective studies eventually becoming important element to the current theories by which it either it tests or supports them through the discoveries of this research. It will additionally extend current literature concerning government strategies emphasizing on effects it has on performance of Counties.

The research will be extremely useful to regional state run administrations in formulating strategies that are very helpful in improving and maintaining County Governments in the country. This will enable the County Governments come up with strategies and plans that will enable them introduce and maintain sustainable development mechanisms.

Policy makers in government in addition to those in Non-Governmental Organizations (NGOs) institution sector as well as consultants will gain immensely from this research. This is so on the grounds that it will give insights on best approaches to improving sustainable development through County Governments. It will likewise assist them with planning approaches that are intended to move to a greater level performance of County Government.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents discussions on selected theories applicable to this study. There after a discussion of various strategies followed. What followed next is a background check of relevant empirical literature, current literature and a conceptual study framework at the end.

2.2 Theoretical Foundation

The study was underpinned on three relevant theories. Stewardship theory which is based on the premise that those who are in management act on behalf of the stakeholder and that they are to protect not only their interest but also those of all the stakeholders and ensure survival of the organization. It further notes that organization and environment interacts with each other and since organization is a social entity, their decisions affect everyone that interacts with it. The dynamic capability theory is about the best way an organization can configure itself so as to respond to both internal and external environmental dynamics.

2.2.1 Stewardship theory

Donaldson and Davis (1991) created the theory with the intent of understanding relationship between management of organization and the owners. This theory places emphasis on collective as well as pro-organizational and contractual behavior where goal convergence is placed at a higher value than self-interest of the leader. This theory stipulates that if managers are left on their own then their actions will be responsible and control the assets under them responsibly. The stewardship theory is established in psychological research and human science; in view of the reason organization leaders plus the managers, acting about as stewards of investors, should safeguard and create profits on behalf of the shareholders (Davis, Schoorman & Donaldson, 2007). Abdullah and Valentine (2009) contend that institution's stewards will generally coordinate their objectives with those of their organizations so that they can be more fulfilled and inspired when the organizations succeed in meeting the objectives and goals.

On this premise, the theory believes Governors and CECs to be favorable to institutional as well as to display agreeable ways of behaving and to be persuaded to act in the organizations' well-being rather than their own selfish advantages (Clarke, 2014; Craving and Wheelen, 2010; Mallin, 2010). This is on the grounds that, over the long haul, senior managers will generally see the firm as another expansion of themselves (Clarke, 2014; Craving and Wheelen, 2010). Subsequently,

stewardship theory contended that in contrast with company's top executives care more for the company's longstanding progress (Mallin, 2010).The theory is appropriate since governors and the entire administration are leaders who act on behalf of the people of the respective constituency. The power is exercised on behalf of the people and for the people. Everything that leaders do is to make the organization prosperous.

2.2.2 Dynamic capability theory

Teece, Pisano and Shuen (1997) formulated the theory. It is mostly concerned about the most ideal approach corporations do their setup, working in addition to joining of internal also as external capacities that may be changed into new capacity that are in tandem with the current circumstance which is in havoc (Sanchez & Cralle, 2012). It is generally believed that organization that have little or none capabilities; will obviously be outdone by those with higher dynamic capacities (Sethuraman & Suresh, 2014). It postulates that governance strategies like transparency, effectiveness and efficiency, the rule of law as well as participation could affect performance of the organization.

These capacities are usually patterns and systems set by the organization which are normally learned in order to improve many aspects of organizational capacities. Yusufu (2013) an organization that is capable of creating, reconfiguring as well as integrating both internal and external capabilities in the dynamic environment is said to possess dynamic capability. Although an organization's capability is ordinarily grounded on how productive it best uses its resources, dynamic capabilities in actuality is the means by which new opportunities can be checked out and carried out proficiently and successfully (Kariel, 2016). As long as a firm has the smallest capacity to perform explicit errands either appropriately or even unremarkable in any case, then it can be said that it possesses capability. Assuming that an organization can deliberately build, improve and change its resource base, then it can improve its capacity to perform. The theory relates to this study since counties operate in an environment with regular changes in laws and regulations, economic factors and many other environmental factors which eventually require re-configuration which eventually impacts on performance (Gathangu & Mwangi, 2012). There are changes in law, changes in county personnel as well changes in economic factors.

2.2.3 Stakeholder theory

Edward Freeman (1984) proposed the theory. He stated that effectiveness of institution is determined by the ability of the organization to satisfy stakeholders as well as other agents that have a stake in the organization. It begins from reasoning that firms serve elaborate social wants than only expanding investors' wealth, despite the fact that Clarkson (2005) contends that the motivation behind organizations is to make wealth for their stakeholders. Leaders must understand all the stakeholders and account for them as well. It is of the view that organizations are social entities that usually interact with numerous people and hence their decisions affect either positively or otherwise those who interact with it (Freeman, 2010). Effective organizations are measured through their capacity to add value for every one of their stakeholders.

Freeman and Reed (2010) opined that stakeholder can be used in varied senses mostly narrow or wider. The more extensive sense of its utilization suggests any grouping or person that is impacted or influences accomplishment of a company's goals. Utilized in this basis, stakeholders would incorporate public vested interest groups, business associations, workers, clients, investors as well as competitors. The value of stakeholders in the organization should not be wished away (Donaldson & Preston, 2005; Ulrich, 2008). Accordingly, corporate managers need to take into consideration the interests of stakeholders while deciding (Blair, 1995; Manville and Ober, 2013). Stakeholders' participation in say concerning corporate decisions can upgrade efficiency plus diminish clashes (Turnbull, 2004). This theory is relevant because county officers are serving the interest of the public and other general stakeholders. Their actions should be to serve the people and ensure satisfaction for all stakeholders in the county.

2.3 Governance strategies and performance

Governance strategies are operational practices employed by the organization with the aim of providing services and satisfy all the stakeholders (Van Kersbergen, Kees & Frans van Waarden 2004). They further argued that organizations cannot perform satisfactorily if there is deficiency in governance strategies. Institutions need to be more innovative in their activities, especially governance irrespective of whether they are for profit making or not since innovation helps them have sustainable performance (Lorentzen, Peter, Pierre Landry, & John Yasuda. 2014) and Omolo (2011).

Governance strategies involve the use of participatory management, adherence to the law, accountability, efficiency and effectiveness as well as provision of information (Kamugish, 2013).

Mongkol (2011) in his study coined the new public management model as governance in which it has strategies that include the adherence to the rule of law, public participation, ensuring effective and efficient services in addition to structured transparency which if sustainably used will improve organizational performance.

Tullah (2014) claimed that social media is a vital strategy in ensuring participation while Abe and Monisola (2014) noted that besides participation, service delivery and general performance in local governments needs other strategies include good transparency, accountability, efficiency as well as strict observance to the rule of law and other measures put in place by the institution and other oversight bodies. There is no standard of governance that has been tested to improve performance and this means that public institutions needs to come up with various governance strategies that are applicable to their situation (Okpara, 2011).

2.4 Empirical studies and research gaps

Participation is the process of governance engagement where citizens participate in deliberations as well as decisions collectively within an array of interests (Papenfuss & Shaefer, 2010). This provides for not only legitimacy of government decisions but also ownership of such decisions by the people. Public participation has been known to increase morale, trust as well as patriotism of the participating individuals. Very much organized planned public participation has been shown to give great commitment, particularly in a diverse business surroundings (Dark, 2012), subsequently diminishing complications of marginalization, exclusion as well as inequity (Sui & Stanisevski, 2012). Williamson and Scicchitano (2014) in his study findings concluded that residents wouldn't go to public gatherings in the event that their contribution wasn't valued neither was it integrated into decisions made.

Muriu (2014) utilized cross-territorial data to survey the resident involvement and effects on provision of services in Kenya. His findings showed that participation had been missing and its effect on devolved systems of governance has been immaterial. Mugambi and Theuri (2014) dissected the difficulties that Region state run administrations in Kenya usually face in the course of budgeting in Kilifi where they utilized descriptive research and they found that, despite the fact that financial planning systems were available, public participation in the process was missing. The rule of law is about institutional norms, durable law systems as well as commitment of the community that delivers transparency and accountability (Kibua & Mwabu, 2016). Law and order

is non-inconsistent governance instead of one which is based upon the power and whims of an absolute leader and supports value and non-erratic utilization of regulation (United Nations, 2013). A study by Abe and Monisola (2014) on participation of the citizen on service delivery in local government in Nigeria, noted that the rule of law is overlooked by many leaders, unless stringent effort to oversee the operations is put in place.

Gottlieb (2016) carried a study on greater expectation specifically narrowing down to accountability as a means of ensuring that there is adherence to the regulations laid down and the law. The findings showed that most managers would look the other side unless stringent measures are enshrined that makes it impossible to run operations against the law. Lorentzen, Pierre and John (2014) concluded in his research in China industrial power giants where he studied undermining authoritarian innovations. The outcome is in tandem with study by Najjar (2012) and the results of the study by Miniga (2011). The rule of law is very crucial in guaranteeing that the set strategies are carried out effectively according to the procedures and processes set.

It is important for the county to not only have operational efficiency but also economic efficiency which will lead to improved effectiveness in all spheres (Mangkol, 2011). Efficiency is an indicator that is gotten usually, by reporting the resulting effects to the endeavors made. The efficiency of public expenditures suggests a connection between the economic and social impacts came about because of executing a program and the effort made to fund that program (Muriu, 2014). Consequently, Makokha (2017) in his study on provision of improved health services in Makueni and Kisumu concluded that efficiency and effectiveness has been the biggest problem in the provision of health services.

Gottlieb (2016) noted that even though there is greater accountability many public institutions have remained inefficient in addition to being ineffective in service provisions. Human Rights Watch (2015) noted that delays in the project completion of World Bank funded projects is normally due to ineffective and inefficiency due to personnel and operational limitations. Sjoberg *et all* (2017) opined that delays in service delivery, as well as glaring operational inefficiency and ineffectiveness, is brought about by the endless bureaucracy applied by Government institutions. Government institutions are run in such a way that bureaucracy is the order of the day and the culture of strict adherence to the culture is a hindrance to faster provision of services as well as prompt strategy implementation.

Effective and efficient organizations are known to perform better compared to those that are slow in service provision. Wessal, Arianne, Nidhi, Khattri, and Roberts (2015) recommended in their report that though many managers are effective and efficient due to their experience and academic background, bureaucracy and interference from seniors and other government and non-government organizations impede the speed of service delivery, project implementation as well as strict adherence to the rules and regulations set.

Table 2.1 Summary of the empirical studies and research gaps

Study	Methodology	Key Findings	Research Gaps	Focus of the study
Relationship between Corporate Administration Practice and Monetary performance of Regulatory State Organizations in Kenya. (Miniga, 2011).	Correlation analysis and multiple regression model	There is direct connection between corporate administration (governance) practices and state agencies performance	The study focused majorly on financial performance thereby not considering other parameters of performance	The study is focusing on not only corporate governance but governance strategies looking at performance including financial, employee as well as processes
The Effect of Corporate governance on the insurance company's performance in Bahrain. (Najjar, 2012).	Descriptive research design	Corporate administration has positive effect on performance of insurance corporations	Most of the insurance firms were privately owned as opposed to public and hence huge difference in governance systems	The study is focusing on effect of governance strategies particularly in government institution (West Pokot County)

The challenges experienced by County governments in Kenya during budgeting (Mugambi & Theuri, 2014)	Multiple regression analysis	The greatest challenges is effective participation since some of the participants are not well informed	This study was done when county governments had just started operations and hence little to show as compared to current situation of over ten years	Determining public involvement and effect on county government performance
Greater expectations: A Field Examination to Further develop accountability in Mali. (Gottlieb, 2016).	Descriptive research design	There is greater expectation not only for managers and leaders to be accountability and transparency	The study only concentrated on accountability but left other parameters accompanying accountability such transparency	The focus was on governance strategy effect and performance of West Pokot County
Does Devolution Further develop provision of health services Administrations? Evidence from Kisumu and Makueni Counties in Kenya (Makokha, 2017)	Correlation and regression analysis	Decentralization has brought health services to the people though services are not up to standard	The study only narrowed on health services only leaving other key county functions requiring governance strategies	Focus was on performance of all the functions of the county government and how governance strategies affect them
Administrative Decentralization, E-government	Regression analysis and	Decentralization and E-Government	Most of the operations under E-Government were	This study focuses on governance strategies and

and Administration of services in County Governments in Kenya (Kihoro, <i>et al</i> , 2017).	factor analysis	improved quality of service and general service delivery in the county	from national government while county governments have not effected E-Government	effects accrued on performance without narrowing down to E-Government and service delivery
What kind of information do residents need? Proof from s million information solicitations in Mexico (Berliner et al (2018).	Critical review of literature and inferential statistics	Citizens want an open system that is transparent and accountable to its actions including success and failures	The study focused in Mexico and had general questions without precision of the particular indicators	The study is focusing on governance strategies with transparency, rule of law, participation as well as effectiveness and efficiency as the key parameters

Source: Researcher (2022)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Covered in this section are research methodologies utilized. Specific areas of focus include design of research, population targeted, sampling design in addition to technique, and gathering of data besides data analysis.

3.2 Research Design

Sounders (2007) characterized case study research design as an exact and empirical examination that analyzes a complex matters in its real life context by generating an comprehensive and mulita-facet understanding; especially when the boundaries among phenomenon and contexts are not clearly obvious; especially where different sources of proof are applied. The review embraced a clear design of case study.

3.3 Target Population

Populace that a scientist need in generalizing the results of the research is known as target population (Kothari, 2012). This study included a target populace of 84 (eighty four).

Table 3.1 Target Population

Strata	No Of Managers
County executive Committee Member	10
Chief officers	14
Directors	32
Other senior officers	28
Total	84

Source: Researcher (2022)

The study adopted a census in collecting data from the respondents. This is so because of the relatively small population.

3.4 Data Collection

Utilization of questionnaire for either business or economic surveys is reliable since it is normally unprejudiced in nature and one can catch huge amount of data (Kothari,2009). Questionnaire was administered to the respondents in the County in a bid to collect primary data.

3.5 Operationalization of study variables

The study variables are explained indicating their indicators, how they were measured, measurement scale, the data collection tools used as well as data analysis method used.

Table 3.2 Operationalization of study variables

Variable	Operational indicators	Measurement	Measurement scale	Data collection tools	Data analysis
Governance strategies	<ul style="list-style-type: none"> • Decision making • Policy making • Oversight 	Likert scale	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Descriptive statistics • Correlation analysis • Regression analysis
	<ul style="list-style-type: none"> • Fair legal framework • Impartial enforcement machinery • Independent institutions • Optimum use of resources • Competence of staff • Result oriented operations 	Likert scale	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Descriptive statistics • Correlation analysis • Regression analysis
Performance	<ul style="list-style-type: none"> • Increased productivity • Success rate • Level of outcome 	Likert Scale	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Descriptive statistics • Correlation analysis • Regression analysis

Source: Researcher (2022)

3.6 Data Analysis

Data analysis was done using Statistical Package for Social Sciences (SPSS). Correlation coefficient was used to obtain dependent and independent variables relationships. Data was then presented utilizing tables according to the goals and the questionnaire of the survey.

Regression analysis was equally applied in determining effect of governance strategies on performance of County Government using R^2 .

Regression model was as follows:

$$Y = \beta_0 + B_1P + B_2R + B_3E + e$$

Where:

Y = Performance

β_0 = Constant (Y-intercept)

B (1-4) = Coefficient of independent variables

P = Participation

R = Rule of law

E = Efficiency and effectiveness

e = Error term

Regression model require specific assumptions to be done (normality test, presumptions of linearity test, collinearity & assumptions of independence of errors tests) before the regression can be adopted.

CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis of data, results in addition to discussions. Analysis was centered on the study objectives which were: to determine the effect of participatory management as an aspect of governance on performance of West Pokot County Government; and determining effect of governance strategies on the performance of West Pokot County Government; together with the variables associated with governance strategies and performance of West Pokot County Government. The analysis applied both inferential and descriptive statistics where results were put on tables.

4.1 Response Rate

Eighty four (84) were distributed but 80 questionnaires dully filled and also returned. This produced a 95.2% rate of questionnaire response. A rate of 75% of questionnaire response rate is adequate enough to enable the study to carry on.

Table 4.1 Response rate

Questionnaire Issued	Questionnaires returned	Response rate (%)
84	80	95.2

(Source: Researcher, 2022)

4.2 Background Information

Background information was very vital since it provided for basic information crucial to gauge the experience as well as level of the respondent’s grasp of the matter under review.

Table 4.2 Background information

Categories	Frequency	%	Valid%	Cumulative %
Gender	Male	51	63.8	63.8
	Female	29	36.2	100.0
Total	80	100.0	100.0	

Age range	20- 25	4	5.0	5.0	5.0
	26-35	7	8.8	8.8	13.8
	36-45	36	45.0	45.0	58.8
	46-55	20	25.0	25.0	83.8
	55& above	13	16.2	16.2	100.0
	Total	80	100.0	100.0	
Years worked in the county	<1 year	1	1.3	1.3	1.3
	1-2	3	3.8	3.8	5.1
	3-5	32	40.0	40.0	45.1
	6-10	38	47.5	47.3	92.4
	Over 10	6	7.6	7.6	100.0
	Total	80	100.0	100.0	
Highest level of education	PhD	3	3.8	3.8	3.8
	Masters	23	28.8	28.8	32.6
	Degree	50	62.3	62.3	94.9
	Diploma	3	3.8	3.8	98.7
	Certificate	1	1.3	1.3	100.0
	O'Level	0	0	0	100.0
	Total	80	100.0	100.0	

(Source: Researcher, 2022)

4.2.1 Gender

Results indicated that the male respondents were 51(63.8%) and the female respondents being 29(36.2%). The male are almost twice the number of the female respondents. This meant that mainstream of the respondents were men and that West Pokot County Government is male dominated.

4.2.2 Age range

Determination of age range was ideal since it would enable the determination of the level of maturity of the staff based on their age range. The results produced indicated that respondents aged between 20- 25 were 4(5.0%). This was the least age range and the number of employees in that

age range were the fewest. Subsequently, respondents aged 26-35 were 7(8.8%) whereas the majority were those aged 36-45 who were 36(45.0%) of the respondents. This is the prime age for work and hence they not only understand the subject matter but are also more experience and are able to identify and analyze the strategies for the organization. Those who were in the age range of 46-55 were 20(25.0%) while the ones aged 55 years and above 13(16.2%). The results showed that mainstream of the employees in West Pokot County are middle aged and mature and that just a few are young.

4.2.5 Highest level of education

Those who hold PhD degrees were 3(3.8%) while those who had masters qualifications were 23(28.8%). The study also found out that degree qualification respondents were 50(62.3%). These degree holders were the majority in the County and this indicates that they are well versed with strategies and the environment surrounding work elements in West Pokot County. On the other hand, 3(3.8%) of the respondents had diploma while those with certificate was only 1(1.3%).

4.2.6 Years of work experience in the county

Respondents who had worked in the county government for less than 1 year was just 1(1.3%) while 3(3.8%) had worked in the county for 1-2 years. Some 32(40.0%) had been in the county government for 3-5 years. Those who have been working in the county government for 6-10 years were 38(47.5%). There were also 6(7.6%) who have worked in the county for over 10 years. Results showed that majority of the workers in West Pokot County have been in the county government system for over 6 years closely followed by those who have worked in the county for between 3 and 5 years. This proves that they are well acquainted with the county government and hence are able to grasp the strategies in the county and performance of county government.

4.3 Participation management

Table 4.3: Participatory management

Statement	N	Mean	Std. Deviation
Residents and other stakeholders are involved since their inputs are used to make decisions in all matters.	80	4.7000	.8779
All decisions in the county are made with the input of the public.	80	3.1302	.6630
The government holds regular public meetings at the ward levels to ensure participation.	80	4.0672	.8766
Participation of the stakeholders have improved the performance of the county.	80	3.6302	.7488

(Source: Researcher, 2022)

Participation of the public is a key ingredient of public management and therefore it was vital for respondents to be asked to state their take on participatory management. The findings discovered that residents and other stakeholders are involved since their inputs are used to make decisions in many matters concerning the county government activities. This was evident when mainstream of those sampled as represented by a mean of 4.7000 and standard deviation of .8779 concurred with the statement. This is a pointer to the fact that residents are well informed of the happenings in the county and that they are at the core of decision making process. Involving the citizens in participation increases transparency and accountability and the staff are more likely to restrain from deviations (Khaunya *et al*, 2015). However, the findings further discovered that not all decisions in the county are made with the input of the public as evidenced by a mean of 3.1302 and standard deviation of .6630. This means that there are some actions that require participation of the general citizens while other are meant for management to take decisions without involving the citizens.

Correspondingly, the government holds regular public meetings at the ward levels to ensure participation. This was proved when the findings showed a mean of 4.7672 and standard deviation of .8766. Public participation enable the public to suggest and keep track of what the government is doing. Regular public participation therefore keeps the government in check and avoids negating or deviating from the plans and strategies that had been established and agreed upon. The findings

also indicated that that participation of the stakeholders have averagely improved the performance of the county as indicated in the results with a mean of 3.6302 and standard deviation of.7488. These could mean that the public only suggest and are not involved in the actual implementation. Plans without proper implementation and well thought out strategies as like not having the strategy in the first place.

Table 4.4 Symmetric measures

		Symmetric Measures			
		Value	Asymp. Std. Error^a	Approx. T^b	Approx. Sig.
Interval by Interval	Pearson's R	.812	.028	12.432	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.793	.042	11.434	.000 ^c
N of Valid Cases		80			

(Source: Researcher, 2022)

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

Table 4.4 showed the relationship between participatory management and performance. With the correlation value of 0.793, the results shows that participatory management has a strong relationship with performance. A correlation result of more than 0.6 shows that the variables are related (Creswell, 2014). This is an indication that a change in participatory management will have effect on performance.

4.4 Adherence to the rule of law

Table 4.5 Adherence to the rule of law

Category	N	Mean	Std. Deviation
The county government operates under the principle of the rules of law	80	4.2346	.90609
The public believes that the county government adheres to the laid down laws and the constitution	80	3.0448	.7842
Individual employees have been punished for not following the rule of law	80	4.0762	.7076
Prosecution have been made on the senior county executive members on the issues of non-compliance with the law	80	2.1938	1.0614
The rule of law has really aided development of the county	80	4.5728	.9849

(Source: Researcher, 2022)

Adherence to the rule of law is one of the strategies that would be used by the county to ensure performance is improved. The findings showed that the county government operates under the principle of the rules of law as presented by a mean of 4.2346 and standard deviation of .90609. Adherence to the rules, regulations and norms is very critical in ensuring that the plans, budgets and other activities are carried out as has been planned. Adherence to the rule of law and regulations ensures that the firm maintains maximum discipline (Peisakhin, 2012).

The results discovered that the public does not believe that the county government adheres to the laid down laws and the constitution as evidenced by a mean of 3.0448 and standard deviation of .7842. This is a contradiction to the fact that the respondents stated that the county operates under the principle of the rule of law. This could mean that the principle of law is just on paper but the actual actions have a lot of inconsistency and deviation of the rule of law. Mugambi and Theuri (2014) in their study on challenges that are faced by devolved governments noted that most of them operate on the principle of the rule of law on paper but the actual things being done are

complete opposite of what the public is treated to. This can be likened to a situation where the organization has a plan or strategy but ends up doing things which are not part of the plan.

The findings further showed that some individual employees have been punished for not following the rule of law and regulations as evidenced in table 4.4 with a mean of 4.0762 and standard deviation of .7076. It showed the seriousness by the county government in ensuring that the set rules and regulations are followed. It should be noted that rules, regulations and law are part of the responsibilities of the staff as a means of achieving the targets set. Sethuraman and Suresh (2014) noted that good leaders are those who punish their subordinates when the laid down rules are not followed by them. Unfortunately, the respondents stated that prosecution have not been made on the senior county executive members on the issues of non-compliance with the law as supported by a mean of 2.1938 and standard deviation of 1.0614. This is biased since junior staff are being punished yet the senior ones are not being prosecuted.

Table 4.5.1 Relationship between adherence to the rule of law and performance

Determination of whether there exists a relationship between the rule of law and organizational performance was desirable.

Table 4.6 Symmetric measures

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.798	.023	17.087	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.784	.024	17.460	.000 ^c
N of Valid Cases		80			

(Source: Researcher, 2022)

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

With a spearman correlation value of 0.784 which is sufficient enough to show that relationship exists between two variables. The findings therefore acknowledged that there is strong relationship between adherence to the rule of law and performance of West Pokot County Government.

4.5 Organizational effectiveness and organizational performance

Table 4.7 Organizational effectiveness and efficiency and performance

Statements	N	Mean	Std. Deviation
The services being offered by the county government are effective	80	4.8062	.6603
Effectiveness and efficiency is a key pillar in county government operations.	80	4.9680	.5460
The county government ensures that the county officers are efficient and effective at all times.	80	2.8888	.8714
There are programs put in place to ensure effectiveness and efficiency in the county operations.	80	3.7165	.8022
Effectiveness and efficiency has helped in improving the performance of the county.	80	4.4722	.7248

(Source: Researcher, 2022)

Services being offered by the county government are effective. This was supported by respondents with a mean of 4.8062 and standard deviation of .6603. Organizations that are effective and efficient in delivering their services are more likely to perform better than the ones which ineffective and inefficient.

Respondents further concurred that effectiveness and efficiency is a key pillar in county government operations as this was supported by a mean of 4.9680 and standard deviation of .5460. These findings are in line with those of Monisola and Abe (2014) that efficiency and effectiveness of both the staff and operations increases the operational efficiency and effectiveness in addition to improved performance. However, respondents stated that there are no proper mechanisms put by the government to ensure efficiency and effectiveness. This was evidenced when respondents stated that county government does not ensures that the county officers are efficient and effective at all times as supported by a mean of 2.8888 and standard deviation of .8714. However, respondents agreed to some extent that there are programs put in place to ensure effectiveness and

efficiency in the county operations as supported by a mean of 3.7165 and standard deviation of .8022. This could be that the results of the programs being put in place have not taken effect or the effects have not been felt so far. It could also mean that the programs that have been put in place to ensure efficiency and effectiveness are actually ineffective or does not match the needs of the county.

Additionally, respondents agreed to a greater extent that effectiveness and efficiency has helped in improving the performance of the county as this was supported by a mean of 4.4722 and standard deviation of .7248. This result is supported by Khaunya *et al* (2015) that efficiency and effectiveness have increased productivity and the general output of public institutions and by and large the overall performance of the institution.

Table 4.8 Symmetric measures

		Value	Asymp. Std. Error^a	Approx. T^b	Approx. Sig.
Interval by Interval	Pearson's R	.816	.032	12.332	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.801	.052	11.643	.000 ^c
N of Valid Cases		80			

(Source: Researcher 2022)

a. Not assuming the null hypothesis.

Table 4.6 showed that a Pearson R=0.801 which statistically proves the relationship between organizational efficiency and effectiveness variable and performance. A value of over 0.7 is statistically sufficient to determine the relationship between two variables (Kothari, 2012). It therefore proves that there is close relation between effectiveness and efficiency and the performance of West Pokot County Government. The results are in tandem with study by Black (2012) that effectiveness and efficiency is not only important in communication but also in ensuring increased operational efficiency and effectiveness and eventual desired output.

4.6 Performance

Table 4.9 Performance

Statement	N	Mean	Std. Deviation
There is increased level of productivity in the county.	80	4.6564	.9074
The success rate of county projects is up to expectation.	80	3.0422	.7133
Level of outcome of the county staff is periodically assessed.	80	4.0766	.6016
The county has elaborate performance measurement mechanisms.	80	4.8826	1.0890
Performance of the county is up to the set standards.	80	2.9978	.6929

(Source: Researcher, 2022)

The findings revealed that there is increased level of productivity in the county as evidenced by a mean of 4.6564 and standard deviation of .9074. This is attributed to the governance strategies that the county has been using to increase productivity. The findings further discovered that the success rate of county projects is not up to expectation. This view was supported by a mean of 3.0422 and standard deviation of .7133. Most of the projects have not been successful due to changes in leadership since the new leader tends to relegate the previous projects by the predecessor (Mugambi & Theuri, 2014). Stalled projects means there is wastages of resources which have been used in the stalled or abandoned projects.

Performance requires assessment to ensure that there is compliance. The study found out that the level of outcome of the county staff is periodically assessed. This was proved when majority of the respondents as supported by a mean of 4.0766 and standard deviation of .6016. Periodic review and evaluation of staff is very critical in ensuring that staff are put under pressure to deliver according to the expectations (Wessal *et al*, 2015).

It was further revealed by the study that the county has elaborate performance measurement mechanisms as seen in table 4.9 with a mean of 4.8826 and standard deviation of 1.0890. This may be due to performance contracting that the government has been putting more emphasis on. However, findings showed that performance of the county is not up to the set standards as proven

by a mean of 2.9978 and standard deviation of .6929. This is a problem to many devolved units and the national government as whole. There are prevailing environmental challenges that affect the performance of the government institutions (Mugambi & Theuri, 2014).

4.7 Regression Model Summary

Table 4.10 Regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.708 ^a	.501	.485	.42294	.501	58.920	8	72	.000	2.022

Source: Researcher, 2022)

a. Predictors: (Constant), participatory management , adherence to the rule of law , organizational effectiveness and efficiency

b. Dependent Variable: Performance

The results shown in Table 4.10 revealed that the value of R is 0. 708, R square is 0.501 and adjusted R squared is 0.485. This therefore implies that 50.1% changes in performance of West Pokot County Government, Kenya is contributed by the participatory management, adherence to the law and organizational efficiency and effectiveness. Table 4.11 provides the results on model fitness using variance analysis.

Analysis of variance (ANOVA) was used as shown in Table 4.11 so as to determine if the model forecasted significantly more than the mean.

Table 4.11: ANOVA for Combined Effect of Independent Variables on performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	56.565	8	11.145	58.920	.000 ^b
1	Residual	53.435	72	.176		
	Total	110.874	80			

(Source: Researcher, 2022)

a. Dependent Variable: Performance

b. Predictors: (Constant), participatory management, adherence to the law, organizational effectiveness and efficiency

The F- ratio represents the proportion of improvement in prediction that results from fitting the regression model, relative to the imprecision that subsists in the model. The F- ratio realized was 58.920 which was coincidental and was significant ($P < .05$). The model substantially enhanced the capability to forecast the degree of performance.

4.8 Discussions of results

From the descriptive analysis, the findings indicated that that participation of the stakeholders have averagely improved the performance of the county as indicated in the results with a mean of 3.6302 and standard deviation of .7488. These could mean that the public only suggest and are not involved in the actual implementation. Plans without proper implementation and well thought out strategies as like not having the strategy in the first place. The findings are in tandem with Dark, 2012 that very much organized planned public participation has been shown to give great commitment, particularly in a diverse business surroundings subsequently diminishing complications of marginalization, exclusion as well as inequity (Sui & Stanisevski, 2012). The findings further revealed using inferential statistics the relationship between participatory management and performance. With the correlation value of 0.793, the results shows that participatory management has a strong relationship with performance. A correlation result of more than 0.6 shows that the variables are related (Creswell, 2014). This is an indication that a change in participatory management will have effect on performance. These results supports stakeholder theory that stakeholders needs to be involved in order to ensure that the desired results are met. With a spearman correlation value of 0.784 which is sufficient enough to show that relationship exists between two variables. The findings therefore acknowledged that there is strong relationship between adherence to the rule of law and performance of West Pokot County Government.

Effectiveness and efficiency has helped in improving the performance of the county as this was supported by a mean of 4.4722 and standard deviation of .7248. This result is supported by Khaunya *et al* (2015) that efficiency and effectiveness have increased productivity and the general output of public institutions and by and large the overall performance of the institution. Leadership ensure efficiency in the organization. This is in line with the stewardship theory that leadership provides direction and unity of purpose for the organization.

The study also indicated that there is significant relation between governance strategies and performance of West Pokot County Government, Kenya. The F- ratio represents the proportion of improvement in predicting that results from fitting the regression model, relative to the imprecision

that subsists in the model. The F- ratio realized was 58.920 which was coincidental and was significant ($P < .05$). The model substantially enhanced the capability to forecast the degree of performance. This is in line with Peisakhin, 2012) that governance strategies are the collaborative effort by the people and the management in order to achieve agreed results. Resources are needed in order to ensure that performance standards are maintained.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

The chapter contained three main sections namely: findings summary, study conclusions and recommendations for future research.

5.2 Summary of the study findings

Questionnaires issued to the respondents were 84 but 80 questionnaires were dully returned. This produced a 95.2% rate of questionnaire response. The male are almost twice the number of the female. This meant that mainstream of the staff were men and that West Pokot County Government is male dominated. The results showed that most of the employees in West Pokot County are middle aged and mature and that just a few are young. Most of the workforce in the County had degrees and these degree holders were the majority in the County and this indicates that they are well versed with strategies and the environment surrounding work elements in West Pokot County. The results showed that majority of the workers in West Pokot County have been in the county government system for over 6 years closely followed by those who have worked in the county for between 3 and 5 years. This proves that they are well acquainted with the county government and hence are able to grasp the county government strategies and performance.

The findings discovered that residents and other stakeholders are involved since their inputs are used to make decisions in many matters concerning the county government activities. However, the findings further discovered that not all decisions in the county are made with the input of the public. This means that there are some actions that require participation of the general citizens while other are meant for management to take decisions without involving the citizens. Similarly, the government holds regular public meetings at the ward levels to ensure participation. The findings also indicated that that participation of the stakeholders have averagely improved the performance of the county. These could mean that the public only suggest and are not involved in the actual implementation. Plans without proper implementation and well thought out strategies as like not having the strategy in the first place. There is relationship between participatory management and performance. With the correlation value of 0.793, the results shows that participatory management is related with performance of County.

The findings showed that the county operates under the principle of the rules of law. Adherence to the rules, regulations and norms is very critical in ensuring that the plans, budgets and other

activities are carried out as has been planned. The results discovered that the public does not believe that the county government adheres to the laid down laws and the constitution. This is a contradiction to the fact that the respondents stated that the county operates under the principle of the rule of law. This could depict that the principle of law is just on paper but the actual actions have a lot of inconsistency and deviation of the rule of law. The findings further showed that some individual employees have been punished for not following the rule of law and regulations. It shows the seriousness by the county government in ensuring that the set rules and regulations are followed. It should be noted that rules, regulations and law are part of the responsibilities of the staff as a means of achieving the targets set. Unfortunately, the respondents stated that prosecution have not been made on the senior county executive members on the issues of non-compliance with the law. This is biased since junior staff are being punished yet the senior ones are not being prosecuted. The findings therefore acknowledged that adherence to the rule of law and performance of County Government have strong relation.

Mainstream respondents believed that services being offered by the county government are effective. Respondents also concurred that effectiveness and efficiency is a key pillar in county government operations. However, respondents stated that there are no proper mechanisms put by the government to ensure efficiency and effectiveness. This was evidenced when respondents stated that county government does not ensure that the county officers are efficient and effective at all times. However, respondents agreed to some extent that there are programs put in place to ensure effectiveness and efficiency in the county operations. This could be that the results of the programs being put in place have not taken effect or the effects have not been felt so far. It could also mean that the programs that have been put in place to ensure efficiency and effectiveness are actually ineffective or does not match the needs of the county. It therefore proves that there is close relation between effectiveness and efficiency and the performance of West Pokot County Government.

The findings revealed that there is increased level of productivity in the county. This is attributed to the governance strategies that the county has been using to increase productivity. The findings further discovered that the success rate of county projects is not up to expectation. Stalled projects means there is wastages of resources which have been used in the stalled or abandoned projects. Performance requires assessment to ensure that there is compliance. The study found out that the level of outcome of the county staff is periodically assessed. It was further revealed by the study

that the county has elaborate performance measurement mechanisms. This may be due to performance contracting that the government has been putting more emphasis on. However, findings showed that performance of the county is not up to the set standards.

The results revealed that the value of R is 0.708, R square is 0.501 and adjusted R squared is 0.485. This therefore implies that 50.1% changes in performance of West Pokot County Government, Kenya is contributed by the participatory management, adherence to the law and organizational efficiency and effectiveness. The F- ratio represents the proportion of improvement in prediction that results from fitting the regression model, relative to the imprecision that subsists in the model. The F- ratio realized was 58.920 which was coincidental and significant ($P < .05$).

5.3 Conclusion of the study

Founded on findings of the research study, several conclusions were made based the study results. There is relationship between participatory management and performance. Participatory management has a strong influence on performance of West Pokot County Government. The county government involves the public in major decisions and that there is regular public participation. This has improved the level of performance of the county.

Additionally, from the findings, a conclusion can be made that there is strong relationship between adherence to the rule of law and performance of West Pokot County Government. In particular, the county government operates under the rule of law; employees who deviate from the set standards, rules and regulations are punished and that adherence to the rule of law has actually aided performance improvement.

Conclusion is further made that organizational efficiency and effectiveness variable and performance. Have relationship It therefore proves that there is close relation between effectiveness and efficiency and the performance of West Pokot County Government. A change in efficiency and effectiveness will have an equal effect on the performance of the county government.

Finally, conclusion is made based on the findings that changes in performance of West Pokot County Government, Kenya is contributed by the participatory management, adherence to the law and organizational efficiency and effectiveness.

5.4 Implications of the study

Implication of the study on theory, governance strategies in public sector as well as development have been identified and listed.

5.4.1 Implication to the theory

The researcher has agreed with the basics and ideals of the theories that have been stated in this study. This is because they are very fundamental in developing governance strategies that can be applied in the management of the public sector. The theories however, have limitations and assumptions and therefore they shouldn't be seen to be perfect.

5.4.2 Implication to practice and industry

The study recommends that government institutions especially county governments should ensure that the strategic plans that they draft every five years are implemented accordingly. Resources must be made available to ensure effective implementation to ensure increased performance.

A recommendation is further stated that the said strategic plans should be made available to every staff and the element of the strategy be inculcated into all the staff.

5.4.3 Implication to policy development

The research will help the policy makers in reviewing and rethinking about governance strategies and how they are implemented. This is so because progressive development and performance is dependent of the strategies and prudent implementation.

5.5 Recommendations for further studies

- i. A recommendation is made on a study to be done on the effect of governance strategies on response to crisis.
- ii. Another study can be undertaken on the challenges of governance strategies implementation and performance of public institutions.

5.6 Limitations of the study

A study was in West Pokot which locked out other counties and other sectors. It was particularly delimited on county government. The study was mainly narrowed on primary data only. It also covered governance strategies and performance in West Pokot County. It further focused on participatory management, adherence to the law, efficiency and effectiveness as well.

5.7 Areas suggested for further results

The researcher suggest studies in leadership and governance as well as governance strategies and financial performance of public organizations.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

My name is Arusei Consolata Chepchirchir of University of Nairobi undertaking postgraduate research on “Governance strategies and performance of County Governments: A case study of West Pokot County.” There is high level of confidentiality since this is an academic study. Your assistance is therefore extremely cherished. Thank you.

Yours faithfully

Arusei Consolata Chepchirchir

SECTION A: GENERAL INFORMATION

Tick where necessary

1. Gender

Male

Female

2. What is your age range?

20 to 25

26 to 35

36 to 45

46 to 55

Over 55

3. What is your highest academic accomplishment?

O’Level

Certificate

Diploma

Degree

Masters degree

Phd

4. How long have you worked with the County government

Less than One Year

1 to 2 years

3 to 5 years

6

to 10 years

More than 10 years

Indicate your level of agreement with the statement below relating to citizen participation, adherence to the rule of law, organizational effectiveness and efficiency and performance.

SECTION B: PARTICIPATORY MANAGEMENT

SD= Strongly Disagree, D = Disagree, UD=Undecided, A =Agree, SA= Strongly Agree

	SA	A	UD	D	SD
Residents and other stakeholders are involved since their inputs are used to make decisions in all matters.					
All decisions in the county are made with the input of the public.					
The government holds regular public meetings at the ward levels to ensure participation.					
Participation of the stakeholders have improved the performance of the county.					

SECTION C: ADHERANCE TO THE RULE OF LAW

Use the following scale where SD= Strongly Disagree, D = Disagree, UD=Undecided, A =Agree, SA= Strongly Agree

	SA	A	UD	D	SD
The county government operates under the principle of the rules of law					
The public believes that the county government adheres to the laid down laws and the constitution					
Individual employees have been punished for not following the rule of law					
Prosecution have been made on the senior county executive members on the issues of non-compliance with the law					
The rule of law has really aided development of the county					

SECTION D: ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

Use the following scale where SD= Strongly Disagree, D = Disagree, UD=Undecided, A =Agree, SA= Strongly Agree

	SA	A	UD	D	SD
The services being offered by the county government are effective					
Effectiveness and efficiency is a key pillar in county government operations.					
The county government ensures that the county officers are efficient and effective at all times.					
There are programs put in place to ensure effectiveness and efficiency in the county operations.					
Effectiveness and efficiency has helped in improving the performance of the county.					

SECTION E: PERFORMANCE

10. To what extent do you agree with these statements in regards to performance

	SA	A	UD	D	SD
There is increased level of productivity in the county.					
The success rate of county projects is up to expectation.					
Level of outcome of the county staff is periodically assessed.					
The county has elaborate performance measurement mechanisms.					
Performance of the county is up to the set standards.					

END

APPENDIX II: SIMILARITY INDEX



19TH NOVEMBER 2022

GOVERNANCE STRATEGIES AND PERFORMANCE OF WEST POKOT COUNTY GOVERNMENT, KENYA.

ORIGINALITY REPORT

13%

SIMILARITY INDEX

12%

INTERNET SOURCES

3%

PUBLICATIONS

8%

STUDENT PAPERS

PRIMARY SOURCES

1	erepository.uonbi.ac.ke Internet Source	2%
2	Submitted to University of Nairobi Student Paper	1%
3	Submitted to Mount Kenya University Student Paper	1%
4	Submitted to Kenyatta University Student Paper	1%
5	repository.maseno.ac.ke Internet Source	1%
6	ir.jkuat.ac.ke Internet Source	1%
7	ir-library.ku.ac.ke Internet Source	1%
8	ikesra.kra.go.ke Internet Source	<1%
9	Submitted to Pan African Christian University Student Paper	<1%

APPENDIX III: SUPERVISOR ALLOCATION FORM



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS MASTERS PROGRAMME
MBA PROPOSAL/PROJECT SUPERVISION ALLOCATION FORM**

SECTION A: (To be completed by the student)

Name of student: ARUSEI CONSOLATA CHEKITICHIR Reg. No.: DG1/79299/2015
 Department: SCHOOL OF BUSINESS

Specialization (Tick as appropriate)

- i) Marketing
- ii) Human Resource Management
- iii) Strategic Management
- iv) International Business
- v) Insurance/Risk Management
- vi) Entrepreneurship
- vii) Finance
- viii) Accounting
- ix) Operations Management
- x) Management Information Systems
- xi) Procurement & Supply Chain Management

Mobile phone: 0721-629284 Email: Consolata.arusei@gmail.com
 Proposed Title of Study: GOVERNANCE STRATEGIES AND PERFORMANCE OF COUNTY GOVERNMENTS: A CASE STUDY OF WEST POKOT COUNTY GOVERNMENT

Name of Preferred Supervisor(s): (i) Prof. James Gathumu (ii) _____ (iii) _____

Signature of student: [Signature] Date: _____

SECTION B: (For Official Use only. To be completed by the Department)

i) Name of Supervisor Allocated:
 Supervisor: Prof. James Gathumu Mobile No.: _____
 Co-Supervisor (If any): _____ Mobile No.: _____
 Moderator: Prof. Maath Mobile No.: _____
 Proposal Presentation/Submission Dates:
 Proposal Presentation: _____ Oral Defence: _____ Project Report Submission Date: _____

ii) Approved by Thematic Coordinator:
 Name: _____ Signature: _____ Date: _____

Approved by Chairman of Department:
 Name: [Signature] Signature: [Signature] Date: 23/3/2015

- NOTE:**
1. A student shall not commence proposal writing before allocation of University supervisor.
 2. Original Transcript, Fees Statement and Synopsis should be attached to this form. This form is available in the Department, SOB website or Ambank House. Students get their copy later from the Department after allocation is done.
 3. The approved copy of this form must be attached to the proposal when submitting for moderation and presentation and when submitting the final project.
 4. Original to be filed in the Department.
 5. Turnitin report **MUST** be attached to the proposal when submitting for moderation, presentation and when submitting the final project.
 6. Each student **MUST** fill in the attached declaration form on plagiarism and collusion.

LETTER OF INTRODUCTION

RE: INTRODUCTION LETTER: CONSOLATA CHEPCHIRCHIR ARUSEI

The above named is a registered Master of Business Administration Student at the Faculty of Business and Management Sciences, University of Nairobi. She is conducting research on: **“Governance and performance of west Pokot county Government, Kenya.”**

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.



PHILIP MUKOLA (MR.)
FOR: ASSOCIATE DEAN, GBS & R
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

PM/mi