

EFFECT OF GOVERNANCE PRACTICES ON EFFECTIVE PUBLIC PARTICIPATION IN KWANZA SUB-COUNTY, KENYA

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Abstract: Public participation forums are intended at increasing public awareness about the government's projects, aiding the decision making process of the government, and in boosting service delivery. However, in Kenya, especially in devolved units, numerous government projects have stalled and the public feel sidelined by both the county and national governments indicating ineffective public participation processes. This study sought to investigate the effect of Governance Practices on Effective Public Participation in Kwanza sub-County. The research was anchored on the following specific objectives; to examine the effect of leadership on Effective Public Participation in Kwanza sub-County; to assess the effect of Resource Base on Effective Public Participation in Kwanza sub-County; to determine the effect of Government Policy on Effective Public Participation in Kwanza sub-County and to examine the effect of Adopted Strategies on Effective Public Participation in Kwanza sub-County. The theories were; Participatory Democratic Theory, Systems Theory and Structural Functionalism Theory. The study targeted 3000 respondents from the sub-county with a sample size of 353 respondents comprised of; Chiefs, Assistant Chiefs, Village Elders, Opinion Leaders, Youth & Women group Leaders and the Faith-Based organizations in the sub-county. The sample size was determined using simple random sampling technique. Data was collected using questionnaires. A descriptive research design was adopted by the study. The study was carried out by employing multiple regression, Correlation analysis and ANOVA techniques using the Statistical Package for Social Sciences (SPSS) software for establishing the effect of governance practices on effective public participation in Kwanza Sub-county, Trans Nzoia county. Study findings revealed a statistically significant effect among variables with an F-test of 14.692 which was greater than the 5% significance level adopted where Leadership explained 64.5% (t-1.457) of Effective Public Participation in Kwanza Sub-County, Resource Base 47.9% (t-1.503), Government Policy 38.7% (t-2.319) and Adopted Strategies 53.1% (t-2.043) of Effective Public Participation in Kwanza Sub-County. The study results are aimed at contributing to the existing previous study findings as well as forming a basis for future scholarly work in the same field.

Keywords: Leadership, resource base, government policy, adopted strategies and effective public participation.

1. INTRODUCTION

Background of the study

Public participation is seen as a political process that pursues and facilitates the participation of individuals potentially interested in or affected by a particular policy. Considered as a way to empower the masses, public participation forms a critical aspect of democratic governance, as it ensures the active participation of the masses in the decision-making and policy process. In other words, public participation (PP) is considered a fundamental precondition for responsible and transparent governance in any democracy (Rossotow, 2019). Effective PP (public participation), therefore, emerges as a critical process that helps governments improve service delivery by addressing inequality by ensuring that all people, including those in poor neighborhoods and rural settings, can participate in decisions that affect their lives. . It should be

noted that the effectiveness of the PP is characterized by the level of public participation within the selected communities. Sherry Arnstein (1969), through her work, developed the " *Citizen Participation Ladder*" by analyzing the components of effective participation. Arnstein indicates that public participation ranges from non-participation to citizen control. Furthermore, it points out that the effectiveness of the PP is evident when more power and responsibilities are delegated to people as indicated in Figure 1 (Arnstein, 1969). On the other hand, different countries and international organizations summarize Arnstein's level of participation at three levels that are critical to improve her effectiveness, namely; access to information, consultation and active participation (Theyyan, 2015). Access to information is considered the most important and basic step of public participation that directly influences the level of effectiveness of the entire process. This step enables the target audience to understand the underlying issues that require their participation to facilitate effective decision making. The second form of public participation is consultation whereby the government invites the views, comments, comments, and opinions of the target audience on a specific topic. In particular, in this step, public participation is reactive in nature, since it is only carried out at the request of the government (Theyyan, 2015). The public cannot initiate participation at this level. Finally, active participation or association is the final step that is characterized by collaboration at all stages of the decision-making process, therefore, it means a higher level of effectiveness.

Conversely, achieving a higher level of effectiveness in public participation is affected by a series of challenges that could end up undermining the entire process and the expected results. Some of these challenges include higher costs, weak strategies, knowledge gap, and ineffective leadership. Overall, PP plays a crucial role in government decision-making and service delivery, therefore the process should be more effective in improving government operations.

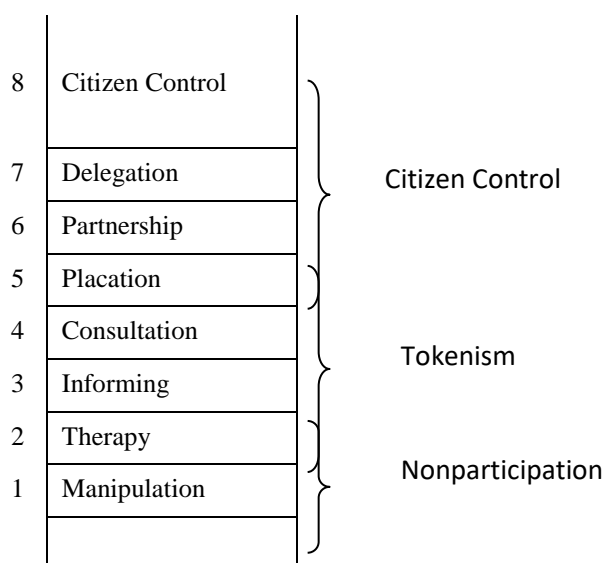


Fig 1.1: Arnstein's Ladder of Citizen Participation (Arnstein, 1969)

Global perspective of Public Participation

Public participation is seen as a vital aspect of governance on the global scene. Governments and international organizations continue to implement appropriate measures to improve the PP. Public participation is included in various instruments of international law, such as Social and Cultural Rights, the International Covenant on Economics, the African Charter on Human and Peoples' Rights, as well as the International Covenant on Civil and Political Rights. A significant number of developed countries have created elaborate systems to facilitate an effective PP. In Canada, the government uses PP when making decisions related to the environment, indigenous communities, and other government projects (Canadian Nuclear Safety Commission, 2019). The country has established the Participant Financing Program (PFP) to ensure that all PP programs run smoothly and are effective by collecting valuable feedback. In addition, the government partners with civil societies that are tasked with carrying out PP programs. Furthermore, Canada established a Commission for public hearings that coordinates all PP activities in the country (Canadian Nuclear Safety Commission, 2019). Therefore, all decisions that require public opinion are brought to the commission that authorizes civil societies to carry out PP programs and provides them with the necessary financial resources to execute the operations.

On the other hand, China is known for decades as a country where the flow of information, especially between the government and the public, is highly restricted. Despite this, the Chinese government still recognizes the need for PP, therefore it has enacted the necessary legislation to improve the PP process (UNDP, 2019). Therefore, the PP in China is carried out through open meetings, public hearings and the publication of bills. In particular, Chinese residents increasingly accept the PP as the current laws guarantee participants no form of intimidation (UNDP, 2019). One of the areas in which China uses PP to formulate and implement policies is environmental management. Therefore, the Chinese government uses PP to raise public awareness of the need to reduce pollution and for the public to contribute in ways the country could improve its environmental management policies.

Regional perspective of Public Participation

In South Africa, the PP is well captured in the country's constitution as a key element in improving democracy and service delivery. The country relies heavily on neighborhood committees and local municipalities to carry out PP programs. However, a lack of understanding of the need for PP or how the process works among a significant portion of South Africa's population makes PP in the country quite ineffective (Maphazi, Raga, Taylor, and Mayekiso, 2013). Furthermore, lack of political will is also cited as another factor undermining the PP in South Africa. As such, citizens frequently participate in violent protests to make their voices heard and compel the government to make favorable decisions. However, PP is still considered a critical process on the global stage and different governments, including autocratic states, are increasingly using PP programs to improve their decision-making processes, increase public awareness and improve the provision of services.

Local perspective of Public participation

The PP in Kenya is provided in its constitution that requires its participation in all decision-making processes. Some of the key processes that require PP in Kenya include; budgeting, lawmaking, and oversight. Various sections of the Kenyan Constitution promote and improve the PP. They include; Article 1 (2), Article 10, Article 27 and Article 33 among others (Ministry of Refund and Planning and Board of Governors, 2016). The government collaborates with different civil society groups to carry out PP forums. In addition, the Devolution and Planning Ministry, as well as county governments, are the primary institutions that the constitution is mandated to oversee the activities of the PP in Kenya (Devolution and Planning Ministry and Board of Governors, 2016). In particular, PP in Kenya had as its main objective to reach rural and marginalized communities in an attempt to make them part of the government's decision-making process.

The PP became more prominent in the early 2000s after the introduction of the Local Authority Service Delivery Action Plan (LASDAP) which was introduced in 2001 and the Circumscription Development Fund (CDF) which it was introduced in 2003. The two programs were intended to accelerate development that empower and resonate with the needs of local communities (Ministry of Devolution and Planning and Board of Governors, 2016). As such, PP was required to enable the achievement of this objective. After the 2010 Constitution was enacted, institutions such as the Independent Electoral and Boundary Commission (IEBC), the Ministry of Finance, county governments, and the National Commission and Integration Commission have used PP programs (Ministry of Refund and Planning and Board of Governors, 2016). However, despite the institutionalization of the PP in Kenya, the processes are still fraught with numerous challenges that undermine its effectiveness.

Statement of the problem

PP programs aim to raise public awareness on a specific issue or collect the views of local communities and incorporate them into decision-making. Despite the milestones achieved, the provision of government services, especially in rural areas, remains a major challenge due to the inability to incorporate the opinion of citizens in the prioritization of government projects. A 2017 study by the Alliance of Kenya Resident Associations (KARA), a non-profit civil organization, on the state of the PP in Kenya indicated that 40% of Kenyans attended a PP meeting in the last year (Uraia, 2017). The report further indicates that in Trans Nzoia County, 24% of men and 22% of women attended a PP forum in the past year (Uraia, 2017). However, despite attending such programs, 72% of those who attended felt that their views were not addressed in these PP forums. These statistics indicate that PP forums are not achieving their desired goals even though they are conducted in accordance with the constitution.

Ronoh, Mulongo, and Kurgat (2018) claim that despite the fact that PP forums are organized by different government institutions from the national to the county level, very little has been accomplished. They point out the government's lack of dedication to taking a participatory approach. In particular, a significant number of county governments ask for PP without transmitting enough information about the forum. Furthermore, political inclination and lack of incentives also undermined the effectiveness of the PP. PP forums held within the Kwanza sub-county were expected to translate into rapid development through the implementation of projects that the public believes will address their needs. However, the fact that the Kwanza sub-county still has difficulties in implementing relevant development projects indicates the ineffectiveness of PP forums within the region. Effective public participation must transform local communities through the implementation of development projects that resonate with their needs as indicated in the opinions raised in the PP forums. Due to these challenges, this study sought to determine the effect of Government Practices on Effective Public Participation in the Kwanza Sub-county and, when possible, to give suggestions on how the effectiveness of the PP can be achieved for the benefit of the base.

Research objectives

General objective

The main objective of the study was the effect of Government Practices on Effective Public Participation in Kwanza Sub-County, Kenya.

Specific objectives

The specific objectives of the study were;

- I. Examine the effect of leadership on effective public participation in the Kwanza sub-county.
- II. Assess the effect of the Resource Base on effective public participation in the Kwanza sub-county.
- III. To determine the effect of Government Policy on effective public participation in the Kwanza sub-county.
- IV. Examine the effect of the strategies adopted on effective public participation in the Kwanza sub-county.

Research questions

This study sought to answer the following research questions;

- I. What is the effect of leadership on effective public participation in the Kwanza sub-county?
- II. To what extent does the resource base affect effective public participation in the Kwanza sub-county?
- III. What is the effect of government policy on effective public participation in the Kwanza sub-county?
- IV. What is the effect of the strategies adopted on effective public participation in the Kwanza sub-county?

Significant of the study

The objective of this study was to explore the effect of governance practices on effective public participation in the Kwanza sub-county with the intention of improving the process, thereby facilitating the decision-making process and the provision of services by the government.

Kwanza Sub-County

Returned units, especially sub-boroughs and rural neighborhoods require rapid socio-economic development. This study recognizes the critical role that public participation plays in initiating and implementing development projects. Therefore, their findings will be critical in driving the public participation process in the Kwanza sub-county and in accelerating relevant development within the sub-county.

Residents of the Kwanza sub-county

By participating in this study, residents will have an opportunity to get an idea of how their rights are enshrined in the constitution regarding their participation in policymaking at all levels of government.

Trans Nzoia County Government

The study results will act as a yardstick for the Trans Nzoia County government on how to involve local residents in policy formulation and eventual implementation.

Kenya National Government

The Kenyan national government will benefit from the results of this study, especially when the results reveal the true situation on the ground that can easily enable them to implement the constitutional requirement for public participation in policy implementation. This can be implemented across the country wherever possible and successfully include base-level views.

Researchers

The study is significant with respect to research because it enriches the existing literature. However, academics will initiate and undertake further research to assess the variable study mix in other Trans Nzoia county sub-counties or other counties in the country. Furthermore, other likely factors or variables that were not addressed in this study could be used when conducting studies in the Kwanza sub-county or elsewhere.

Scope of the study

This study was conducted in the Kwanza sub-county, Trans Nzoia. A survey was carried out among the residents of the sub-county in its four neighborhoods, namely; Kwanza, Keiyo, Kapomboi and Bidii. The target population was primarily sub-county chiefs, assistant chiefs, village elders, opinion leaders, religious organizations, and leaders of youth and women's groups.

Study limitations

The study was carried out during a very difficult period when people began to fear that news of the COVID-19 pandemic was just taking shape in the country. The challenges of social distancing had to be respected, although whether or not the disease was airborne had not yet been clarified. However, the data collection exercise was performed quickly before the fears came true and the Covid-19 cases began to be detected in Kenya. This was possible because the scope of the study was in the Kwanza sub-county, a remote area in Trans Nzoia county, where most people at the time of data collection still believed that the disease was for the wealthy who were travelling from one country to another. This mistake was a blessing in disguise for the researcher, as it aided in data collection.

2. LITERATURE REVIEW**Introduction:**

This section presents a theoretical review and conceptual framework in an attempt to gain a deep understanding of public participation. In addition, a review of the study variables was made in this chapter. In addition, a critical review is performed in this section, identifying gaps in the reviewed literature and addressing them accordingly.

Theoretical framework

The study was based on the three theories viz .; Participative Democratic theory, theory of systems and theory of Structural Functionalism as discussed below:

Participatory democratic theory

Participatory democratic theory focuses on the growing obsession of political ideologies with the stability of the political system. Derived by Carole Pateman, participatory democratic theory presents a philosophical argument that successful democracy incorporates citizens, the state, and institutions. Aragonéz and Sanchez-Pages (2009) define participatory democracy as a process of collective decision-making that combines the elements of representative and direct democracy. The authors further argue that citizens have the power to decide on policy proposals, while politicians assume the role of policy implementation.

Dzur (2016) agrees with this notion since he points out that the relationship parameters between citizens and politicians are established under the classic theory of the masterpiece of the *Social Contract* by Jean Jacques Rousseau. The author

discusses three central principles of participatory democracy in an attempt to expound her theory. Pateman (1972) states in the first principle of her theory that the forms of authority structures are interrelated with the abilities, characteristics and capacities of individuals. Therefore, it is critical that democratic institutions are viewed in terms of individual human beings and the human values they must serve. In the second principle of participatory democratic theory, Mead (1974) is of the opinion that the democratic life of individuals and the well-being of societies could be significantly affected by making changes in their social lives. Under the third principle, Mead (1974) argues that creating a participatory society is essential to achieve meaningful democratic participation.

On the contrary, participatory democratic theory is criticized as opponents argue that it gives priority to national representative institutions. Regional and local institutions tend to play little or no role in the development of society, as they are ignored and overshadowed by the national institutions that possess the most power, authority and resources in the democratic system. Furthermore, relying on participatory democratic theory to improve public participation could result in the implementation of undemocratic socio-political structural reforms that inhibit the participatory process. However, Mead (1974) refutes these views when he argues that such national institutions play a minimal role in a democracy. However, this theory is relevant for this study considering that public participation in the Kwanza sub-county depends on a democratic process. The strategies applied should allow the participants to express their points of view democratically.

System theory.

Betz and Mitroff (1974) postulate that systems theory is a relevant framework in public participation. The authors believe that the process of planning public participation is dynamic since it requires continuous decision-making. Therefore, the framework of systems theory facilitates this process. A system is defined as a set of elements that are interconnected and organized in a coherent way in patterns that produce a characteristic set of behaviors that are often classified as purpose or function. Furthermore, Mele, Pels, and Polese (2009) argue that, whether established or not, each system has a goal, and the discrepancy is the difference between the system's goals and the current state. Thus, over time, systems will begin to produce a limited rationality that tends to be non-logical within a broader context, even if they make sense within the behavior of the system.

In public engagement, a holistic ecological approach is advocated to gain a deep understanding of the link between community engagement and understanding of the place. An element of the system is the attached place. As such, a holistic understanding of how public participation as a system works is vital. This is because it informs policy makers of the various things that need to be changed at a wide range of levels in an attempt to improve the entire system of public participation (Heylighen and Joslyn, 1992). Therefore, this theory is considered relevant for this study, since it advocates inclusive participation, as well as the use of relevant systems to make public participation as effective as possible.

Theory of structural functionalism

According to Clark, (1972) the theory of structural functionalism was developed by Aristotle who sought to understand the ultimate causes with respect to their ends. The theory holds that systems become extinct if they do not adapt to their functions. As one of the popular theories in political science and sociology, structural functionalism aims to describe social systems in terms of mechanisms, structures, processes, and functions. In other words, the theory of structural functionalism seeks to provide an understanding of why a specific structure contributes to a particular function more than other structures within the system (Cole, 1966). Thus, like the organs of the body, the structures under one system are seen through functionalism whereby they perform their differentiated roles independently, but ultimately contribute positively to the success of the entire system. Similarly, the failure of a single structure is likely to have a negative impact on the functionality of the entire body.

The state involves the political system in political science, while office represents the rules. Furthermore, functions are represented by powers, while structures are indicated by institutions (Lane, 1994). Therefore, this theory is applicable in this study, since public participation in the Kwanza sub-county takes place within the structure of national and county governments. Therefore, the theory of structural functionalism provides mechanisms, processes and structures to understand how effective public participation is in the Kwanza sub-county and the areas that require improvement to improve the entire system.

Conceptual framework

The conceptual framework is a schematic relationship of the independent variables (Leadership, Resource Base, Government Policy and Adopted Strategies) and the dependent variable (Public Participation) as shown below;

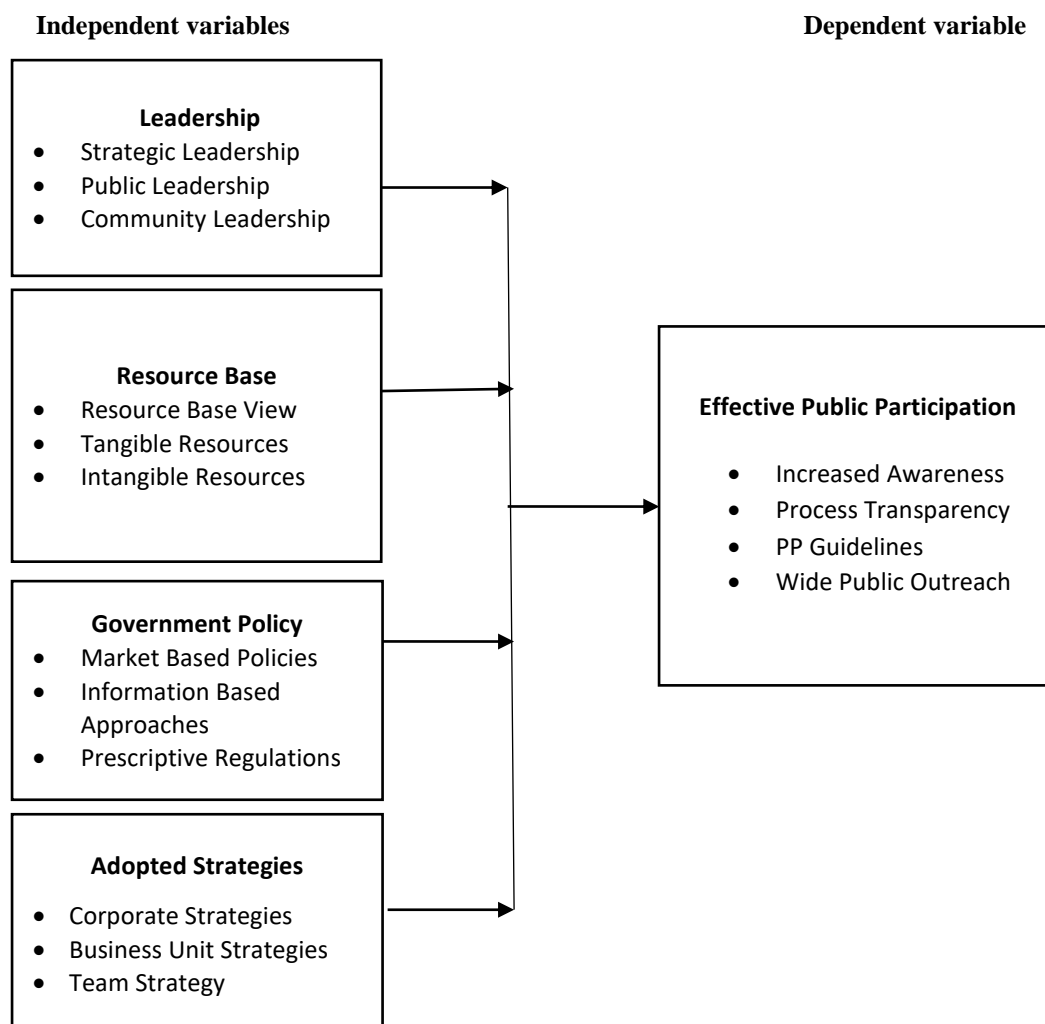


Figure 2.1: Conceptual framework

Review of variables

The study variables were reviewed below;

Leadership

Berce, (2011) , when exploring the mission of public leadership, believe that leadership is an action that provides momentum and continuity. Therefore, the primary purpose of leadership is to make the alignments and changes necessary to achieve stated goals. As such, the primary objective of public leadership is to improve the effectiveness of government. In particular, public leadership is closely related to government reforms, whereby two types of approach are used, two types of approaches are used to advance the government's reform agenda. Making changes in operations management and government enforcement is one approach, while the other is concerned with creating public values and preserving government legitimacy.

According to Hartley (2011) , effective leadership is essential, since it could generate personal professional advancement and contribute significantly to the overall performance of an organization. Furthermore, they point out that while the focus of general leadership is often to advance organizational and individual interests, the same is different when it comes to public leadership. It is important to note that public leadership is broad in scope that affects not only public organizations,

but also affects the operations and performance of other non-public organizations and sectors. Therefore, Hartley (2011) argues that public leadership can be practiced in contextual circumstances with different systems of accountability that include community, leadership, and organizational leadership. Obviously, these authors' observations mean that public leadership has the ability to facilitate and harmonize the functions and interests of the organization to achieve the established objectives. At the same time, public leadership is capable of enhancing public values and providing solutions to various challenges emanating from internal external needs.

Lustig, Reynolds, Ringland and Walsh (2010) argue that public leadership is divided into two parts, namely the community approach and the organizational approach. The organizational approach to public leadership is established on hierarchical structures and traditional systems that aim to increase efficiency in organizations, as well as to ensure that the company has the necessary resources in an attempt to satisfy the interests of the organization. In particular, the impact of the organizational approach is only felt within personal and organizational limits. The community focus on public leadership, on the other hand, is more concerned with complexity and significant variety that are not limited by the organizational boundary. Therefore, it focuses more on improving social interactions and establishing institutional designs to deal with the wicked and unpredictable variables that are associated with community leadership. As a result, the community approach could complete the transformation of a community by providing solutions to existing problems. Effective public leadership behaviour depends entirely on the abilities of individual public administrators to solve existing political and social challenges in a society. As such, strategic leadership emerges as a critical aspect of public leadership, as it is capable of introducing transformative changes to address the unique needs of public organizations and communities. Furthermore, the integrity of public managers and leaders is recognized as a critical factor in the quest to transform societies through public initiatives. It is essential that public administrators take advantage of existing political and organizational resources and connections and, at the same time, remain incorruptible. In general, public administrators must possess political skills to effectively execute their mandate.

Resource base

Grönroos (2010) argues that the realization of effective public participation requires substantial amounts of resources. A resource base view (RBV) is a strategy that organizations use to achieve a competitive advantage. Proponents of RBV argue that organizations should identify sources of competitive advantage from within rather than looking outward. Furthermore, they argue that advancing this strategy gives the company the opportunity to use its existing resources to take advantage of external opportunities. As such, it is more feasible for a company to increase its competitiveness in the market rather than trying to gain new skills for every opportunity that presents itself in the market. Therefore, the primary role of the RBV model is to help business organizations achieve higher performance by having resources play central roles. Resources within organizations are classified into two types; tangible and intangible resources. Tangible resources are physical things that can be easily acquired in the market. Therefore, they give little advantage to long-term business organizations, since competitors can acquire identical or superior assets. Some of the examples of tangible assets include; machinery, land, buildings, motor vehicles and capital. By contrast, intangible assets are assets that may be owned by an organization but have no physical presence. Intellectual properties, brand reputation and trademarks are some of the examples of intangible resources. Therefore, an intangible asset such as brand recognition is developed and established over a long period of time compared to physical resources, therefore they cannot be purchased on the market. Furthermore, intangible resources generally remain within the company, making them the root of its competitive advantage.

At the same time, RBV is assumed to be immobile and heterogeneous. Resources such as the skills and abilities of an organization are assumed to be different from those of a competitor (Sakhartov & Folta, 2013). Normally, companies would have the same combination and amount of resources; They were unable to implement alternative strategies to compete with each other. Remarkably, if such a situation existed, it would end up as a perfect competition for which no company would gain a competitive advantage. However, perfect competition hardly exists in the real market, therefore, most companies that are exposed to the same competitive and external forces can overcome each other by implementing different strategies. As a result, RBV assumes that organizations gain a competitive advantage by utilizing their unique resource packages. Second, it assumed that resources are not mobile, therefore they do not move from one company to another, at least in the short term. Therefore, this immobility of resources prevents corporations from reproducing the

resources of their competitors and implementing the same strategies. In particular, intangible resources such as knowledge, brand value, intellectual property and processes are usually stationary.

Frączkiewicz-Wronka and Maćkowska (2011) argue that, although the RBV model is used by business organizations to obtain a competitive advantage in the market, it is also applicable in government organizations. The authors point to the trend in public organizations, especially in the closing years of the 20th century, whereby public organizations began to shift their operations from bureaucratic systems to a results-oriented and market-oriented model. Leaders of government organizations increasingly face new challenges that require them to incorporate the content and scope of management in relation to strategy formulation and implementation. This is because public organizations place greater emphasis on values that stakeholders prefer. Therefore, the success of public organizations lies in their ability to identify the expectations of their stakeholders and use their intangible resources to develop and implement appropriate strategies to meet these expectations. Therefore, it is necessary to develop RBV in public institutions to achieve the main objective of creating public value. Additionally, government organizations have a duty to identify and strengthen a strategic capacity to deliver maximum value to stakeholders through the use of limited resources and the maintenance of costs at reasonable levels. Collectively, government institutions can no longer ignore the usefulness and quality of their resources to create and deliver public value, as well as respond effectively to emerging change.

Government policy

Hasel (2015), believes that government policy is divided into three types; prescriptive regulation, market-based policies, and information-based approaches. Under prescriptive regulation, companies' performance and behavior are regulated through a set of policies. Also known as command and control, regulations are used to establish technology or performance standards. For example, a technology standard requires corporations to use a specific technology for pollution control. The 1977 Clean Air Act Amendment is an example of a technology standard, as it required the removal of sulfur dioxide from the flue gases of new power plants by installing large scrubbers. At the same time, the performance standard involves a cap on emissions by regulators that a single company can release. Therefore, polluters are given a leeway to establish the best possible way to reach the emission limit. However, real-world government policies are often a hybrid of performance and technology standards.

Market-based policies are based on market principles in government policies. Therefore, market-based policies are classified as price-based and rights-based. Price-based controls use taxes and subsidies to compel organizations to adhere to established standards, such as imposing a price on pollution, forcing companies to take the necessary measures to reduce their emissions (Ranci, 1997) . On the other hand,emissions trading is where the government establishes the total allowable amount of damage or contamination that companies within a specific sector must achieve. As such, the government assigns negotiable permits as permits corresponding to the pollution units issued. On the other hand, under the information-based approach, government policies are designed in such a way that they provide information to the public about certain hazards such as pollution (Rubin, 1997) . The first focus under this category of public policy is the right-to-know laws where laws are passed that compel companies to disclose information about their products or production processes. In addition, the second approach is eco-labeling and certification programs through which consumers receive information about the process through which a product is made and the impact of that process on the environment. Latham (2019), on the other hand, infers that a government policy is defined as an action that the public authority uses to commit resources in favor of a preferred value. As such, government policies fall into two categories; Macro policies and specific policies. Macro policies are implemented to provide a framework within which various specific policies are developed. In addition, specific policies are used to implement macro policies. Therefore, macro policies are framework policies that consist of basic content and limits. The basic contents include the political agenda and the principles of politics, while the limits of politics imply a political space that describes the specific sectors within which the policy will be applied. In addition, the limits of the policies also involve geographic level policies that stipulate the level (international, national or local) at which it will have an impact. In addition, the policy limits also include the time zone.

Specific policies, on the other hand, are made up of two components, namely the core components and the policy groups. The two basic components are the policy objectives and policy instruments, while the three general policy groups include expanded policy-based regulations, incentive-based policies, as well as policies aimed at creating new markets. In addition, there are minimum criteria that special policies must meet for their implementation. One of the criteria is the

impact that the special policy will have on the target area. Furthermore, the sustainability of special policies, their efficiencies and effectiveness are also considered before implementation (Hassel, 2015). In addition, the ease of implementation, fairness, relevance, and applicability of the special policy are criteria that must be met to facilitate the implementation of the policy.

Strategies adopted

Latham (2019) defines strategy as a framework for decision making that will determine how an organization will play the business game. Furthermore, the author notes that most of these decisions are recurring and are made frequently, almost daily. Therefore, they include, capital investments, marketing, recruiting, training and operational decisions, among others. Therefore, in the absence of a strategic framework to inform and guide their decision-making processes, companies will end up incurring higher costs, as they lack a specific direction to follow that leads to discord and confusion within organizations, lower productivity and lost profits. Latham (2019) further points out that organization that develop their strategies have a greater chance of offering greater values to their clients and achieving profit targets. Additionally, while the strategy does not provide express answers to all of the organization's questions, especially during the implementation phase, it improves the process by establishing a game plan and the roles each team member plays in achieving a stated goal. Furthermore, strategies are critical in companies not only to define the games they play within their industries, but also to identify and describe the games that the organization is not playing. Therefore, an organization's ownership of a strategy helps to clearly identify target products, services, and markets, as well as facilitating the process of establishing a model that ensures the creation of sufficient volume of value and profitability.

Davies (2000) agrees with the above views and argues that even after years of research by theorists and business leaders, there is still no definitive answer regarding what strategy it really is. The author points out that this is due to the divergent opinions that individuals have about strategy. For example, there are people who belong to the school of thought that their strategies must evolve organically due to the unpredictability of the future. On the contrary, there are other people who develop their strategies based on the prevailing market environment. As a result, they believe in conducting extensive market research to better anticipate market changes and plan effectively to enable their companies to succeed in the future.

Therefore, Jasper, Moran and Tramontano (2015) classify the strategy in three categories, namely; corporate strategy, business unit strategy and team strategy. Corporate strategy refers to the strategy adopted by the entire organization, therefore, affects operations in multiple business units and is implemented in multiple markets. Corporate strategy provides answers to the question of how the overall business could be structured to allow its different parts in creating and delivering more value together than they would individually. Therefore, the corporate strategy focuses more on ensuring that the business units within a company come together, as well as facilitating the allocation of resources to deliver the highest possible value. The business unit's strategy focuses on allowing a company to win a market by ensuring that it successfully competes within its respective markets. Performing a competitive analysis is, therefore, one of the ways that a company could use to determine its business unit strategy. As such, it is essential that the business unit considers its core competencies and how to exploit them to meet the needs of the target market. Finally, the team strategy is essential to facilitate the execution of the strategies of the corporate and business units. In particular, there are several teams within an organization and each of them has their own team-level strategies. Therefore, team-level strategies must be able to support and improve the overall operations of the organization.

Effective public participation

Bobbio (2018) infers that effective public participation is one in which all the interested party is well notified within a reasonable period of time for participation. In addition, the effectiveness increases when the call for participation is made in the early stages of the decision-making process, in addition to making use of all the necessary documents for interested parties free of charge. Bobbio (2018) further states that the effectiveness of public participation is achieved through full accountability of the result of the process, as well as prompt notification and publication of the decision. Therefore, the quality of the process itself influences the effectiveness of public participation. Consultation of the public, from the initial stages of the decision-making process and, at the same time, by providing them with sufficient documentation and notification well in advance, is more likely to positively influence the quality of their input into the decision. Unfortunately, however, Bobbio (2018) points out that, in most cases, governments often consult the public when it is too

late, therefore their contributions are unlikely to have a significant impact on the decision. In essence, the low quality of contributions is due to the erosion of trust and the lack of public will to participate in such processes in the future. Mbithi, Ndambuki and Juma (2018) agree that the effectiveness of a public participation process lies in the accessibility of the system, as well as in the public's awareness of the whereabouts of the participation centers. Furthermore, the decision-making process should attract a variety of stakeholders, including local experts, civil societies and underrepresented groups, such as the poor or people living with disabilities. The openness of the system illuminates the public in such a way that they understand what is expected of them, as well as the impact of their decisions on their lives and communities. Ronoh, Mulongo and Kurgat (2018) propose that in order to achieve effectiveness throughout the process, government executives must communicate in a way that leads to solving the problem in question. Simply put, government officials should desist from hosting forums that only move forward in answering questions from the public rather than leading to dialogue. Rather, officials must initiate public participation processes with the understanding that citizens are partners and not clients in the governance process, therefore they must be allowed to influence the process.

Mbithi, Ndambuki, and Juma (2018) also propose that the government remove existing barriers that prevent the availability of critical information, such as those in the county's project plans, budget, and legislation. The authors note that this could be achieved through the full implementation of the Kenyan government- designed Public Participation Guidelines that encourages all counties to ensure that citizens have unauthorized access to public information that is key to the formulation processes Government policy and oversight. In addition, counties must comply with the instructions in sections 94, 95, and 96 of the County Government Act by disseminating information through the mass media. Furthermore, civic education must also be carried out in order to ensure that every citizen, regardless of their level of education, understands the complexities of such information. In particular, the Kenyan constitution guarantees the right of every citizen to information, therefore all civic education sessions should be conducted with this understanding in mind. Finally, Rossouw (2019) opined that effectiveness will be improved by senior public officials, such as the governor who takes the initiative in spearheading such processes. The presence of these officials will not only improve the transparency of the process, but will also generate trust among citizens.

Criticism of existing literature

Berce (2011) postulates that effective public leadership behavior depends entirely on the abilities of individual public administrators to solve the existing political and social challenges in a society. Furthermore, they believe that strategic leadership is the most critical aspect of public leadership, as it is capable of introducing transformative changes to address the unique needs of public organizations and communities. While this is true, the authors do not address the integrity issues associated with public leadership, especially in Kenya, and outline measures to improve this value in public leadership. Frączkiewicz-Wronka and Maćkowska (2011) infer that the success of public organizations lies in their ability to identify the expectations of their stakeholders and use their intangible resources to develop and implement appropriate strategies to meet these expectations. Therefore, it is necessary to develop RBV in public institutions to achieve the main objective of creating public value. However, researchers do not address the underlying risks of custodians of public resources using them to promote their selfish desires thereby sabotaging the performance of public programs. Addressing this problem and describing the steps that need to be taken to ensure that public resources are used strictly for their intended purposes is essential.

Hasel (2015) noted that government policies fall into two categories; Macro policies and specific policies. Macro policies are implemented to provide a framework within which various specific policies are developed, while specific policies are used to implement macro policies. While this is true, the author does not indicate how these policies are implemented to regulate other business operations. He only relates these policies to pollution management, which significantly limits his study. Latham (2019) argues that the absence of a strategic framework to inform and guide their decision-making processes, companies will end up incurring higher costs since they lack a specific direction to follow that leads to discord and confusion within organizations, lower productivity and waste of profits. In addition, he points out that the organizations that develop their strategies have greater possibilities of offering greater values to their clients and achieving profit objectives. However, Latham does not indicate in her discussion how the strategy should be communicated at the corporate level throughout the organization and the steps that should be taken to ensure that the business unit and team-level strategies are related to the corporate strategy.

Research gap

One of the research gaps is the authors' inability to relate their views to the local environment in Kenya, especially the Kwanza sub-county. In particular, the authors express their views from a global context, as they are aimed at readers from different parts of the world. Therefore, this study sought to discuss the impacts of these variables at the local level and compare them with global standards as expressed in the works of the authors reviewed in this chapter. Likewise, the failure of most of the literature reviewed to approach and relate their studies to the effectiveness of public participation, especially in the delegated units in Kenya, forms another important gap in the research. Therefore, this gap was filled in this research by conducting an extensive and in-depth field study to establish how these variables impact the effectiveness of public participation in the Kwanza sub-county.

Summary

Detailed theoretical and empirical reviews were conducted in this section to provide a better understanding of the conceptual framework and study variables. As such, the works of different researchers were reviewed to obtain multiple points of view on the study variables, thus enriching the entire study. At the same time, a critical review was conducted to identify gaps in the reviewed articles and to outline measures on how these gaps could be filled.

3. RESEARCH METHODOLOGY**Introduction**

This chapter outlined the methods used to conduct the study. Therefore, the research design, target population, and sampling techniques were described in the respective sections. In addition, the data collection procedure and analysis were also discussed in this chapter.

Research design

A descriptive research design was used to investigate factors that can promote effective public participation in the Kwanza sub-county. Mugenda and Mugenda (2015) postulate that descriptive research design facilitates in-depth analysis of phenomena in their nature. This research design was the most ideal in this case as it is about providing answers to questions about where, what, why and how much. Therefore, this research design used qualitative and quantitative methods when trying to analyze the research data.

Target population

The researcher targeted 3,000 respondents residing in the Kwanza sub-county. In particular, the targets included chiefs, assistant chiefs, village elders, opinion leaders, religious organizations, and leaders of youth and women's groups. The unit of analysis was the entire population of the Kwanza sub-county, Trans Nzoia County.

Sampling frame

According to Kothari (2014), a sampling frame is the list of all the elements of the research population used to extract the sample. The sampling frame for the study was as shown in Table 3.1 below.

Table 3.1: Sampling frame

Type of defendant	Total population	Percent	Sample size
Bosses	10	0.33	1
Ass Heads	25	0.83	3
Elders of the people	320	10.67	38
Leaders of opinion	1,200	40.00	141
Faith-based org	1,120	37.34	132
Youth and women Group leaders	325	10.83	38
TOTAL	3,000	100.00	353

Sample size and sampling technique

A study sample refers to subjects from whom the information for the study is obtained or derived (Creswell, 2013). A sampling technique is the methods or the way of determining the sample of the target population (Mugenda and Mugenda,

2013). This study used a simple random sampling method after adopting Yamane's formula to arrive at the sample size for the study as calculated and presented in Table 3.1 below;

$$n = N$$

$$1 + N (e)^2$$

Where

n sample size

N the size of the population

e the level of precision

$$n = 3000 = 353 \text{ respondents}$$

$$1 + 3000 (0.05)^2$$

Data collection instruments

The questionnaire was the preferred data collection instrument in this study. Mugenda and Mugenda (2013) argue that a questionnaire is the most ideal for obtaining quantitative and qualitative data from respondents. As such, the questionnaire consisted of closed logical questions in an attempt to ensure a thorough investigation of each variable, as well as to quantify and standardize the response, respectively.

Data collection procedure

After sampling the relevant respondents, sensitization of the study planned for the entire exercise was carried out. The questionnaires were then distributed to the respondents in the sample for the data collection exercise. Furthermore, the respondents were given adequate time and the questionnaires were collected the following day as agreed with them. Given that the questions were structured in English and that not all respondents knew the language well, research assistants helped translate and explain the questions, but made sure not to impose their views on respondents.

Pilot study

The researcher conducted a pilot study to determine the reliability and validity of the questionnaire using thirty-five (35) respondents from the Kiminini sub county, being an area outside the scope of this study but within the same county (Trans Nzoia County). This choice of pilot area was important because being within the same county; respondents share similar characteristics with those of the Kwanza sub-county. The results of the pilot study were useful in adjusting the order of the questions and the language used to ask the questions in the questionnaire in order to obtain more information from the selected respondents.

Reliability of research instruments

The reliability analysis is a measure of the consistency of the research instrument to be adopted and ensures that the research instrument reflects the general reliability of the study variables (Cohen and Sayang 2010). A Cronbach's alpha coefficient was used to assess the internal consistency of the variables and determine how they correlated with each other (Cronbach, 1951). Cohen and Sayang (2010) stated that the values of the coefficients range between 0 and 1, and that the most acceptable alpha is 0.70 and higher.

Validity of research instruments

Kothari (2014) stated that the validity of a research instrument measures the degree to which the results obtained from the data analysis represent what was actually being studied. Creswell (2013) indicated that Validity measures the degree to which the questions in the research instrument are related to the expected precision and the degree to which the results of the data analysis obtained represent the phenomenon under study and whether it is a true reflection of the variables. The research instruments were verified and refined by the supervisor who is an expert in research work to ensure that the research instrument meets the required standards.

Data analysis and presentation

The collected data was coded, edited to complete it, tabulated and then analyzed both qualitatively and quantitatively. Coding was used because it involved assigning numbers to the responses to ensure that the questionnaire responses were grouped into a limited number of categories. Then, the data was analyzed using correlation and regression analysis to determine the relationship between the study variables. The following multiple linear regression model was used in the study.

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

Where;

β_0 A constant, which represents the Effective Public Participation, at zero values of independent variables.

$\beta_1, \beta_2, \beta_3, \beta_4$: regression coefficients that indicate the effect of independent variables on effective public participation.

Y Effective public participation

X_1 Leadership

X_2 Resource base

X_3 Government policy

X_4 strategies adopted

ε_i Error or noise term.

4. RESEARCH FINDINGS AND DISCUSSIONS

Introduction

This was a very important chapter of the study that included the questionnaire response rate, the analysis of the collected data, the results and the final presentation according to the objectives of the study. Different methods of data analysis; Correlation analysis, regression analysis, and ANOVA techniques were used in the analysis as reflected in this chapter.

Response rate

The data for the distribution of the questionnaire were analyzed and presented in Table 4.1 below;

Table 4.1: Response rate

Answer to the questionnaire	Number	Percentage
Satisfactorily full	335	95
Not satisfactorily satisfied	10	3
Not returned	8	2
Total	353	100

Three hundred fifty-three (353) questionnaires were distributed to selected respondents in the Kwanza sub-county of Trans Nzoia County, Kenya, to collect the study data. Of the total distributed, three thirty-five (335) questionnaires were successfully completed and returned, ten (10) were incomplete and, therefore, were not considered satisfactory for the purpose of the study, while eight (8) questionnaires were not returned. This represented a 95% response rate that was considered convenient and therefore acceptable for data analysis. According to Mugenda and Mugenda (2013), a response rate of over 70% is recommended for research purposes. This response rate adopted a study confidence level of 95% and therefore a significance level of (5%) for data analysis purposes.

Background information of respondents

Gender of respondents

Data on the gender of the respondents were collected and tabulated as shown in Table 4.2 below;

Table 4.2: Gender of respondents

Gender	Frequency	Percent
Female	200	60
Male	135	40
Total	335	100

The information presented in Table 4.2 above provided the data collected on the gender of the respondents. From the table, the gender distribution was 60% for the women surveyed, while the men were 40% of the total.

Age of respondents

The results of the age of the respondents were presented in Table 4.3 as shown below.

Table 4.3: Age of the respondents

Age group (years)	Frequency	Percent
18-25	16	5
26-35	51	15
36-45	111	33
46-55	50	15
56-65	43	13
66-75	38	11
76 and above	26	8
TOTAL	335	100

This section presents the age of the respondents. The study found that the majority (33%) of the respondents were between 36 and 45 years old, followed by 15% of the respondents who were between 26 and 35 years old and between 46 and 55 years old, respectively, the respondents aged 56-55 years. They represented 13%, 11% of the respondents were between 66 and 75 years old, 8% were 76 years old or older, while the minority group was made up of respondents between 18 and 25 years old at 5%.

Pilot results

The pilot study carried out generated the following results and subsequent analyzes as indicated below;

Reliability of research instruments

Reliability analysis is a measure of the consistency of the research instrument and is therefore adopted to ensure that the research instrument reflects the overall reliability of the study variables (Cohen and Sayang 2010). A Cronbach's alpha coefficient was used to assess the internal consistency of the variables and determine how they correlated with each other (Cronbach, 1951). Cohen and Sayang (2010) stated that the values of the coefficients range between 0 and 1, and that the most acceptable alpha is 0.70 and higher.

Table 4.4: Reliability analysis

Variables	Number of items	Cronbach's Alpha	Commentary
Leadership	5	.736	Acceptable
Resource base	5	.794	Acceptable
Government policy	5	.787	Acceptable
Strategies adopted	5	.783	Acceptable
Effective public participation	5	.845	Acceptable

The results indicated that the independent variables; Leadership, had a coefficient of 0.736; The Resource Base had a coefficient of 0.794, the Government Policy had a coefficient of 0.787 and the Adopted Strategies had a coefficient of 0.783 while the dependent variable, Effective Public Participation had a coefficient of 0.845. All the constructions show that the Cronbach's alpha coefficient values are above the suggested value of 0.7, so the study was reliable (Calmorin, 2017). Based on the reliability test, it was concluded that the scale used in this study was reliable to capture the constructions as shown in general table 4.5 below.

Table 4.5: Reliability statistics

Cronbach's Alpha	Cronbach's alpha based on standardized elements	N of articles
.789	.794	5

Validity of research instruments

Kothari (2014) stated that the validity of a research instrument measures the degree to which the results obtained from the data analysis are being studied. Creswell (2013) indicated that Validity measures the degree to which the questions in the research instrument are related to the expected precision and the degree to which the results of the data analysis obtained represent the phenomenon under study and whether it is a true reflection of the variables. The research instruments were verified and refined by the supervisor who is an expert in research work to ensure that the research instrument meets the required standards.

Analysis of effective public participation in the Kwanza sub-county

Data collected on effective public participation in the Kwanza sub-county was presented in Table 4.6 below;

Table 4.6: Effective public participation in the Kwanza sub-county

Article	SD %	D %	N %	A %	SA %
Participants / residents understand the importance of public participation in governance practices	30	18	25	12	15
There has been active participation in forums in the Kwanza sub-county	40	10	5	20	25
There are equal opportunities in forums for public participation without gender discrimination.	10	15	10	20	45
Residents are aware that public participation is a constitutional requirement in Kenya	10	10	7	20	53

In Table 4.6 above, on the dependent variable (Effective Public Participation), 30% of respondents disagreed when asked if Participants / Residents understand the importance of public participation in government practices, 18 % of the respondents did not agree, 25% remained neutral to this statement. 12% agreed, while 15% of respondents fully agreed that Participants / Residents understand the importance of public participation in governance practices. Clearly, the respondents' verdict indicated that Participants / Residents do not fully understand the importance of public participation in governance practices and that leadership in the Kwanza Sub-county and likely county leadership is necessary to ensure that residents be aware of The importance of public participation to be an integral part of sub-county governance programs.

When asked if there has been active participation in forums in the Kwanza sub county, 40% of respondents strongly disagreed, 10% disagreed, 5% remained neutral, 20% agreed, while 25% fully agreed that there was active participation in forums in Kwanza Sub-County. The comments reflected almost the same sentiment regarding residents' participation in sub-county forums. The number of residents excluded during the forums must also be included.

As for whether there is equal opportunity in public participation forums without gender discrimination, 10% did not agree, 15% of the respondents did not agree, while another 10% remained neutral, 20% agreed agree, while 45% totally agreed that there are indeed equal opportunities in public participation in forums without gender discrimination. Most respondents issued a very positive verdict when asked if residents are aware that public participation is a constitutional requirement in Kenya, with 53% agree and 20% agree. 7% of respondents were neutral, with only 10% totally disagreeing and disagreeing, respectively, that residents are aware that public participation is a constitutional requirement in Kenya, the overall conclusion was that the largest group understood that public participation was actually a constitutional provision and also important as it allows leaders to collect and incorporate their views into policy formulation and prioritization of development project.

Analysis of specific objectives.

Effect of leadership on effective public participation

The results on the effect of Leadership on effective public participation in the Kwanza sub-county were presented in Table 4.7 as shown below;

Table 4.7: Effect of leadership on effective public participation

Article	SD %	D %	N %	A %	SA %
Residents often attend public participation events within the Kwanza sub-county	10	10	20	30	30
Local leadership, from the grassroots to the county level, is doing enough to promote public participation in the Kwanza sub-county	25	30	20	10	15
Leadership Uses Comments From Public Participation Forums To Improve Livelihoods Of People In Kwanza Sub-county	5	10	55	20	10
Public participation forums are well organized whenever they are held in the Kwanza sub-county	27	38	23	5	7

Table 4.7 above presented the comments of the respondents on the independent variable; Leadership. As for whether residents generally attend public participation events within the Kwanza sub-county, 10% of respondents strongly disagreed and disagreed respectively, 20% remained undecided about whether or not residents generally attend public events. Public participation within the Kwanza sub-county, 30% agreed and fully agreed with this statement, respectively. On whether local leadership, from the grassroots to the county level, is doing enough to promote public participation in the Kwanza sub-county, 25% of respondents disagreed, 30% disagreed, the 20% were undecided, 10% agreed, while 15% of respondents agreed that local leadership, from the grassroots to the county level, is doing enough to promote public participation in the Kwanza sub-county . Based on the comments, the residents of the sub-county were dissatisfied with the way local leaders, from the bottom up to the county level, participate in promoting public participation in the Kwanza sub-county.

On whether Leadership uses comments from public participation forums to improve the livelihood of people in the Kwanza sub-county, 5% of respondents disagreed, 10% disagreed, 55% of respondents agreed. remained neutral, 20% of them agreed that the leadership actually uses comments from public participation forums to improve the livelihood of people in the Kwanza sub-county; while 10% totally agree. The high neutral response, at 55%, was supposed to indicate how dubious or unwilling to reveal the truth that residents had about the use of what they present in the public forum by the leadership to improve their lives.

When asked if public participation forums are well organized each time they are held in the Kwanza sub-county, 27% strongly disagree, 38% disagree, implying that participation forums are not well organized when they are held in the Kwanza sub-county, 23% remained neutral, with a paltry 5% agree and 7% strongly agree that public participation forums are well organized whenever held in the Kwanza sub-county. These results clearly implied that the residents were not really satisfied with the organization of the forums by those who had the responsibility to organize them.

Relationship between variables

The study used the multiple regression models to measure and tests the nature of the relationship between the dependent variable (Effective public participation in the Kwanza sub-county) and the independent variables (Leadership, Resource Base, Government Policy, and Strategies Adopted). The results of the analysis of research data, which allowed the prediction of the variables, were presented in the ANOVA table below;

Table 4.8: ANOVA ^a

Model		Sum of squares	Df	Middle square	F	S.I.G.
one	Regression	59,912	one	59,912	14,692	.05 ^b
	Residual	1361,945	334	4,078		
	Total	1020,053	335			

Dependent variable: effective public participation

yP Predictors: (constant); Leadership, Resource Base, Government Policy, Strategies Adopted

The regression model was found to be suitable for use in the analysis and prediction of results, as well as the fit of the model. This was because the F ratio was 14,692, which was found to be greater than the critical value (table value) at a significant level of $p < .05$.

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The chapter presented a summary of the study; the findings of the study of the analyzed data; the conclusions that were derived from the findings; the recommendations were organized according to the objectives of the study and, finally, the areas suggested for further study.

Summary of study results

Effective public participation

Based on the results of the data analysis, respondents seemed to strongly indicate that residents did not understand the importance of public participation in governance practices. This was because more than three-quarters of them did not seem convinced otherwise. A similar verdict was issued regarding the active participation of residents in forums in the Kwanza sub-county, although the comments reflected almost the same sentiment regarding this question, which was slightly balanced. However, it was a positive response regarding equal opportunities in forums for public participation without gender discrimination, with almost two thirds of them satisfied. Most respondents agreed to be aware that public participation is a constitutional requirement in Kenya and also important as it allows leaders to collect and incorporate their views into policy formulation and prioritization of development projects.

Conclusion

The following conclusion was derived from the study findings: that there is a correlation between the dependent variable (Effective public participation in the Kwanza sub-county) and the independent variables (Leadership, Resource Base, Government Policy and Strategies Adopted) as reflected in the matrix correlation in chapter four above whose findings were significant. From the correlation matrix, the correlation results represented a strong relationship between the dependent variable and the independent variables in the following coefficients; Leadership ($r = .815$); Resource base ($r = .631$); Government policy ($r = .591$); and Adopted Strategies ($r = .797$), measured at a significance level $P < .01$. This was in conjunction with the regression results which also indicated the following; that a unit increase in Leadership led to an increase of 0.643 units in Effective Public Participation; a unit increase in the resource base led to a 0.479 unit increase in effective public participation; an increase in unity in Government Policy led to an increase of 0.387 units in Effective Public Participation and an increase in unity in Adopted Strategies led to an increase of 0.531 units in Effective Public Participation in Kwanza County Sub-county Trans Nzoia. While, when all the other factors remain constant at zero, the effective public participation was 21.92.

Recommendations

For the purposes of proper coordination and implementation of the link between Kwanza Sub-County leadership and residents in public participation, the following recommendations were made;

That local leadership employs better tactics to ensure that residents are satisfied with the way their leaders engage them to promote public participation in the Kwanza sub-county and that the opinions of residents should be implemented or at least seen as considered when planning the provision of services in the sub-county through the improvement of their daily lives.

The leadership of the sub-county to ensure that specific locations, where public participation forums are convened, are well identified and informed to residents. At public participation events, materials such as brochures or pens should be distributed as needed. Organizers of public participation forums should devise ways to ensure that residents are well motivated to participate when necessary; this should not be financial incentives or tokens.

It was recommended that leadership ensure that the opinions raised during public participation forums are implemented at the grassroots or that at least some of them are seen by residents as implemented in order to convince them that public participation forums are not just ways to waste time. The county government should take the necessary steps to ensure that public participation in the Kwanza sub-county improves considerably.

The organizers of the public participation forums should consider it a priority to take advantage of the meeting agenda well in advance to allow attendees to discuss different aspects before the day of the forum. Forum organizers should also partner with civil societies or other relevant bodies to carry out public participation in the Kwanza sub-county, where appropriate.

Areas for further investigation

It was a study conducted in a single sub-county in Trans Nzoia County. The study's conclusions and recommendations may not be a representation of what is happening in the other sub-counties of Trans Nzoia County or even anywhere else in Kenya. Therefore, it was recommended that similar studies be conducted in the other Trans Nzoia County sub-counties or in other counties in the country to obtain more inclusive and detailed feedback. In order to exhaust the issue, other variables should also be used in the future, whether within the same region, another region of the county, or even a broader scope beyond a sub-county.

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