INFLUENCE OF GOVERNANCE ON PUBLIC POLICY IMPLEMENTATION IN KENYA

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Influence of Governance on Public Policy Implementation in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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DEDICATION

To my wife Jane, my daughter Lornah and my sons Reinhard, Paul, Tobias and Benny for all support, encouragement and prayers. To the Nairobi Miracleland Worship Church for support and prayers. They sacrificed and allowed me to go back to school at a time they needed me most. May the grace of our Lord Jesus Christ which surpasses human understanding be with you always.

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ABBREVIATIONS AND ACRONYMS

BMO	Business Membership Organizations
BODA	British Overseas Development Agency
CIC	Commission for the Implementation of the Constitution
CIPE	Centre for International Enterprise
COTU	Central Organization of Trade Unions
DDA	Danish Development Agency
DIIS	Danish Institute for International Studies
ERS	Economic Recovery Strategy
IFAC	International Federation of Accountants.
IFI	International Financial Institutions
IMF	International Monetary Fund
IPAR	Institute of Policy Analysis and Research
KEPSA	Kenya Private Sector Alliance
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KLIF	Kenya Leadership Integrity Forum
MGA	Ministries and Government Agencies
NGO	Non-Governmental Organization
NACP	National Anti-Corruption Plan
NESC	National Economic and Social Council
OECD	Organization of Economic Cooperation and Development
RoK	Republic of Kenya

SPSS	Statistical Package for the Social Sciences
UNDESA	United Nations Department of Economic and Social Affairs
USAID	United States Agency for International Development
WB	World Bank

OPERATIONAL DEFINITION OF TERMS

Accountability: refers to the obligation of public sector entities to the citizens and other stakeholders to account, and be answerable, for their policies, decisions and actions, particularly in relation to public finances (IFAC, 2013).

Equity: refers to fairness and derives from a concept of social justice. encompass broad values, such as fairness and equality, and deeply embedded norms, such as individualism and market-based competition (Johnson & Svara, 2011).

Governance (in the public sector),: comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved (IFAC, 2013). Governance also refers to a government's ability to make and enforce rules, and to deliver services, regardless of whether that government is democratic or not (Fukuyama, 2013).

Good Governance: occurs when a society allocates and manages resources to respond to collective problems, in other words, when a State efficiently provides public goods of necessary quality to its citizens (Rotberg, 2004).

Governance Variables: refers to the four dimensions of governance which are isolated as essential: Transparency, Accountability, Participation (Mimicopoulos, 2006) and Equity (Falk *et al*., 1993)

Organization Structure: refers to a framework that managers devise for dividing and coordinating the activities of members of an organization (Stoner, Freeman & Gilbert, 2001).

Public Governance: whose authority is the State, government or public sector, relates to the process by which a society organizes its affairs and manages itself. The public sector could be defined as "activities that are undertaken with public funds, whether within or outside of core government, and whether those funds represent a direct transfer or are provided in the form of an implicit guarantee" (Manning & Kraan, 2006).

Transparency: refers to openness about the outcomes a public-sector entity is pursuing, the resources necessary or used, and the performance achieved (IFAC, 2013).

Participation: refers to public participation whose essential element is an engaged civil society encouraging public input into decision making on government plans and budgeting (UNDESA, 2007).

Public Policy: refers to the broad framework of ideas and values within which decisions are taken and actions, or inactions, are pursued by governments in addressing a given set of problems (May, 2014)

Public Policy Implementation: is said to commence once goals and objectives have been established by policy decisions and funds committed (Meter & Horn, cited in Kahara, Yegon & Okibo, 2014). Implementation implies processes and ability to convert policy into action by operationalizing the strategy in form of programmes.

Public Sector: consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services (Dube & Danescu, 2011).

ABSTRACT

In Kenya, the robust policy framework does not compare with the resulting socio-economic development indicators such as economic growth rates, level of unemployment, global and regional ranking on corruption and poverty levels. It seems that policy formulation is not in sync with policy implementation. The World Bank's "Doing Business Indicators 2018" index, ranks Kenya 80 out of 190 countries, while Transparency International's index of perceptions on corruption where countries are ranked from the least to most corrupt in the world, Kenya is at position 143 out of 180 countries. There seems to be a gap between policy formulation and policy implementation – the gap between policy and practice. The question is what could be causing the discrepancy between policy and practice? Could governance be the cause of this discrepancy? This study sought to explore the influence of governance on policy implementation in public sector in Kenya. The thesis of this study sought to confirm whether or not the governance gap existed between policy and practice. Prior studies on policy implementation problems have dwelt much more on top-down versus bottom-up approaches and paid little attention on the influence of governance on policy implementation. The study has used principle-agent theory, contract theory, stewardship theory, social contract theory, elite theory, stakeholder theory, theory Y, public choice theory, rational choice theory, incremental theory and kindred theory to explain the relationship of the variables. A descriptive correlation research design was adopted and the target population comprised 20 ministries, 153 parastatals and government agencies. The study adopted a census technique with respect to the unit of analysis which is the public sector. Questionnaires were used as the main data collection instruments and were pretested using a pilot study for validity and reliability. Descriptive and inferential statistics data analysis results were used to reveal the influence of the four governance variables; transparency, accountability, public participation and equity on policy implementation in public sector in Kenya. For this study, hypothesis was tested at 95% confidence level ($\alpha = 0.05$). The results indicate that the overall model was satisfactory. This means that Transparency, Accountability, Public Participation and Equity variables explain 72.9% of the variations in the Public Policy Implementation in the public sector. It was concluded that Transparency, Accountability, Public Participation and Equity were major determinants of Public Policy Implementation and that they were the major governance factors that mostly affect effective implementation of policy in public institutions in Kenya. The study recommendations included; that public sector should adopt good governance practices in order to improve on policy implementation in the sector; that public institutions should ensure availability and clarity of information provided to the general public about government activity; that the government should have effective mechanisms that obligate public sector entities to the citizens and other stakeholders to account, and be answerable, for their policies, decisions, and actions, particularly in relation to public finances; that the government ought to adhere to the provisions of Kenya Constitution 2010 to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the state and in making decisions affecting them; that the government should ensure that basic needs

were provided to all citizenry and that burdens and rewards should not be divergent across the community, and that policy should be directed with impartiality, fairness and justice.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The study seeks to give background information on the influence of governance on public policy implementation. It also seeks to give an overview of the variables in the study as a foundation of the study expectations, laying down the objectives, research hypothesis, the justification of the study, limitations and scope as well as explicitly indicating the problem that the study intends to solve. Public policy being the outcome of a political process shapes our daily lives and welfare of our societies and might lead to peace and harmony or lead to war and chaos with far reaching consequences (Ndah, 2010). Passing policies does not guarantee success on the ground if policies are not implemented well (Cerna, 2013). Problems associated with policy implementation occur when the desired result on the target or beneficiaries are not achieved (Dziani, 2011).

1.1.1 Public Policy

Public policy is seen as the broad framework of ideas and values within which decisions are taken and actions, or inactions, are pursued by governments in addressing a given set of problems (May, 2014). Inherent in the public policy is the desire by the government to address specific problems. At the global level, the presence of world-regional actors in spheres and practices of public policy-making and governance is taking hold as a vibrant subject of research and political agendas focused on on-going processes of restructuring of social policy-making and delivery (Riggirozzi, 2015). In Europe, an the important feature of the British state is the absence of a written constitution, which when coupled with the common law tradition within the UK has had the effect of facilitating policy developments that are made on a more ad-hoc and on-going basis than would be the case in countries with a much stronger civil law tradition or a formal constitution. However, the administrative culture of the British state is guided by "public interest", in which government is regarded as transparent and should be held to account as much as possible (Pollitt & Bouckaert, 2011).

Within the region it is acknowledged that bribery and corruption has become a chronic problem in Africa. In the policy setting, it accounts for most of the difficulties faced at the implementation stage. Policy actors both at the top level and at the field siphon financial resources to satisfy themselves. Agents and institutions put in place to ensure accountability are also bribed to falsify their reports and massage their probing. In the end, the system is weakened and the formulated policies are unable to achieve their stated goals (Makinde, 2005). In South Africa, comprehensive political, constitutional, socio-economic transformation and change has characterized the country since 1993. The country was also provided the opportunity to break away from the boundaries of isolation and to re-enter the global village. Reforms of such a magnitude inevitably lead to change and transformation in almost all spheres of government and administration, and consequently public policy (Rouix, 2012).

In Nigeria, the dominant feature of policy making process is the principle of federal supremacy which is a constitutional conditionality in Nigeria. Constitutionally, the federal government is expected to provide the overall direction and leadership in the planning process from the formulation stage through the implementation and evaluation stages (Dahida & Maidoki, 2013). The decision making under the federal supremacy principles requires the National Economic Council, which is presided over by the vice President, to advice the president concerning the economic affairs of the federation, and, in particular, on measures necessary for the co-ordination of economic planning efforts or the economic development programs of various states government of Nigeria. Policy inputs come from the various ministries and departments of ministry of National Planning in the National planning office.

In Kenya public policies are part of the Ministry of Devolution and Planning which gives broad policy direction through coordination and writing of County Development Plans, National Development Plans and Sessional Papers. It is also the overall goal and mandate of Kenya Institute of Public Policy Research and Analysis (KIPPRA) to improve public policy making for realization of national development goals, through economic forecasting, policy analysis and research, and formulation of medium and long-term strategic perspectives for economic and social development. All Ministries and Government Agencies (MGA) have Planning Units which reports to Directorate of Economic Planning and coordinate economic development, planning, policy formulation, and budgeting. MGA also tracks the implementation of projects and programmes for Kenya Vision 2030 and promote public ownership of development policies, programmes and projects, as well as coordinate regional and international economic cooperation (RoK, 2013). The critical issues or challenges with public policies in Kenya are not only the issues they address, but also found at the formulation and implementation stages of the policies (Amolo, 2013). In mid-1980s on, Kenya replaced the import-substitution policies it had pursued since independence with an open, liberalized trading regime. However, though the country enjoyed a few targeted successes in industries such as horticulture and apparel exports, overall Kenya's trade liberalization policies had little impact and failed to deliver broad macroeconomic success (Gertz, 2009).

1.1.2 Concept of Implemention

Public policy implementation is important since it shapes our daily lives and welfare of our societies and might lead to peace and harmony or lead to war and chaos with far reaching consequences (Ndah, 2010). Factors that undermine effective public policy implementation are therefore a concern since it affects the very lively hood of the citizenry. Implementation is said to commence once goals and objectives have been established by policy decisions and funds committed (Meter & Horn, cited in Kahara, Yegon & Okibo, 2014). Implementation implies processes and ability to convert policy into action by operationalizing the strategy in form of programmes.

At the global level, the discussions have been dominated by first and second generation studies on policy implementation. First generation study of policy implementation involved a period of academic debate about the meaning of implementation (Hill & Hume, 2014). Second generation studies are broadly classified into top-down (administrative) and bottom-up (participatory) approaches of policy implementation (Stewart et al., 2008). Bottom-up theorists emphasize target groups and service providers, arguing that policy really is made at the local level. Studies about public policy by various scholars are implicit on the importance of governance in public policy implementation. Reforms that seek to disconnect policy implementation from political matters may face a more difficult task than had been thought (Hicks, 2014). It is acknowledged that most of public policies in Africa are beclouded with politics and implementation bottlenecks (Imurana, Haruna, & Kofi, 2014). In Kenya, lack of good governance is considered to be one of the factors undermining policy implementation. According to Kimenyi and Meagher (2004) Kenya's failures and episodic instabilities such as corruption, economic stagnation, inequality and poverty can be linked to the quality of governance.

1.1.3 Concept of Governance

An expanded view of implementation is recognition that governing entails far more than enacting policies and watching the chips fall as they may. Much rests after policy enactment on how policymakers and others advance the ideas that are central to a given policy approach, how institutional arrangements reinforce policy cohesion, and whether the approach engenders support or opposition among concerned interests (May, 2014). Governance denotes how people are ruled and how the affairs of a state are administered and regulated. There exist many definitions of governance in the literature, but it is possible to isolate just three main types of governance (Nzongola-Ntalaja, 2003). First, political or public governance, whose authority is the state, government or public sector, relates to the process by which a society organizes its affairs and manages itself. Second, economic governance, whose authority is the private sector, relates to the policies, the processes or organizational mechanisms that are necessary to produce and distribute goods and services. Third, social governance, whose authority is the civil society, including citizens and not-for-profit organizations, relates to a system of values and beliefs that are necessary for social behaviours to happen and for public decisions to be taken.

Five dimensions of governance are isolated as essential: Transparency, Accountability, Participation (Mimicopoulos, 2006), Control of Corruption (Kaufman, 2010) and Equity (Johnson & Svara, 2011). Control of Corruption refers to capturing perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests (Kaufman, 2010). This variable was dropped because of the challenges of collecting data about it. The issue of Governance has emerged as a key concept pre-occupying the international community.

In developing economies in Asia, Latin America, and Africa studies reveal that even when democracy is not practiced, the governance-type policy process could render a more successful policy performance by limiting the role of the state and promoting the voluntary participation of both the private sector and civil society organizations and cooperation between them (Smith, 2007). For instance, many European governments undertook reforms in order to make European public administrations more efficient and meet citizens' expectations due to recent financial and economic crisis (Kickert *et al.* 2013). A natural evolution of implementation theorizing is to think about the relationship between policy implementation and governing (Hill & Hupe, 2014). Empirical studies have provided the nexus between corporate governance and firm performance with Issarawornrawanich (2015) indicating that well-governed firms have higher firm performance. Therefore, could governance have an influence on policy implementation given that governance refers to the way a society sets and manages the rules that guide policy making and policy implementation (UNDESA, 2007). Thus, the need to explore the influence of governance on policy implementation in public sector in Kenya?

1.2 Statement of the Problem

Passing policies does not guarantee success on the ground if policies are not implemented well (Cerna, 2013). Problems associated with policy implementation occur when the desired result on the target or beneficiaries are not achieved (Dziani, 2011). It is acknowledged that most of public policies in Africa are beclouded with politics and implementation bottlenecks (Imurana, Haruna, & Kofi, 2014). For instance, in mid-1980s on, Kenya replaced the import-substitution policies it had pursued since independence with an open, liberalized trading regime. However, though the country enjoyed a few targeted successes in industries such as horticulture and apparel exports, overall Kenya's trade liberalization policies had little impact and failed to deliver broad macroeconomic success (Gertz, 2009). Strengthening of Science and Mathematics in Secondary Education (SSMASE) educational reform (MOE, 2007) was implemented by top down strategy, it failed and has not worked because the teachers who were supposed to implement SSMASE were not involved in the planning. SSMASE reform in education has failed to produce results in many schools in the country (Wanyama & Chang'ach, 2013).

The Free Primary Education (FPE) was a policy that elicited a lot of excitement among the population, teachers included but was short lived (Abuya. *et al,* 2015). The Commission for the Implementation of the Constitution (CIC) noted governance issues as the main challenges to effective implementation of Kenya Constitution 2010 including, selective reading and misinterpretation of provisions of the Constitution by implementing agencies, (CIC, 2011). According to Kimenyi and Meagher cited in Chepkemoi (2015) Kenya's failures and episodic instabilities such as corruption, economic stagnation, inequality and poverty can be linked to the quality of governance. Poor governance, exemplified by poor accountability and transparency, corruption and limited engagement of communities, contributes to ineffective systems (Dieleman *et al,* 2011). Johnson (2006), Stewart (2010) and Fung *et al*., cited in Gruen (2012) focused on accountability based on constitution, disparities in culture and consumer information while the current study focused on governance and policy implementation thus a conceptual gap. Pradhan *et al.* (2013), Bjorkman and Svensson (2010) and Wacera (2014) focused on concepts of evaluations, staffing and budget implementation in Indonesia, Uganda and Kenya respectively. These yielded both conceptual and contextual gaps as the study focused on governance and policy implementation. The trend informed the need to examine the influence of governance on public policy implementation.

1.3 Objectives of the study

The study had a general objective and specific objectives.

1.3.1 General Objective

The general objective of the study was to examine the influence of governance on public policy implementation in Kenya.

1.3.2 Specific Objectives

The specific objectives of this study were;

1. To establish the influence of transparency on public policy implementation in Kenya.
2. To determine how accountability influences public policy implementation in Kenya.
3. To examine if public participation has an influence on public policy implementation in Kenya.
4. To determine the influence of equity on public policy implementation in Kenya.
5. To examine the moderating effect of organizational structure on influence of governance on policy implementation in public sector in Kenya.

1.4 Research Hypotheses

The study sought to test the following hypotheses: -

H_A: Transparency has an influence on public policy implementation in Kenya

H_A: Accountability has an influence on public policy implementation in Kenya

H_A: Public participation has influence on public policy implementation in Kenya

H_A: Equity has an influence on public policy implementation in Kenya

H_A: Organization structure has a significant moderating effect on governance and public policy implementation in Kenya.

1.5 Justification of Study

The study was necessary to ascertain the cause of poor public policy implementation in Kenya and the gap between policy formulation and implementation.

1.5.1 The Public

Given the concern and anxiety of the public over management, supply, and delivery of human security, rule of law, political and civil freedoms, medical and health care, schools and education and other public services, the proposed study will help, as it will address their concerns on why they can't get the services despite the policies in place.

1.5.2 Policy Makers

The study findings will be of critical importance to the government as it will elucidate whether or not governance has influence on public policy implementation and thus inform government of what is needed for successful policy implementation.

1.5.3 Ministry of Devolution and Planning

The study will help the Ministry, as the statutory body which has the responsibility over public policy, with empirical evidence on the influence of governance on policy implementation. This will inform its policy making process and the strategies to adopt in the implementation process.

1.5.4 Jomo Kenyatta University of Agriculture and Technology

This proposed study will benefit the University management in formulation of policies aimed at reinforcing the position of the University as a premier academic institution which through sensitive, responsive and thorough research provides solutions to the needs of the society.

1.5.5 Researchers and scholars

To future researchers, the proposed study will benefit and help the future researchers as their reference point for additional research on public policy in Kenya as well as pointing gaps for further research.

1.6 Scope of the Study

The study focused on the influence of governance on public policy implementation in Kenya. The study researched on activities within the scope of the issues addressed by the research hypotheses thus ensuring that findings contributed towards achievement of the main objective of the study. The study reviewed public governance and public policy literature related to the study. The study was guided by four research hypotheses which were tested by research findings and scientifically analyzed.

1.7 Limitations of the Study

A large portion of the data used in this study was composed of primary data collected through questionnaires which were administered to the planning units at the head offices of various Government agencies. The challenges experienced included some of the respondents not filling or completing the questions on time due to unexpected occurrences like people going on leave before completing the questionnaire. This was mitigated through constant reminder to the respondents during the period the questionnaires were administered to them. Another limitation of the study was that some of the government institutions in custody of the requisite data such as the Ministry of Devolution and Planning considered the information confidential and hence not willing to reveal it. An introduction letter obtained from the university to the organizations management helped to avoid suspicion and enabled the institutions to disclose much of the information sought by the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This research reviewed relevant literature to explore the influence of public governance on policy implementation. This chapter developed theoretical review linking the variables to theories and objectives of this study. The literature review was undertaken to reveal the conceptual framework and empirical review in respect of each variable. A critical review was also discussed to collate important aspects of literature on the variables.

2.2 Theoretical Literature Review

A theory consists of a systematic body of ideas about a particular topic or phenomenon. This is reasoned set of proportions, which are derived from and supported by data. Theories organize and explain a variety of specific facts or description of behaviour (Nelson & Knight, 2010). This study was based on the planned, emergent and contingency policy implementation theories.

2.2.1 Principal-agent theory

Principal-agent theory focuses analysis on the interests, incentives, and information of policy authorizers and implementers (Eisenhardt, 1989; Milward & Provan, 1998). Core assumptions include hierarchical relationships, asymmetric information, and divergent interests between authorizers and implementers. These conditions appear between legislatures and administrative agencies, between managers and line staff within agencies, and between public agencies and outside contractors. Clear, top-down policy directives may redress some information asymmetries (Lowi, 1979; Mazmanian & Sabatier, 1983), but by themselves do not align incentives or interests (Clark & Wilson, 1961; Matland, 1995).

The theory assumes the interests of authorizers and implementers diverge, therefore authorizers must create incentives and monitor implementers to encourage pursuit of their directives, but information asymmetries that privilege agents make monitoring problematic. When implementers are accountable to multiple principals, moreover, different policy directives can create further conflict between authorizers' and implementers' incentives and information sources (Bertelli & Lynn, 2004; Waterman & Meier, 1998). As a result, implementers have discretion to pursue their own interests within the constraints set by authorizers' policy directives, incentive schemes, and monitoring. Agency theory argues that in the modern corporation, in which share ownership is widely held, managerial actions depart from those required to maximise shareholder returns (Berle & Means 1932; Pratt & Zeckhauser, 1985).

In agency theory terms, the owners are principals and the managers are agents and there is an agency loss which is the extent to which returns to the residual claimants, the owners, and fall below what they would be if the principals, the owners, exercised direct control of the corporation (Jensen & Meckling 1976). Agency theory specifies mechanisms which reduce agency loss (Eisenhardt, 1989). These include incentive schemes for managers which reward them financially for maximising shareholder interests. Such schemes typically include plans whereby senior executives obtain shares, perhaps at a reduced price, thus aligning financial interests of executives with those of shareholders (Jensen & Meckling 1976). Other similar schemes tie executive compensation and levels of benefits to shareholders returns and have part of executive compensation deferred to the future to reward long-run value maximisation of the corporation and deter short-run executive action which harms corporate value. The principal agent theory is relevant because the policy implementers should be accountable to policy agents who can be in this case the ministry and government. Policy directives from authorizers to implementers should therefore be systematic, coherent and perpetual.

2.2.2 Contract Theory

As with so many major concepts in economics, contract theory was introduced by Adam Smith who, in his monumental *Wealth of Nations* (1776, book III, ch. 2), considered the relationship between peasants and farmers through this lens. For instance, he pointed out the perverse incentives provided by sharecropping contracts, widespread in 18th-century Europe. However, it is fair to say that the issues of incentives and contract theory were largely ignored by economists until the end of the 20th century. Since then it has emerged that the allocation of resources is no longer ruled by the price system but by *contracts* between asymmetrically informed partners. Contract theory has deeply changed our view of the functioning of organizations and markets.

There must be a formal framework for policy formulation and implementation that can be adopted by all the involved state agents. Availability of a contract will enable the policy makers evaluate the progress of the policy implementation. They can use it to solve challenges occasioned during implementation process.

2.2.3 Stewardship Theory

These theoretical considerations argue a view of managerial motivation alternative to agency theory and which may be termed stewardship theory (Donaldson, 1990*a*; 1990*b*; Barney 1990). The executive manager, under this theory, far from being an opportunistic shirker, essentially wants to do a good job, to be a good steward of the corporate assets. Thus, stewardship theory holds that there is no inherent, general problem of executive motivation. Given the absence of an inner motivational problem among executives, there is the question of how far executives can achieve the good corporate performance to which they aspire. Thus, stewardship theory holds that performance variations arise from whether the structural situation in which the executive is located facilitates effective action by the executive. The issue becomes whether or not the organisation structure helps the executive to formulate and implement plans for high corporate performance (Donaldson, 1985). Policy makers needs to do a good job in the formulation and policy implementers likewise needs to do a good job in the implementation of policies, lest it be an exercise that is occasioned to fail. Motivation of the makers and implementers shall see the success of policy making process. The outermost goal of a policy is to be beneficial to all.

2.2.4 Stakeholder Theory

For supporters of the ‘‘stakeholder theory’’ of the firm, shareholders are but one of a number of important stakeholder groups. Like customers, suppliers, employees, and local communities, shareholders have a stake in, and are affected by, the firm’s success or failure. According to one typical formulation of the claim, ‘‘in the same way that a business owes special and particular duties to its investors…it also has different duties to the various stakeholder groups’’ (Gibson, 2000). The firm and its managers have special obligations to ensure that the shareholders receive a ‘‘fair’’ return on their investment; but the firm also has special obligations to other stakeholders, which go above and beyond those required by law. In cases where these interests conflict, the demands and interests of some stakeholders, including shareholders, must be moderated or sacrificed in order to fulfil basic obligations to other stakeholders.

Naturally, the idea of ‘‘shareholders as just another stakeholder group’’ is not one that underlies corporate law in most market economies. While in corporate law, shareholders are given pre-eminent status as the owners of the firm, the Kenya Constitution 2010 gives sovereignty to the citizens. Article 1 states that, “All sovereign power belongs to the people of Kenya and shall be exercised only in accordance with this Constitution. The people may exercise their sovereign power either directly or through their democratically elected representatives”. Citizens are also stakeholders in the decision-making process on policy. Policy making should be an investment to the country and its citizens with the view of both being stakeholders of the formulated policies.

2.2.5 Theory Y

In democratic or participatory leadership style, the focus of power is more with the group as a whole and there is greater interaction within the group. Under this style, subordinates participate in goal setting and problem solving. This participation encourages member commitment to the final decision. The democratic leader creates situations by which individuals can learn, enables people to chat their own performance, allows subordinates to set challenging goals, provides opportunities for improved work methods and job growth and recognize achievements and helps employees learn from error. Managers practicing this style are labeled as 'Theory Y' leaders. The 'Y' refers to people who like to work and accept responsibility and are liable to exercise ingenuity, creativity and imagination (McGregor, 1967). Vroorn (1954) found that participative leadership has a positive effect only on those individuals with strong non-authoritarian values or high need for independence. Basic problem with the participative leadership style is that it may not yield positive results when the subordinates prefer minimum interaction with the leader.

Article 174 of the Kenyan Constitution states the objects of devolution as "to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; to recognise the right of communities to manage their own affairs and to further their development. The presumption of democratic governance is that citizen participation in decision-making processes can influence, and possibly improve, public good provision and redistribution. Beyond its direct impacts on citizen well-being, the form of resource redistribution may also influence economic growth (Olken et al 2013). Leadership plays a key role in policy formulation and implementation. Democratic leadership guarantees individuals an opportunity to learn, enables people to chat their own performance, allows subordinates to set challenging goals, provides opportunities for improved work methods and job growth and recognize achievements and helps employees learn from error. Democratic leadership will eventually guarantee good policies.

2.2.6 Public Choice Theory

Public choice theory examines actors' interests and the institutions that mediate and aggregate them, paying particular attention to collective decision-making and coalitions (e.g., Callahan, 2007; Ostrom, 1990). Public choice theory is well suited to explaining how coalitions take shape, evolve, and interact during policy debates. Its fundamental assumptions are that actors' interests diverge and that dominant actors design policies and governing institutions to favour their own interests. If a coalition can consolidate power or actors can agree on credible commitments, procedures to resolve conflicts, and effective monitoring and enforcement arrangements, coherent policies are possible (Ostrom, 1990; Shepsle & Weingast, 1995). Because actors' interests diverge, however, such coalitions, agreements, and stable policies are difficult to sustain.

In consequence, debates about institutional structures and policy designs are frequently contested and difficult to resolve. Even dominant actors have difficulty imposing the policies and institutional arrangements they prefer, leading to compromised policy designs and implementation (McCubbins, Noll, & Weingast, 1987; Moe, 1989). To minimize side payments and other transaction costs, moreover, winning coalitions are likely to be only as large as is necessary to secure victory (Riker, 1962), making them politically fragile. Public choice theory enables a decision on interest of nation/country and its citizens. Importantly, the theory explains how coalitions take shape, evolve, and interact during policy debates.

2.2.7 Implementation theory

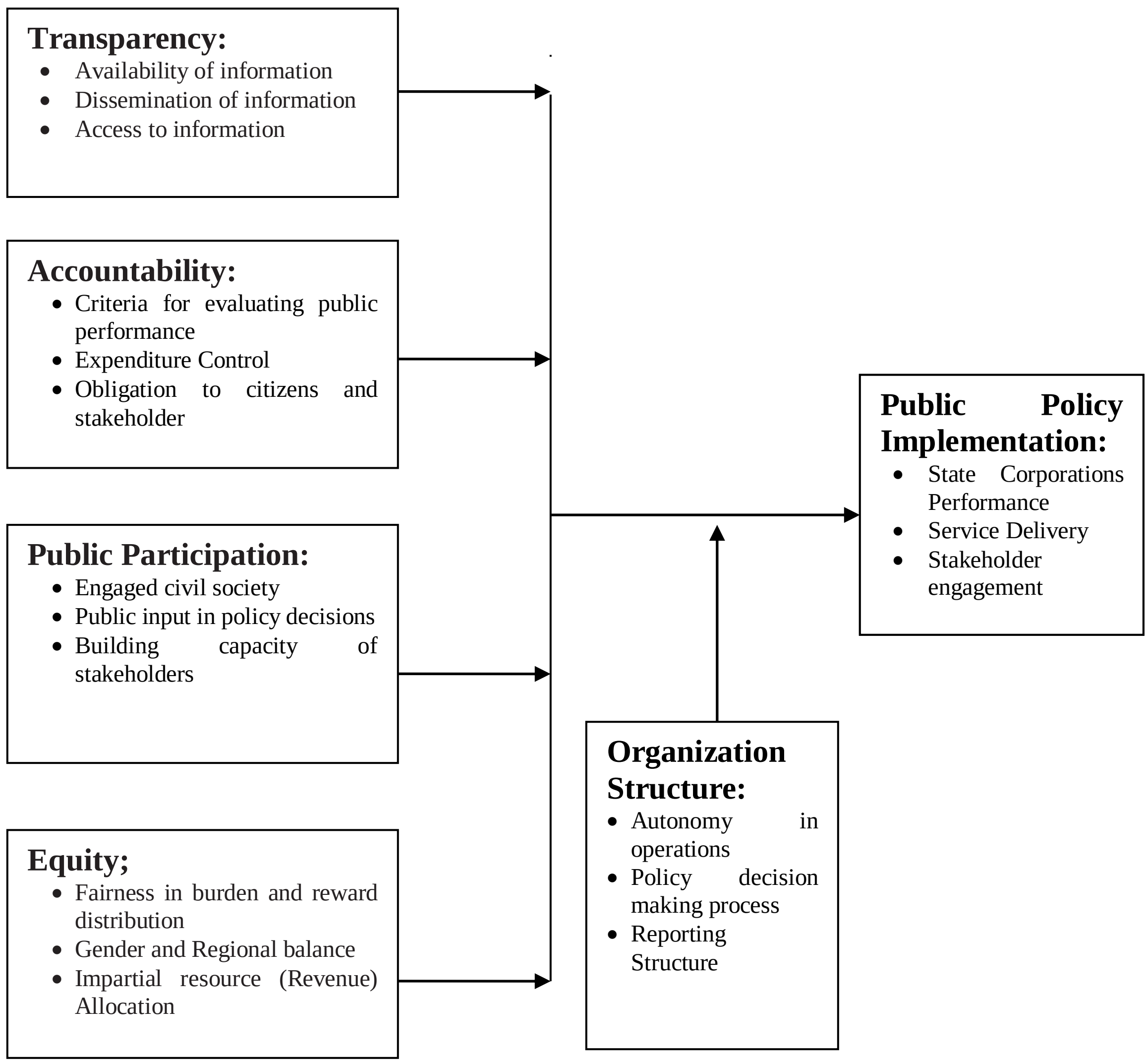
Understanding who, how and why policy is put into effect can be conceptualized under the heading of implementation theory, a terminology initially used by Pressman and Wildavsky (1973) during their study of job creation programmes in Oakland, California.Fullan (2007) which rightly notes that many change attempts fail because 'no distinction is made between theories of change (what causes change) and theories of changing (how to influence those causes)'.Therefore, it is important to point out that policy change goes hand in hand with policy implementation. Mazmanian and Sabatier (1983) define implementation as 'the carrying out of a basic policy decision, usually incorporated in a statute but which can also take the form of important executive orders or court decisions'. The implementation of a policy requires its conceptualization, comprehension of changes anticipated and decisions that are required to be taken.

2.2.8 Kindred Theory

The kindred theory of organisational economics is concerned with forestalling managerial "opportunistic behaviour" which includes shirking and indulging in excessive perquisites at the expense of shareholder interests (Williamson, 1985). A major structural mechanism to curtail such managerial "opportunism" is the board of directors. This body provides a monitoring of managerial actions on behalf of shareholders. Such impartial review will occur more fully where the chairperson of the board is independent of executive management. The Kindred theory can help in predicting the extent to which the policy implemented can be relevant, useful and valid. The policy makers need to anchor their formulation process to future predicaments on the same policy.

2.3 Conceptual Framework

A conceptual framework is a written or visual presentation that "explains either graphically, or in narrative form, the main things to be studied, that is the key factors, concepts or variables and the presumed relationship among them" (Miles & Huberman, 1994). A conceptual framework is also defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel & Ramey, 1987). A conceptual framework is therefore a concise description of the phenomenon under study accompanied by a graphical visual depiction of the major variables of the study (Cooper & Schingler, 2008). Young (2009), states that a conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. The conceptual framework of this study sought to demonstrate the relationship between governance and public policy implementation in Kenya.



Independent Variables **Moderating Variable** **Dependent Variable**

Figure 2.1 Conceptual Framework

2.3.1 Transparency

To be transparent Governments must not only provide information, but also ensure that as many citizens as possible have access to this information with the goal of increasing citizen participation (UNDESA, 2007). To demonstrate that Governments are acting in the public interest at all times and to maintain public trust and confidence, public sector entities should be as open as possible about all their decisions, actions, plans, resource use, forecasts, outputs, and outcomes. Ideally, this commitment should be documented through a formal policy on openness of information (IFAC, 2013). Availability, dissemination and open access to information are some of the requisite transparency ingredients in public policy. The formulation process should be characterized by open access to information which can be available to all the stakeholders.

2.3.2 Accountability

Accountability is seen in the obligation of public sector entities to the citizens and other stakeholders to account, and be answerable, for their policies, decisions, and actions, particularly in relation to public finances (IFAC, 2013). Claasen and Alpín-Lardiés (2010) on their part see social accountability as "about how citizens demand and enforce accountability from those in power". Accountability in policy making process can be ascertained by the criteria for evaluating public performance, expenditure control and obligation to citizens and stakeholder. Performance of public servants, budgetary expenditures and citizen obligation towards the policy can be indicators to policy success.

2.3.3 Public Participation

The essential element of public participation is an engaged civil society which encourages public input into decision making on government plans and budgeting (UNDESA, 2007). For the purpose of this study inference was drawn from this to deduce that a key driver of policy implementation is that the change vision is accepted.

Public participation is entrenched in Constitution of Kenya 2010 whose objects include: to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; and to recognize the right of communities to manage their own affairs and to further their development (Government of Kenya, 2010). Existence of public participation in the policy making process can be evaluated by the presence of civil society, input from the public to the decisions on policies and stakeholders role. Civil society are always engaged on matters of public interest while the public can participate in the policy making process through the privileges in the constitution. Stakeholders must always be engaged in every stage of policy making to facilitate viable decisions.

2.3.4 Equity

Equity is seen in fairness and derives from a concept of social justice. It represents a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends." (Falk et al., 1993). Differences in the diverse ethnic and cultural background of communities can easily influence bias in public policy implementation. Africa alone has over 1000 language groups, each with its own cultural beliefs and practices (Gichinga, 2007). Equity is therefore an important variable in assessing public policy implementation to ascertain whether the policies benefit those targeted. Article 27(4) of the Kenyan Constitution states that "The State shall not discriminate directly or indirectly against any person on any ground, including race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth" (Government of Kenya, 2010). During policy making process fairness, impartiality and balance should be embraced. Policy should be gender sensitive and take into consideration regional balance as well as equity in resource allocation.

2.3.5 Organization Structure

This is a specific pattern of relationships that managers create in the process of organizational design. Organizational structure is a framework that managers devise for dividing and coordinating the activities of members of an organization (Stoner, Freeman & Gilbert, 2001). Organization structure was viewed in terms of autonomy in operations, participatory decision-making process, reporting structure and CEO's span of control.

2.3.6 Public Policy Implementation

Implementation implies processes and ability to convert policy into action by operationalizing the strategy in form of programmes. The poor implementation of laws and regulations can often be traced back to implementation gaps persisting in key areas of governance, such as government accountability, transparency, and citizen oversight (Nadgrodkiewicz, Nakagaki &Tomicic, 2012).

The performances of state corporations, quality of service delivery and the level of stakeholders' engagement can be evaluated for policy implementation. Each of the independent variables has an independent effect on policy implementation (dependent) variable. This is why the study seeks to establish the influence of public governance on public policy implementation.

2.4 Empirical Literature Review

This section reviews the existing empirical studies on governance factors affecting public policy implementation.

2.4.1 Transparency

Fung *et al.,* cited in Gruen (2012) emphasize the importance of providing consumers with highly simplified information. Certainly, the paradigm example of successful information policy dealt with by the authors is an example of simplicity and appears to have been a clear policy success. Another way that transparency may matter is by providing citizens with information on what they are entitled to. Providing one example along these lines, Reinikka and Svensson (2011) study showed how an information campaign to monitor spending by local officials can reduce corruption and also increase educational outputs. The study exploited a newspaper campaign in Uganda aimed at reducing capture of public funds by providing students' parents and head teachers with information to monitor local officials' use of an education grant.

Their empirical strategy used distance to the nearest newspaper outlet as an instrument of school exposure to information, and they found that an increase in information resulted in an increase in the actual funds that reached the schools, or a decrease in corruption. Furthermore, they found that a one standard deviation increases in the share of funding reaching the schools is associated with .48 standard deviation increase in 7th grade enrollment and also has a positive, although weaker, impact on student learning. An important caveat is that distance to newspaper outlets may be non-randomly assigned, and may also have other, direct impacts on educational performance. The results emphasize how innovations in governance can lead to cost-effective improvements in quality of social services in developing countries. IMF (2014) on its 2014 Fiscal Transparency Code found a positive view of the potential impact of transparency and participation in fiscal matters and which has in turn led to a growing set of international standards and norms. This is also supported by the study by Lee and Lim (2010) on Governance and Policy Performance in Korea which found out that governance eliminated the complexity and uncertainty in the policy-making and implementation processes by improving openness and transparency.

Johnson (2006) observed that improved governance requires an integrated; long-term strategy built upon cooperation between government and citizens. Transparency may involve partnership in which officials must make information available to people and groups with reasons and opportunities to put information to use. Principally this may include an independent judiciary and a free, competitive and responsible press. An active civil society is critical too. Rules and procedures must be open to scrutiny and comprehensible. A transparent government makes it clear what is being done, how and why actions take place, who is involved, and by what standards decisions are made. Transparency requires significant resources for its implementation but without it, “good governance” has little meaning.

2.4.2 Accountability

Accountability implies the responsibility to account to another party who has a stake in what has been done. Within the context of governance, it refers to holding bearers of the public office responsible for their performance (Cornwall, Lucas & Pasteur, 2000). Empirical literature on accountability and its application to various public sectors such as health remain scarce. Questions of lack of accountability often arise in health systems where different stakeholders with diverse lines of accountability between different sets of actors complement and compete with one another (Bruen, Brugha, Kageni & Wafula, 2014).

Accountability is partly a matter of institutional design which involves formal checks and balances and should be built into any constitutional architecture (Johnson, 2006). But accountability requires political energy too that is, people, interest groups, civil society, the courts, the press, and opposition parties must insist that those who govern follow legitimate mandates and explain their actions. It is also true that within government horizontal accountability depends upon the ability of one part of government to find out and correct wrongs other sectors are doing. Those with demands for accountability must be confident that they can do so safely, that officials will respond honestly, and that social needs and demands are taken seriously.

Ndungu (2014) established factors affecting accountability of resources in the county of Kiambu. The study also assessed the measures taken to enhance accountability of resources in the county. Findings indicated that the top management was committed towards enhancing accountability through various methods. The commitment by the top management affected largely policy implementation. The study found out that appreciation and staff motivation were key components to enhancing accountability in the county. Application of consequences like prosecution also greatly enhanced accountability by making people answerable for their actions. If staff has strong management then they will be accountable but if the management is weak then they shall take advantage of the organization. Similarly, the findings indicated that enabling the staff to have ownership of ideas and processes goes a long way into motivating the staff to perform well.

Institute of Economic Affairs (2015) opined that the concept of accountability in governance involves answerability and enforcement. Under answerability, government and public officers are obliged to be answerable toward the public in regard to the management of public affairs. This includes the management of public finances, the delivery of public services, and decisions and actions taken. Accountability in governance exists when there is a relationship where a public officer or public institution, and the performance of assignment or function by that officer or institution, are subject to oversight by another individual or institution.

2.4.3 Public Participation

Pradhan *et al.* (2013) conducted a randomized impact evaluation in Indonesia and found that certain approaches to strengthen school committees can actually improve learning outcomes. Conditional on receiving a grant, facilitating linkage between the school committee and the village council to increase the status of the school committee increases Indonesian scores by .17 standard deviations and girls' math scores by .11 standard deviations. The combined intervention of this linkage plus having committee members democratically elected to allow representation of previously excluded groups has the largest impact, leading Indonesian test scores to increase by .22 standard deviations. Thus, community participation can be influential in public good outcomes, but in the case of school committees, the effectiveness is greatly enhanced by reaching out to stake-holders outside of the committee through elections and linkage. In contrast to the results of Banerjee *et al*. (2010), Bjorkman and Svensson (2010) found that informing Ugandan citizens of the dismal state of local health service delivery and holding meetings between citizens and health workers to agree on “action plans” significantly reduced provider absenteeism, increased utilization, and improved health.

In Kenya, community oversight went even further—communities were given money to hire additional teachers on short term contracts (Duflo *et al.* 2013, a). In some ways these local teachers looked similar to the para-teachers for which VECs in India are nominally responsible. But in the Kenya program, power over the contract and money for the teachers clearly rested with the school committees and the NGO behind the program. These additional teachers performed much better than regular teachers—showing up more and achieving higher test scores. Training of the school committees improved results further.

Wacera (2014) examined the effect of citizen participation on budget making process and implementation in the Kenyan county governments. The study determined how the independent variables: Citizen Participation and Funds Availability influenced the dependent variable: Budget Implementation. Findings indicated that most of the residents who attends public participation fora hailed from the headquarters, Ol’Kalou, followed by Ol’ Ojoro Orok Sub County. This was attributed to the high gap in population. Majority of the respondents who indicated having attended one or more public participation fora were males, aged 23-32. Additionally, most of the respondents who attend public participation fora have at least attained secondary school level of education. However, they indicated dissatisfaction with the way public participation was conducted, citing that their views were hardly ever taken into consideration. The study recommended that the government should conduct civic education across the county so that the public is informed of its civic rights and of public participation being the most sovereign.

2.4.4 Equity

Stewart (2010) claims that disparities across culturally-defined groups within society – horizontal inequalities – can fuel resentment and violent conflict. The Author's argument is supported by empirical evidence. The study analyzed nine country cases and found that when "ethnic identities coincide with economic/social ones, social instability of one sort of another is likely" (Stewart, 2002). According to Kaplan (2009), "unstable environments encourage polities to split along the most profound cleavages. The study shows that racial and ethnic divisions reduce incentives for people to be generous to others through social welfare and undermine support for government spending on all types of public goods. The study observes that in sub-Saharan Africa, the least ethnically divided societies spend five times more per capita than the most divided societies on HIV prevention and treatment.

The study by Lee and Lim (2010) on Governance and Policy Performance in Korea found that establishing fair rules of the game and trust between participants helped reduce transaction costs in the policy making and implementation process. The Kenya's Constitution (2010) invokes equity, justice, fairness in many instances, reflecting the perception and reality that the old constitution and the laws, policies, institutions and practices emanating from it had allowed negative discrimination against the weak and disadvantaged to influence governance and service delivery. A good understanding of equity, and of the constitution and related laws that provide for it, is imperative for the success of both gender mainstreaming and devolution. From the onset, it is important to underscore the fact that the advocacy of equity should not make any one worse off than they were before. It therefore requires affirmative action and positive discrimination.

2.4.5 Policy Implementation

In 2011, Centre for International Private Enterprise (CIPE) and Global Integrity conducted an implementation gap study in select Kenyan cities: Kisumu, Nairobi, and Mombasa, using 177 indicators to better understand key governance issues and existing anti-corruption mechanisms. The research was led by Civil Society Organization Network, and Haki Jamii Haki Yetu. The study found out that implementation gaps in all three cities can be diminished by working with government officials to improve enforcement of existing laws, for instance by creating “one stop shops” for licenses and tax payments and increasing accountability of high-ranking civil servants through having them sign a voluntary code of ethics monitored by the public. (Nadgrodkiewicz, Nakagaki & Tomicic, 2012).

Studies of policy authorization informed by sociological institutionalism examine policy networks— “patterns of social relations between interdependent actors, which take shape around policy problems and/or policy programmes” (Klijn, 1997). These studies analyze the relationships and norms—or shared beliefs, understandings, and “rules in use” (Ostrom, 1990)—of the actors who seek to influence policy designs. Since the interests of policy actors are interdependent though not all complementary, the actors in a policy network ally and compete with one another to influence policy decisions (Laumann, Knoke, & Kim, 1985; Rethemeyer & Hatmaker, 2008). The position, or centrality, of each actor in a network affects the information and influence available to it (Heymann, 1987; Klijn, 1997). The quality of the relationships among actors affects their abilities to exchange information and resources related to policy proposals (Heclo, 1978). Over time, common beliefs and exchanges among sub-groups of actors in a network give rise to coalitions that advocate attention and solutions to particular policy dilemmas. Bound by shared norms and values, these advocacy coalitions tend to be fairly stable and slow to change (Sabatier, 1988), though the broader issue networks or policy communities from which they draw may feature more fluid memberships (Heclo, 1978; Kingdon, 1984). Efficient exchanges of information within and across coalitions lead to policy decisions that tend toward incremental change; radical departures from prior policies are relatively rare (Baumgartner & Jones, 1993; Kingdon, 1984).

2.5 Critique of Literature Reviewed

Much of the empirical literature on policy implementation is dominated by research on the top-down approach advanced by Pressman and Wildavsky's work alongside a variety of other empirical studies (particularly Kaufman, 1960; Bailey & Mosher, 1968; Derthick, 1970, 1972; Berke *et al.,* 1972) and bottom-up approach (Hjern & Porter, 1981; Hjern &Porter, 1981). Yet it has been noted that stripped of all technicalities, implementation problem in most developing nations is the problem of a widening gap between intentions and results. Honadle (1979) tried to identify the problem associated with policy implementation as that of social carpenters and masons who fail to build to specifications and thus distort the beautiful blue print. A study by USAID in China, Indonesia, and Vietnam by (Spratt, 2009) on policy formulation versus implementation found that it is risky to assume that putting good policies in place will guarantee their automatic flow into successful ground-level implementation. To determine this gap, Hill and Hupe (2002) on their study explored how implementation theory is used in research into implementation. They advocate for the use of the model of 'normal science', in which hypotheses derived from more or less generally accepted theories are tested.

To demonstrate transparency, needs information since in any sphere in life we need information to make choices. It is also part of the human condition never to know enough (Gruen, 2012). Hayek showed us how important it is for markets to harness the information distributed throughout the economy and which is largely inaccessible to government. Hayek's successors, like Arrow, Akerlof and Stiglitz cited in Gruen (2012) showed us the dangers of 'asymmetric information' where those who are more informed keep their better information to themselves. This is the principal justification for government prohibitions of misleading behavior and mandatory disclosure of certain information. An underlying assumption is that transparency produces accountability. However, how information accessibility affects accountability and improves the quality of governance is still poorly understood (Bellver & Kaufmann, 2005). While transparency is instrumental to achieving higher standards of accountability, two misconceptions about their relationship are common. The right to information is often mistaken for accountability itself, rather than understood as an instrument for the broader goal of securing accountable-governance (Jayal 2008; Fox 2007) points out, transparency is often assumed to generate accountability, but this is not automatically the case.

Commonly held distinctions are between 'vertical' and 'horizontal' forms of accountability, the vertical referring to that between citizens and the state and the horizontal to internal checks and balances between various branches or organs of the state (O'Donnell, 1998). Midway through the wave of democratic transitions, in the late 1990s, recognition of the limited accountability generated by (vertical) electoral participation focused attention on new measures of horizontal accountability, involving oversight of state agencies by independent public agents or ombudsmen (Malena *et al.*,2004). Concurrently, 'participatory development' was making headway – at least at a theoretical level – in international development discourse (Ackerman, 2003), and interest growing in citizen led forms of accountability through which citizens exercise voice beyond the channels associated with elections. Goetz and Jenkins (2001) expand on horizontal and vertical notions of accountability, identifying new 'hybrid' forms they call 'diagonal' accountability relationships. According to a report by Danish Institute for International Studies, (DIIS) enhancing social accountability requires a focus on changing the relationship between citizen and state by establishing a social contractual relationship where the state or government and citizens hold each other to account and engage in dialogue (Hansen & Ravnkilde, 2013).

Matland (1995) observed that the field of policy implementation is split into two major models top-down (administrative) and bottom-up (participatory). Bottom-up theorists emphasize target groups and service providers, arguing that policy really is made at the local level. The expectation is that conditions at the micro-level of implementation dominate and should be encouraged to vary (Matland, 1995). Top-down theorists see policy designers as the central actors and concentrate their attention on factors that can be manipulated at the central level (Matland, 1995). According to (Paudel, 2009), critics of the bottom-up models argue that too much emphasis is laid on the autonomy of local implementers whereas policy control needs to be done by actors whose power to formulate policies is derived by virtue of them being elected representatives. Increasingly, the literature has focused on combining (micro-level variables of) bottom-up and (macro-level variables of) top-down approaches in implementation research in order to benefit from the strengths of both approaches and enable different levels to interact regularly (Fullan, 2007; Matland, 1995). A key driver of organizational change is that the change vision is accepted by employees, as well as by other stakeholders (Karen *et al.*, 2010). For the purpose of this study inference is drawn to deduce that a key driver of policy change is that the change vision is accepted by the public.

2.6 Research Gaps

Previous studies and construction of public policy approaches have attempted to identify the causes of the public policy formulation-implementation gap, especially in the context of top-down and bottom-up strategies to address the problem (Matland, 1995). While the top-down/bottom-up debate is heavily influenced by the question of how to separate implementation from policy formation, that is only part of a wider problem about how to identify the features of a very complex process, occurring across time and space, and involving multiple actors (Hill & Hupe, 2014). The Study by Olukoshi, (2000) and ECA, (2013) noted the challenge of how to overcome perceived gap between policy formulation and implementation with a view to making policies more effective from a managerial and delivery point of view. Whereas these studies focused very much on formulation and implementation gaps there is a need to address the influence of governance on policy implementation.

In Kenya a study by Kimenyi and Meagher (2004) also noted that Kenya's failures and episodic instabilities such as corruption, economic stagnation, inequality and poverty can be linked to the quality of governance but fell short of determining the influence of governance on policy implementation. A study by Amolo (2013) on critical public policy issues facing Kenya noted that challenges with public policies in Kenya are not only the issues they address, but also found at the formulation and implementation stages of the policies. These studies too did not go further to determine what influences policy implementation. A study by the OECD have also noted the need for improved governance, including an active civil society and open, transparent, and accountable policy and decision-making processes, which can have a critical bearing on the way in which policies and institutions respond to the impact of policies on the poor (OECD, 2015). This is the gap this study has addressed.

Johnson (2006) holds the view that accountability is partly a matter of institutional design which involves formal checks and balances thus can and should be built into any constitutional architecture. Stewart (2010) claims that disparities across culturally-defined groups within society – horizontal inequalities – can fuel resentment and violent conflict. Fung *et al.*, cited in Gruen (2012) emphasize the importance of providing consumers with highly simplified information. These studies focused on accountability based on constitution, disparities in culture and consumer information while the current study focused on governance and policy implementation thus a conceptual gap.

Pradhan *et al.* (2013) conducted a randomized impact evaluation in Indonesia and found that certain approaches to strengthen school committees can actually improve learning outcomes. Bjorkman and Svensson (2010) found that informing Ugandan citizens of the dismal state of local health service delivery and holding meetings between citizens and health workers to agree on "action plans" significantly reduced provider absenteeism, increased utilization, and improved health. Wacera (2014) examined the effect of citizen participation on budget making process and implementation in the Kenyan county governments. These studies focused on concepts of evaluations, staffing and budget implementation in Indonesia, Uganda and Kenya respectively. This yielded both conceptual and contextual gaps as the study sought to establish the influence of governance on policy implementation.

2.7 Summary of Literature Reviewed

This chapter presented the theories used in the study. Principal-agent theory, contract theory, steward theory, social contract theory, elite theoretical model, stakeholder theory, theory Y, public choice theory, rational choice institutionalism, implementation theory, incremental model, and kindred theory were used in the study. The conceptual framework was also presented and the relationships explained. Empirical literature on different study variables has been presented from which different study gaps filled by the study having been highlighted.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the methodology that was to be used in undertaking the study. This included the research design, the population and sampling strategy, instrument used to collect the data, the data collection technique and data analysis. The chapter also provided a background and justification to the study design and methodology that was employed in the study.

3.2 Research Design

According to Kerlinger (1986) cited in Kumar (2011) a research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme or programme of the research. It includes an outline of what the researcher did, from writing the hypotheses and their operational implications to the final analysis of data. The study applied descriptive correlational research design. The descriptive design was used since the study gathered quantitative and qualitative data that describe the nature and characteristics of governance factors influencing the policy implementation in public sector in Kenya. According to Sekeran (2003), descriptive research design is a type of design used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation.

Kothari (2003) describes descriptive research as including surveys and fact-finding enquiries adding that the major purpose of descriptive research is description of the state of affairs as it exists. Correlation research design was used to determine the extent to which variables are related. This design used a statistic known as correlation coefficient to measure the strength and direction of the linear relationship between the involved variables. The research design is in line with that advocated by Hill and Hupe (2002) while exploring how implementation theory is used in research into implementation. It recommends model of 'normal science' which is used as a reference point for many where hypotheses derived from more or less generally accepted theories are tested. The study has derived hypotheses from governance theory which were tested.

A questionnaire was designed as a framework for the collection and analysis of data that was suited for testing the hypothesis. In this respect quantitative research was used. Burns and Grove (1993) define quantitative research as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. A survey is used to collect original data for describing a population too large to observe directly (Mouton, 1996). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit & Hungler, 1993). In this study the information collected through administered questionnaires were distributed to the subjects by the researcher.

3.3 Research Paradigm

According to Lincoln and Guba (1985), a paradigm comprises four elements, namely, epistemology, ontology, methodology and axiology. Epistemology has its aetiology in Greek where the word episteme, means knowledge. Put simply, in research, epistemology is used to describe how we come to know something; how we know the truth or reality; or as Cooksey and McDonald (2011) put it, what counts as knowledge within the world. It is concerned with the very bases of knowledge – its nature, and forms and how it can be acquired, and how it can be communicated to other human beings. It focuses on the nature of human knowledge and comprehension that you, as the researcher or knower, can possibly acquire so as to be able to extend, broaden and deepen understanding in your field of research.

Ontology is a branch of philosophy concerned with the assumptions we make in order to believe that something makes sense or is real, or the very nature or essence of the social phenomenon we are investigating (Scotland, 2012). It is the philosophical study of the nature of existence or reality, of being or becoming, as well as the basic categories of things that exist and their relations. It examines your underlying belief system as the researcher, about the nature of being and existence. Methodology is the broad term used to refer to the research design, methods, approaches and procedures used in an investigation that is well planned to find out something (Keeves, 1997). For example, data gathering, participants, instruments used, and data analysis, are all parts of the broad field of methodology. In sum, the methodology articulates the logic and flow of the systematic processes followed in conducting a research project, so as to gain knowledge about a research problem.

Axiology refers to the ethical issues that need to be considered when planning a research proposal. It considers the philosophical approach to making decisions of value or the right decisions (Finnis, 1980). It involves defining, evaluating and understanding concepts of right and wrong behaviour relating to the research. It considers what value we shall attribute to the different aspects of our research, the participants, the data and the audience to which we shall report the results of our research.

A large number of paradigms have been proposed by researchers but Candy (1989), one of the leaders in the field, suggests that they all can be grouped into three main taxonomies, namely Positivist, Interpretivist, or Critical paradigms. The study applied a positivism research paradigm since it is directly associated with the idea of objectivism. In this type of philosophical approach, study give the researcher's viewpoint to evaluate social world with the help of objectivity in place of subjectivity (Cooper & Schindler, 2006). The positivism philosophical approach is mainly related with the observations and experiments to collect numeric data (Saunders, 2007). In addition, positivism will show validity in the research, that is, the extent to which the research tools actually do measure the underlying concept that they are supposed to measure. Positivism also helps to test hypothesis and examines the relationship between two or more variables (Sekeran & Bougie, 2010).

3.4 Population

According to Burns and Grove (1993), a population is all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The population of this study consisted of public institutions involved in implementing public policy.Target population is the entire set of units for which the study data will be used to make inferences (Nachmias & Nachimias, 2014). Targeted population are those units for which the findings of the survey are meant to be generalized (Gall & Borg, 2007). The targeted population included 20 ministries, 153 parastatals and state agencies.

3.5 Sampling Techniques and sample Size

The study adopted a census technique with respect to the unit of analysis which is the public sector. The adoption of a census technique, rule out application of specific sampling design and sampling techniques. The census approach is justified since according to Orodho (2009), data gathered using census contributes towards gathering of unbiased data representing all individuals' opinions in the study population on a study problem. The census approach is also justified since according to Field (2006) results obtained from a census are likely to be more representative, accurate and reliable than results obtained from a population sample and thus census assists in generalization of research findings. Census provides a true measure of the population since there is no sampling error and more detailed information about the study problem within the population is likely to be gathered (Sekaran & Bougie, 2010).

Table 3.1: Population distribution

S/No	Type of Agency	Total
1.	Government Ministries	20
2.	Parastatals and State Agencies	153
3.	**Total**	**173**

3.6 Data Collection Procedures

The study collected both primary and secondary data. According to Morris (2001), data collection procedure is the process of gathering pieces of information that are necessary for research process. Primary data present the actual information that is obtained for the purpose of the research study. A questionnaire was chosen as data collection instrument. A questionnaire is a printed self-report form designed to solicit information that can be obtained through the written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove, 1993).

Data was collected with the aid of questionnaires to evaluate the participants experience on the selected key governance drivers. Questionnaires were preferred because according to Dempsey (2003) they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the researched problem. According to Kothari (2003), the information obtained from questionnaires is free from bias and researchers influence and thus accurate and valid data was gathered. A questionnaire was administered to the Planning Units who are in-charge of monitoring and evaluation of public policy implementation within these Ministries, Parastatals and Government Agencies. The Planning Units comprised the unit of observation of this study. A total of 173 questionnaires were administered.

3.7 Pilot Study

According to Cooper and Schilder (2006), and Cresswell (2006), a pilot test should constitute at least 10 percent of the sample. The pilot test is conducted to detect the weaknesses in design and instrument as well as provide proxy data for selection of a probability sample (Cooper & Schilder, 2006). A pilot study is a small-scale research project that collects data from respondents similar to those that will be used in the full study (Zikmund, Babib, Cartr & Griffin, 2010). Bryman and Bell (2007) states that it is always desirable if possible to conduct a pilot study before administering questionnaires to the sample. It is a way of pre-testing the questionnaire and it is done to obtain feedback, to confirm if the questionnaire is effective and well understood by the respondents. In this study, 17 of respondents from the selected population across the country were given the questionnaire to test their validity and reliability.

3.7.1 Validity of Data

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2000). The content of validity of the data collection instrument was determined through discussing the research instrument with the research experts in the university.

3.7.2 Reliability of Data

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2006). A reliable measurement is one that if repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda & Mugenda, 2008). The most commonly used reliability coefficient is the Cronbach’s Alpha coefficient which estimates internal consistency by determining how all the items on a test relate to all other items and to the total test internal coherence of data.

Reliability for this study was tested at 10 percent. Seventeen (17) questionnaires were issued to the respondents and who were not included in the final study. The reliability is expressed as a coefficient between 0 and 1.00. If the formula yields a coefficient which is more than 0.7 then the data collection instrument is taken as reliable but if it is below the instrument is treated as unreliable (Sekaran, 2003). To measure the reliability of the data collection instruments, an internal consistency technique using Cronbach's alpha was applied (Mugenda, 2008). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization (Zinbarg, 2005). An alpha coefficient of 0.7 or higher indicated that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005).

Multicollinearity occurs when the model includes multiple factors that are correlated not just to the response variable, but also to each other. Multicollinearity increases the standard errors of the coefficients. Increased standard errors in turn mean that coefficients for some independent variables may be found not to be significantly different from 0. In other words, by overinflating the standard errors, multicollinearity makes some variables statistically insignificant when they should be significant. Without multicollinearity (and thus, with lower standard errors), those coefficients might be significant (Tabachnick & Fidell, 2007). Pearson's correlation analysis was used to test for the existence of multicollinearity. The recommended indicator for multicollinearity in data is a Pearson's correlation coefficient of 0.7 which is also an indicator of variable relatedness. Further confirmatory test for multicollinearity that was done is Variance inflation factor (VIF). If VIF for any variable is around or greater than 10, there is collinearity associated with that variable. If there is a variable that has VIF around or greater than 10, the variable must be removed from the regression model (Cox, 2006).

3.8 Data Analysis and Presentation

Data analysis involves ordering and organizing raw data so that useful information can be extracted from it (Saunders, Lewis & Thornbill, 2009). In this study the primary data obtained from the questionnaires were checked for omissions, legibility and consistency before being coded for analysis. Statistical Package for the Social Sciences (SPSS) software was used to organize, code and analyze information and generate quantitative report. Newman (2009) indicates SPSS's main advantage includes many ways to manipulate data and containing most statistical measures. According to Kothari (2004) and Uwe (2007) analysis is the computation of certain measures along with searching for patterns of relationships that exist among data groups.

Various methods are available to a researcher for analyzing data. Such methods include descriptive analysis, correlation analysis and regression analysis. In this study, regression analysis was used to determine the relationship between the dependent variable (public policy implementation) and the independent variables (transparency, accountability, public participation, and equity). Multiple regression is a flexible method of data analysis appropriate whenever a quantitative variable (the dependent) is to be examined in relationship to any other factors (expressed as independent variables). Relationship may be non-linear, independent variables maybe quantitative or qualitative, and one can examine the effects of other variables taken into account (Cohen, Cohen, West & Aiken, 2003).

The overall multiple regression model used in this research was:

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

The overall moderated multiple regressions model was expressed as:

$$Y = \beta_0 + \beta_1 X_1 {*}Z + \beta_2 X_2 {*}Z + \beta_3 X_3 {*}Z + \beta_4 X_4 {*}Z + \varepsilon$$

Where

Y = is the dependent variable

X_1 = Transparency

X_2 = Accountability

X_3 = Public participation

X_4 = Equity

Z = Organizational structure (moderating variable).

B_i (i=1,2,3,4) are the parameters associated with the corresponding independent variable that are to form part of the partial regression coefficients

β_0 is the intercept

ε is the error term

The analyzed findings were presented in form of frequency tables, pie charts and bar charts.

3.8.1 Hypotheses Tests

Macleod and Hockey cited in Janathanan & Nizar (2018) state that A hypothesis is a statement or explanation that is suggested by knowledge or observation but has not, yet, been proved or disproved. A hypothesis is important because it guides the research For this study, hypotheses were tested at 95% confidence level **(**$\alpha = 0.05$). A one tailed test was carried out as shown below in Table 3.8.1.

Table 3.2: Hypothesis Tests

Hypothesis statement	Hypothesis test	Decision rule and test model
Ho_1: Transparency has no influence on policy implementation in public sector in Kenya	- Karl Pearson's zero order coefficient of correlation (Beta test). H0: $\beta_1 = 0$ HA: $\beta_1 > 0$ -To conduct a t - test to determine individual significance of the relationship. -To conduct a F test (ANOVA test) to assess overall robustness and significance of the simple regression model.	Reject $H0_1$ if P- value ≤ 0.05 otherwise fail to reject H01 if P – value is > 0.05 $PI = \alpha. + \beta_1 T + \varepsilon$ Where: PI = aggregate mean score of Policy Implementation. α = y- intercept. β_1=Regression coefficient (beta). T =aggregate mean score of Transparency. ε = error term random
Ho_2: Accountability has no influence on policy implementation in public sector in Kenya	- Karl Pearson's zero order coefficient of correlation (Beta test). H0: $\beta_2 = 0$ HA: $\beta_2 > 0$ -To conduct a t - test to determine individual significance of the relationship. -To conduct a F test (ANOVA test) to assess overall robustness and significance of the simple regression model.	Reject $H0_2$ if P- value ≤ 0.05 otherwise fail to reject $H0_2$ if P – value is > 0.05 $PI = \alpha. + \beta_2 A + \varepsilon$ Where: PI = aggregate mean score of Policy Implementation. α = y- intercept. β_2=Regression coefficient (beta). A=aggregate mean score of accountability. ε = error term random
Ho_3: Public participation has no influence on policy implementation in public sector Kenya	- Karl Pearson's zero order coefficient of correlation (Beta test). H0: $\beta_3 = 0$ HA: $\beta_3 > 0$ -To conduct a t - test to determine individual significance of the relationship. -To conduct a F test (ANOVA test) to assess overall robustness and significance of the simple regression model.	Reject $H0_3$ if P- value ≤ 0.05 otherwise fail to reject $H0_3$ if P – value is > 0.05 $PI = \alpha. + \beta_3 PP + \varepsilon$ Where: PI = aggregate mean score of Policy Implementation. α = y- intercept. β_3=Regression coefficient (beta). PP =aggregate mean score of Public Participation. ε = error term random
Ho_4: equity has no influence on policy implementation in public sector in Kenya	- Karl Pearson's zero order coefficient of correlation (Beta test). H0: $\beta_4 = 0$ HA: $\beta_4 > 0$ -To conduct a t - test to determine individual significance of the relationship. -To conduct a F test (ANOVA test) to assess overall robustness and significance of the simple regression model.	Reject $H0_4$ if P- value ≤ 0.05 otherwise fail to reject $H0_4$ if P – value is > 0.05 $PI = \alpha. + \beta_4 E + \varepsilon$ Where: PI = aggregate mean score of Policy Implementation. α = y- intercept. β_4=Regression coefficient (beta). E =aggregate mean score of Equity. ε = error term random

3.9 Diagnostic Tests

3.9.1 Autocorrelation

To detect the presence of autocorrelation between the variables in the study a Durbin-Watson test was conducted. Autocorrelation is the correlation between members of a series of observations ordered in time or space Gujarat and Porter (2009); Cameronand Trivedi (2005). The Durbin-Watson statistic varies from 0 to 4 where a value near 2 indicates non-autocorrelation while a value closer to 0 shows positive autocorrelation. A value closer to 4 indicates negative autocorrelation.

3.9.2 Normality Test

Normality analysis helps to check that data is normally distributed. One can construct histograms and look at the data to see its distribution. The histogram will include a line that depicts what the shape would look like if the distribution is truly normal and therefore one can eyeball how much the actual distribution deviates from this line (Moore & McCabe, 2003). Another method to determine normality graphically, is to use the output of a normal Q-Q Plot. If the data are normally distributed, the data points will be close to the diagonal line. When the data points stray from the line in an obvious non-linear fashion, the data are not normally distributed.When one is unsure of being able to correctly interpret the graph, numerical methods can be used instead because it can take a fair bit of experience to correctly judge the normality of data based on plots. The two well-known numerical tests of normality are the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples) but can also handle sample sizes as large as 2000. If the Sig. value of the Kolmogorov-Smirnov Test or Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviates from a normal distribution (Cohen, 1992). In this study the Kolmogorov-Smirnov Test and the Q-Q Plot test were undertaken. The results of Kolmogorov-Smirnov Test will be presented in table and the result of the Q-Q Plot test is presented in figure.

3.9.3 Analysis of Variance (ANOVA)

According to Wichura (2006) variations in data were decomposed by use of Analysis of variance (ANOVA). ANOVA is a collection of statistical models used to analyze the differences between group means and their associated procedures (such as "variation" among and between groups). In ANOVA setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the *t*-test to more than two groups. ANOVAs are useful in comparing (testing) three or more means (groups or variables) for statistical significance which is found in multivariate data (Gelman, 2008).

3.10 Operationalization of Variables

Table 3.3: Operationalization of Variables

Type of Variable	Variable name	Operationalizing Indicator
Dependent Variable	Public Policy Implementation	State Corporations Performance Service Delivery Stakeholder engagement
Independent Variable	Transparency	Availability of information Dissemination of information Access to Information
	Accountability	Criteria for evaluating public performance Expenditure Control Obligation to citizens and stakeholder
	Public Participation in Policy process	Engaged civil society Public input in policy decisions Building capacity of stakeholders
	Equity	Fairness in burden and reward distribution Gender and Regional balance Impartial resource (Revenue) Allocation

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter deals with organization, analysis and presentation of data collected from respondents using questionnaires which were designed to measure the hypothesis of the study. It presents empirical findings and results using the techniques indicated in chapter three. The study employed different statistical techniques aided by SPSS to determine governance factors influencing police implementation in public sector in Kenya. This chapter describes the analysis of data followed by a discussion of the research findings. The findings relate to the research questions that guided the study. The chapter begins with the analysis of the response rate and then explains factor analysis and reliability techniques adopted by the study.

4.2 Response Rate

One hundred and seventy-three questionnaires (173) were distributed and only one hundred and forty-two questionnaires (142) were completed and returned. This represented a response rate of 82.1% and none response rate of 17.9%. According to Mugenda and Mugenda (2003), a response rate of 50% is considered good and response rate greater than 70% is considered to be very good. This is in line with Orodho (2009) who observed that a response rate above 50% contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents about the study problem in the target population. Kothari (2004) indicated that for a social study response rate above 60% is adequate. Based on the assertions of Oloyo (2001), a good response rate for a study is important because it reflects the suitability of the study procedure. 82.1% response rate is therefore a good representative of respondents.

Table 4.1: Response Rate

Response rate	Sample size	Percentage (%)
Returned questionnaires	142	82.1
Un-returned questionnaires	31	17.9
Total	173	100

4.3 Reliability of Research Instrument.

Reliability is a measure which indicates the extent to which the research instrument is not biased (error free) thus ensuring consistent measurement across time and the various items in the instrument. Reliability of the instrument was conducted using Cronbach's alpha constant which is a measure of internal consistency and average correlation. According Zinbarg *et al*. (2005), an alpha coefficient of 0.70 or higher indicated it is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population. Higher alpha coefficient values mean there is consistency among items in measuring the concept of interest. Hair, Tathan, Anderson and Black (1998) recommend use of factors with factorloadings of above 0.4. Stevens (1992) suggests using a cut-off of factors with factor loading above 0.4, irrespective of sample size, for interpretative purposes.

This also supports suggestion by Tabachnick and Fidell (2007) using more stringent cut-offs going from 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent). Based on the variable Transparency had 6 factors, reliability test was carried out on the instrument and Cronbach constant was 0.672 which was slightly below 0.7. After removing factor 6 the reliability increased to 0.734 which was above the threshold. Items on variable Accountability did not require any adjustment since the alpha constant was 0.845. For Public Participation alpha constant was 0.685. However, after removing factor one the reliability increased to 0.724. Equity had an alpha constant of 0.697 which rose to 0.815 after removing factor nine. Lastly the dependent (Public Policy Implementation) variable had alpha constant 0.726 so no factor was removed. Table 4.2 shows the summary of the finding based on the reliability of the research instrument and the overall Cronbach's constant was 0.766 hence the instrument was reliable.

Table 4.2: Reliability of Instruments

Variables	Cronbach's Alpha before removing some items	Cronbach's Alpha after removing Some items	No of Items before removing some factors	No of Items after removing some factors
Transparency	0.697	0.734	9	9
Accountability	0.845	0.845	13	13
Public participation	0.685	0.724	17	17
Equity	0.607	0.815	9	9
Public policy implementation	0.726	0.726	4	4
AVERAGE	0.679	0.766		

4.4 Type of Organization

The study sought to establish the organization where the respondents were based. The findings were presented in table 4.3. From the study findings, the majority 89.44%, of the respondents were from various Parastatals and Government Agencies, 10.56% of the respondents were from Ministries. Finding implies that most of the respondents were from Parastatals and Government Agencies.

Table 4.3: Type of Organization

Public institution	Frequency	Percent
Ministry	15	10.56
Parastatals and State Agencies	127	89.44
Total	142	100.00

4.5 Factor analysis

Factor analysis is mainly concerned with internal-correlations among data to come up with internally consistent surrogates of the variable for validity purposes (Mugenda, 2010). These correlations normally assist the researcher to formulate and interpret the components (variables). Cooper and Schindler (2008) suggest that variables with factor loading 0.7 are acceptable. However, a minimum of 0.4 value of factor loading is allowed as suggested by other researchers. In order to test for construct validity and highlight variability among observed variables and to also check for any correlated variables for redundancy in data to be reduced, factor analysis was important in the study as suggested by Hair *et al.* (2010). The study adopted factor analysis to reduce the number of indicators which do not explain the effect of transparency on policy implementation in public service and retain the indicators which are capable of explaining the effect.

Exploratory factor analysis was employed to assess construct unidimensional scales and identify the structure of the measurement or outer model for the items in the study. This was performed purposefully to refine/retain the most important number of factors. In this case only factors with values 0.4 and above were used for further analysis as recommended by Hair *et al.* (1998) and Tabachnick and Fidell (2007). Hair *et al*., (1998) and Tabachnick and Fidell (2007) described the factor loadings as follows: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent). The findings presented in

Table 4.4 shows the overall factor analysis for all the variables that is the four factors measuring the independent variables and dependent variables. Transparency had nine items with factor loadings of 0.673.

All the items were accepted based on the general rule of thumb for acceptable factor loading of 0.40 and above. No item was removed or expunged. The result of the factor analysis for Accountability variable which had thirteen items recorded a factor loading of 0.668. This implies that all items fall within the acceptable threshold based on the general rule of thumb and none of the items was dropped. The factor analysis for Public Participation, with seventeen items showed factor loadings of 0.629. Since all the loadings were above 0.40, no factor was eliminated because they met the acceptable threshold. For equity, there were nine items out of which one item was dropped for inconsistency as the factor loading was 0.616. The dependent variable Public Policy Implementation was also subjected to factor analysis. All the factor loadings were above 0.558 which implies that all items fall within the acceptable threshold as no item was dropped. It indicates that all the factor loading of all the items were above 0.4 and thus all were considered for further statistical analysis.

Table 4.4: Summary of Factor Analysis

	Transparency	umber of Items	Factor Loadings
1	Transparency	9	.673
2	Accountability	13	.668
3	Public participation	17	.629
4	Equity	9	.616
5	Public policy implementation	4	.558

4.6 Descriptive Statistics

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data (Tronchim, 2006). The study used descriptive statistics to present the frequency and the percentages of the gathered data on factors influencing policy implementation in public sector in Kenya.

4.6.1 Transparency

The first objective of the study sought to determine the influence of transparency on public policy implementation in Kenya. The respondents were asked what they think are the main purposes of giving information on government activity to the public in the implementation of policy at their organizations. The findings were as follows: to meet statutory requirements was rated 29.9% most important, 33% very important, 20.3% moderately important, to increase public awareness was rated 31.0 moderately important 12.9% fairly important, 1.4% least important. To increase public awareness was rated, 31.0% most important, 32.8% very important 15.9% moderately important, 6.6% fairly important and 13.7% least important. To gain information on public views was also rated as follows: 18.5% most important, 18.5% very important 28.0% moderately important, 21.0% fairly important while 14.0% least important.

The rest of the findings are shown in table 4.5. These results are in line with Dieleman, *et al.* (2011) who conducted a realist review to collate findings on factors that influence health workers to remain and work in rural and remote postings. The results also conformed to that of Johnson (2006) who observed that improved governance requires an integrated, long-term strategy built upon cooperation between government and citizens. Transparency may involve partnership in which officials must make information available to people and groups with reasons and opportunities to put information to use. This is also in line with principal-agent theory which focuses analysis on the interests, incentives, and information of policy authorizers and implementers (Eisenhardt, 1989; Milward & Provan, 1998) and whose core assumptions include hierarchical relationships, asymmetric information, and divergent interests between authorizers and implementers.

Table 4.5: Transparency Descriptive Analysis

Statement	most important	Very important	Moderately important	fairly important	Least important	Mean	Std. Deviation
To meet statutory requirements	29.9%	33.9%	20.3%	14.4%	1.4%	2.4	1.315
To increase public awareness	31.0%	32.8%	15.9%	6.6%	13.7%	2.4	1.348
To gain information on public views	18.5%	18.5%	28.0%	21.0%	14.0%	2.9	1.302
To decide between particular options	17.0%	12.5%	5.5%	21.0%	43.9%	3.6	1.546
To empower the organization	11.1%	26.2%	12.5%	24.0%	26.2%	3.3	1.386

The respondents were asked also how they would rate the present level of availing information on government activity to the public in the implementation of public policy at their organization. The finding was as follows: Public often given information was rated as 31.4% least important, 27.7% fairly important 10.3% moderately important, 22.0% very important 9.6% most important. Similarly, Public does not get informed also affects public in the implementation of public policy since 22.9% and 29.9% was rated least important and fairly important respectively. In addition to that, Public fairly informed also affect implementation of public policy as majority of the respondent rated them poorly. The details of the finding are shown in table 4.6. These results corroborate with the findings of Fung, *et al.,* (2012) which emphasize the importance of providing consumers with highly simplified information. Reinikka and Svesson (2011) also showed how an information campaign to monitor spending by local officials can reduce corruption and also increase educational outputs. The findings were also similar to that of IMF (2014) on its 2014 Fiscal Transparency Code which found a positive view of the potential impact of transparency and participation in fiscal matters and which has in turn led to a growing set of international standards and norms.

Table 4.6: Transparency Descriptive Statistics

Statement	Least important	fairly important	Moderately important	Very important	most important	Mean	Std. Deviation
Public often given information	31.4%	27.7%	10.3%	21.0%	9.6%	3.56	1.371
Public does not get informed	22.5%	29.9%	14.4%	11.1%	22.1%	2.89	1.472
Public fairly informed	36.9%	14.0%	27.7%	14.0%	7.4%	3.26	1.307
Public occasionally gets informed	34.3%	22.5%	18.6%	12.5%	13.2%	3.23	1.412

4.6.2 Accountability Descriptive Statistics

The respondents were asked if there is a criterion for evaluating performance at their organization. Majority (65.23%) agreed while 35.77% disagreed. Table 4.7 shows the details of the findings. Among those who responded and agreed that there is a criterion for evaluating performance at their organization mainly highlighted appraisal for performance and performance contracting as a means of evaluating their performance. Besides that, monitoring and evaluation is also commonly used to evaluate performance. These results corroborate the findings of Fung, *et al.*, (2012), and Reinikka and Svesson (2011).

Table 4.7: Accountability Cross tabulation

		Criterion for Evaluation		Total
		Monitoring and Evaluation	Performance appraisal	
Is there is a criterion for evaluating performance in your organization	Yes	42.20%	23.03%	65.23%
	No	10.50%	25.27	35.77%
	Total	52.70	48.30	100%

The second objective of the study sought to determine the influence of Accountability on policy implementation in public sector in Kenya. The respondents were asked to rate the performance of their organization in expenditure control. The findings were as follows: Organization operates according to the budget was rated as 28.9% most common, 34.9% Very common, 22.3% moderately common, 16.4% fairly common, 1.4% Least common. Organization does not operate according to the budget was rated 31.0% most common, 32.8% very common, 15.9% moderately common 6.6% fairly common, 13.7% Least common. Organization fairly operates according to the budget was rated as 18.5% most common, 32.8% Very common 15.9% Moderately common, 6.6% Fairly common and 13.7% Least common. Organization fairly operates according to the budget was also rated as follows: 18.5% most common, 28.0% Very common 21.0% moderately common, 18.5% fairly common while 14.0% least common the rest of the findings are shown in table 4.8. These results agree with the findings of Fung, et al. (2012; Reinikka and Svesson (2011). The result also conformed to that of Ndungu (2014) who indicated that the top management should be committed towards enhancing accountability through various methods. The commitment by the top management affected largely policy implementation.

Table 4.8: Accountability Descriptive Analysis

Statement	Least common	Fairly common	Moderately Common	Very common	most common	Mean	Std. Deviation
Organization operates according to the budget	1.4%	16.4%	22.3%	34.9%	28.9%	2.4	1.315
Organization does not operate according to the budget	13.7%	6.6%	15.9%	32.8%	31.0%	2.4	1.348
Organization fairly operates according to the budget	14.0%	18.5%	21.0%	28.0%	18.5%	2.9	1.302
Organization occasionally deviates from the budget	17.0%	12.5%	5.5%	21.0%	43.9%	3.6	1.546

The respondents were asked what they think are the main purposes of obligation of public sector entities to the citizens to account, and be answerable, for their policies, decisions, and actions in the implementation of policy at their organization. The findings were as follows: To meet statutory requirements was rated as 30.4% least important, 28.7% fairly important 12.3% moderately important, 21.0% very important 7.6% most important. To increase public awareness was rated as 20.9% and 32.9% was rated least important and fairly important respectively. In addition to that, to gain information on public view, majority of the respondent 36.9% rated it least important.

The details of the finding are shown in Table 4.9. These results are in line with the results of Cornwall *et al,* (2000). Similarly, the result also conformed to that of Johnson

(2006) who observed that accountability is partly a matter of institutional design which involves formal checks and balances can and should be built into any constitutional architecture. Accountability requires political energy too, that is people, interest groups, civil society, the courts, the press, and opposition parties must insist that those who govern follow legitimate mandates and explain their actions. This is supported by the views of social contract theory which defines the agreement between society and its state contrary to which we may live in 'state of nature' where Hobbes says life is "solitary, poor, nasty, brutish and short' and also that man is in continual fear, and in danger of a violent death." (Leviathan, 1651).

Table 4.9: Accountability Descriptive Statistics

Statement	Least important	fairly important	Moderately important	Very important	most important	Mean	Std. Deviation
To meet statutory requirements	30.4%	28.7%	12.3%	21.0%	7.6%	3.56	1.371
To increase public awareness	20.9%	32.9%	14.4%	11.1%	22.1%	2.89	1.472
To gain information on public views	36.9%	14.0%	27.7%	14.0%	7.4%	3.26	1.307
To decide between particular options	34.3%	22.5%	18.6%	12.5%	13.2%	3.23	1.412
To empower the organization	24.2%	22.6%	28.4%	12.7%	13.5%	3.45	1.512

4.6.3 Public participation Descriptive Statistics

The third objective of the study sought to determine the influence of Public Participation on public policy implementation in Kenya. The respondents were asked if they think their organization involve public participation in the implementation of policy. Majority (69.23%) disagreed that their organization involves public participation in the implementation of policy while 30.77% agreed. Figure 4.1 below shows the result of the finding. Among those who responded and disagreed that their organization involves public participation in the policy implementation processes, majority listed a number of issues that include: lack of: information dissemination to public, public involvement in decision making, public scrutiny, among others. This conforms to elite theoretical model which states that public policy is the product of elites, reflecting their values and serving their ends as captured by Mosca (1939), in his book, The Ruling Class, that in all societies - from the meagrely developed having barely attained the drawings of civilisation to the most advanced and powerful societies - two classes of people appear, a class that rules and a class that is being ruled.

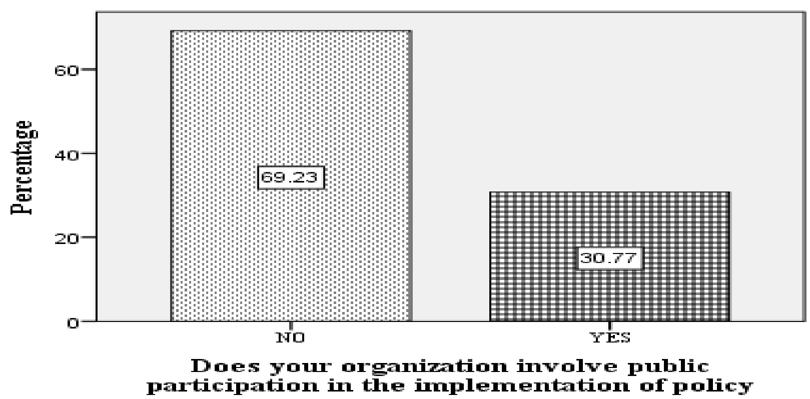


Figure 4.1: Public participation in Policy implementation

The respondents were asked what they think are the main purposes of public participation in the implementation of policy at their organization. The findings were as follows: to meet statutory requirements was rated 39.4% most important, 24.4% very important, 19.3% moderately important, 15.4% fairly important and 1.4% least important. To increase public awareness was rated as 26.0% most important, 30.8% very important 20.9% moderately important, 8.6% fairly important and 13.7% least important. To gain information on public views was also rated as follows: 18.5% most important, 20.5% very important 26.0% moderately important, 25.0% fairly important while 10.0% least important.

To decide between particular options was rated as follows: 27.0% most important, 32.5% very important 15.5% moderately important, 11.0% fairly important while 13.9% least important. To empower the organization was rated as follows: 21.3% most important, 26.2% very important 32.2% moderately important, 14.0% fairly important while 6.2% least important. That 56.8% rated creating public awareness as most important and very important is in line with stakeholder theory which states that in the same way that a business owes special and particular duties to its investors…it also has different duties to the various stakeholder groups'' (Gibson, 2000). This is also supported by the constitution for whereas in corporate law, shareholders are given pre-eminent status as the owners of the firm, the Kenya Constitution 2010 gives sovereignty to the citizens. Article 1 states that, "All sovereign power belongs to the people of Kenya and shall be exercised only in accordance with this Constitution." Table 4.10 presents the details of the findings.

Table 4.10: Public participation Descriptive Analysis

Statement	**most important**	**Very important**	**Moderately important**	**fairly important**	**Least important**	**Mean**	**Std. Deviation**
To meet statutory requirements	39.4%	24.4%	19.3%	15.4%	1.4%	2.4	1.315
To increase public awareness	26.0%	30.8%	20.9%	8.6%	13.7%	2.4	1.348
To gain information on public views	18.5%	20.5%	26.0%	25.0%	10.0%	2.9	1.302
To decide between particular options	27.0%	32.5%	15.5%	11.0%	13.9%	3.6	1.546
To empower the organization	21.3%	26.2%	32.2%	14.0%	6.2%	3.3	1.386

The respondents were also asked how they would rate public input in policy decisions of their organization. The results were as follows: Public input is included in policy decisions were rated as 41.1% least common, 27.7% fairly common 10.3% moderately common, 16.3% very common 4.6% most common. Public input is not included in policy decisions were rated as 16.9% least common, 14.9% fairly common 19.4% moderately common, 21.1% very common 32.1% most common. Public input is fairly included in policy decisions were rated as 12.5% least common, 15.0% fairly common 17.7% moderately common, 34.0% very common 17.4% most common. The rest of the findings are shown in Table 4.11. The results of the current study are validated by the results of Pradhan *et al.,* (2013) and Banerjee *et al.,* (2010). This is contrary to theory Y where subordinates participate in goal setting and problem solving and this participation encourages member commitment to the final decision. It also shows that the public sector is not living the spirit of the constitution for Article 174 of the Kenyan Constitution states the objects of devolution as “to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; to recognise the right of communities to manage their own affairs and to further their development.

Table 4.11: Public Participation Descriptive Statistics

Statement	Least common	Fairly common	Moderately common	Very common	most common	Mean	Std. Deviation
Public input is included in policy decisions	41.1%	27.7%	10.3%	16.3%	4.6%	3.56	1.371
Public input is not included in policy decisions	12.5%	14.9%	19.4%	21.1%	32.1%	2.89	1.472
Public input is fairly included in policy decisions	16.9%	15.0%	17.7%	34.0%	17.4%	3.26	1.307
Public input occasionally included in policy decisions	34.3%	22.5%	18.6%	12.5%	13.2%	3.23	1.412

The respondents were asked if their organization have a program for building capacity of stakeholders to participate in policy implementation. Majority (75%) disagreed that their organization have program for building capacity of stakeholders while 25% agreed. Figure 4.2 below shows the result of the finding. Among those who agreed that their organization have a program for building capacity of stakeholders to participate in policy implementation, majority listed training as one of the ways in which stakeholders' capacity building programs is enhanced in their organization.

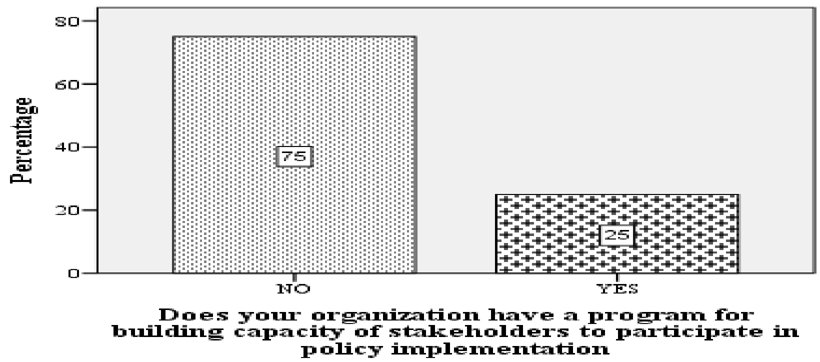


Figure 4.2: Stakeholder Capacity Building

The respondents were asked what they think are the main benefits that public participation brings in implementation of policy at their organization. According to the findings, some of the benefits which were listed were rated as follows: Better making and implementation of policy was rated 39.4% most important, 34.4% very important, 9.3% moderately important, 12.4% fairly important and 4.4% least important. Better policy-making on specific points was rated as 34.0% most important, 31.8% very important 15.9% moderately important, 5.6% fairly important and 11.7% least important. Improvements in public service was also rated as; 17.9% most important, 19.9%very important 28.0% moderately important, 25.0% fairly important while 9.1% least important. To create public awareness was rated as; 27.0% most important, 32.5% very important 15.5% moderately important, 11.0% fairly important while 13.9% least important. Community empowerment was rated as follows: 23.3% most important, 36.2% very important 22.2% moderately important, 16.0% fairly important while 6.2% least important. Table 4.12 gives the details of the findings. These results corroborates with the findings of Fung, *et al.,* (2012), and Reinikka and Svesson (2011).

Table 4.12: Public participation Descriptive Analysis

Statement	most important	Very important	Moderately important	fairly important	Least important	Mean	Std. Deviation
Better making and implementation of policy	39.4%	34.4%	9.3%	12.4%	4.4%	2.4	1.315
Better policy-making on specific points	34.0%	31.8%	15.9%	5.6%	13.7%	2.4	1.348
Improvements in public service	17.4%	19.9%	28.0%	25.0%	9.1%	2.9	1.302
Create public awareness	27.0%	32.5%	15.5%	11.0%	13.9%	3.6	1.546
Community empowerment	23.3%	36.2%	22.2%	16.0%	6.2%	3.3	1.386

4.8.4 Equity Descriptive Statistics

The respondents were asked if their organization practice impartiality, fairness and justice in the implementation of policy. Majority (56.25%) disagreed that their organization practice impartiality, fairness and justice in the implementation of policy while 43.73% agreed. Among those who agreed that their organization practice impartiality, fairness and justice in the implementation of policy majority of them said that they strictly follow organization rules and regulations which eventually lead to impartiality, fairness and justice. Those who disagreed listed vices such as nepotism, tribalism, corruption, and vested personal interest of an individual as their main challenges towards achieving impartiality, fairness and justice in many organizations. Figure 4.3 below shows the result of the finding.

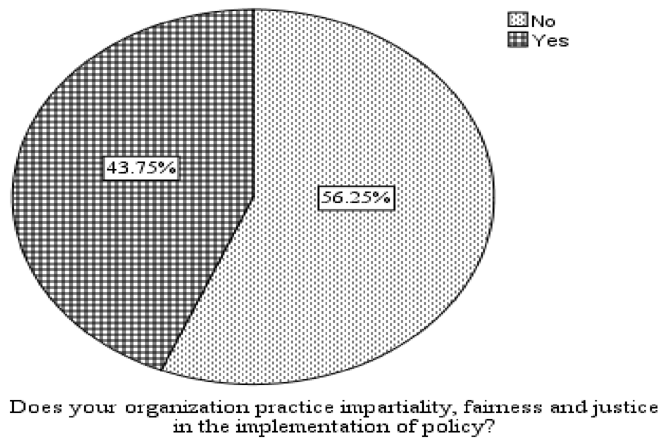


Figure 4.3: Impartiality, fairness and Justice in Policy Implementation

Further analysis reveals that many organizations do not practice fairness in burden and reward distribution as 63.7% said NO while 34.3% said YES. For those who said yes, motivation based on individual performance was listed as the main reward among the employees coupled with working in unity in cases where challenges exist to ease the burden. Table 4.13 shows the result of the finding and is validated by the findings of Ndah, (2010). This is supported by public choice theory which examines actors' interests and the institutions that mediate and aggregate them, paying particular attention to collective decision-making and coalitions (e.g., Callahan, 2007; Ostrom, 1990). The fundamental assumptions of public choice theory are that actors' interests diverge and that dominant actors design policies and governing institutions to favour their own interests.

Table 4.13: Equity Descriptive Analysis

Category	Percentage
YES	34.3
NO	63.8
Total	100.0

The respondents were also asked if their organization practice Gender and Regional balance. The results reveal that many organizations do not practice gender and regional balance as 73.2% of the respondent disagreed while 26.8 agreed. For those who agreed majority of the respondents indicated that their organizations normally follow rules and regulations of the organization. Those who disagreed highlighted poor leadership within their organization, outdated cultural practices amongst some leaders which do give room for gender equity, corruption, as the main challenges toward achieving Gender regional balance. Table 4.14 shows the rest of the findings.

Table 4.14: Equity Descriptive Analysis

Category	Percentage
YES	26.8
NO	73.3
Total	100.0

The respondents were asked what they think are the main purposes of impartiality, fairness and justice in the implementation of policy in their organization. The findings were as follows: to meet statutory requirements was rated 40.4% most important, 34.6% very important, 11.3% moderately important, 10.7% fairly important and 3% least important. To increase public awareness was rated as 32.0% most important, 25.5% very important 17.3% moderately important, 18.6% fairly important and 7.0% least important. To gain information on public views was also rated as follows: 24.5% most important, 26.5%very important 26.0% moderately important, 19.0% fairly important while 4.0% least important. To decide between particular options was rated as follows: 27.0% most important, 37.5% very important 25.7% moderately important, 5.3% fairly important while 4.5% least important. To empower the organization was rated as follows: 31.3% most important, 31.2% very important 27.2% moderately important, 9.0% fairly important while 1.3% least important. Table 4.15 presents the details of the findings. These results corroborate with the findings of Fung, *et al.,* (2012), and Reinikka and Svesson (2011).

Table 4.15: Equity Descriptive Analysis

Statement	**most important**	**Very important**	**Moderately important**	**fairly important**	**Least important**	**Mean**	**Std. Deviation**
To meet statutory requirements	40.4%	34.6%	11.3%	10.7%	3.0%	2.4	1.315
To increase public awareness	32.0%	25.5%	17.3%	18.2%	7.0%	2.4	1.348
To gain information on public views	24.5%	26.5%	26.0%	19.0%	4.0%	2.9	1.302
To decide between particular options	27.0%	37.5%	25.7%	5.3%	4.5%	3.6	1.546
To empower the organization	31.3%	31.2%	27.2%	9.0%	1.3%	3.3	1.386

The respondents were also asked to rate the present level of impartiality, fairness and justice in the implementation of public policy at their organization. The findings were as follows: Organization is impartial, fair and just in its operations was rated as 12.5% least important, 17.6% fairly important 20.3% moderately important, 21.1% very important 12.1 most important. Organization is partial, unfair and unjust in its operations was rated as; 31.4 least important, 29.9% fairly important 24.4% moderately important, 22.0% very important 12.5% most important. Organization is fairly impartial, fair and just in its operations was rated as 31.9% least important, 27.5% fairly important 27.7% moderately important, 27.7% very important 16.3 % most important. The details of the finding are shown in table 4.16 and from the reviewed literature, the findings for the study agree with the findings of Cerna, (2013). The result is also in line with the Kenya's Constitution (2010) which invokes equity, justice, fairness in many instances, reflecting the perception and reality that the old constitution and the laws, policies, institutions and practices emanating from it had allowed negative discrimination against the weak and disadvantaged to influence governance and service delivery.

Table 4.16: Equity Descriptive Statistics

Statement	Least important	fairly important	Moderately important	Very important	most important	Mean	Std. De
Organization is impartial, fair and just in its operations	11.4%	17.6%	20.3%	21.1%	29.6%	3.56	1.371
Organization is partial, unfair and unjust in its operations	12.5%	29.9%	24.4%	21.1%	12.1%	2.89	1.472
Organization is fairly impartial, fair and just in its operations	31.9%	10.0%	27.7%	27.7%	16.4%	3.26	1.307
Organization is occasionally impartial, fair and just in its operations	34.3%	27.5%	18.6%	12.5%	13.2%	3.23	1.412

4.6.5 Organization Structure

The respondents were asked if they think organization's structure is important in the governance and implementation of policy at the organization. Majority (96.25%) agreed that their organization structure is very important in the governance and implementation of the policy while 3.75% said that organization structure is not important. Table 4.17 shows the finding. On the autonomy majority said that most of their organizations are not autonomous at 74.6% while 26.4% indicated they are autonomous. For those who said they are not autonomous, decision making, and implementation of policies take long time thus reducing their productivity. On the other hand, those who said they are autonomous suggested that decision making process and implementation of policies was somehow easier. These results corroborate with the findings of Fung et al., (2012); Reinikka and Svesson (2011). The results are also in line with stewardship theory which argue a view of managerial motivation where issue becomes whether or not the organisation structure helps the executive to formulate and implement plans for high corporate performance (Donaldson, 1985).

Table 4.17:Importance of Organization Structure and Autonomy

	Percentage of those who think organization structure is important	Percentage of those organization which are autonomous
YES	96.25	74.6
NO	3.75	26.4
Total	100.0	100.0

The respondents were asked to rate the influence of the current reporting structure on governance and implementation of public policy in their organization and the result were as follows: Reporting structure often influences was rated as 39.4% most important, 33.6% very important, 12.3% moderately important, 11.7% fairly important and 2% least important. Reporting structure does not influence was rated as 36.0% most important, 21.5% very important 15.3% moderately important, 20.2% fairly important and 7.0% least important. Reporting structure fairly influences was rated as follows: 30.5% most important, 23.5% very important 23.0% moderately important, 17.0% fairly important while 6.0% least important. Reporting structure hardly influences was rated as follows: 34.3% most important, 33.2% very important 24.2% moderately important, 7.0% fairly important while 1.3% least important. Table 4.18 the details of the findings. These findings corroborate with the findings of Dziani, (2011).

Table 4.18: Organization Structure Descriptive Analysis

Statement	**most important**	**Very important**	**Moderately important**	**fairly important**	**Least important**	**Mean**	**Std. Deviation**
Reporting structure often influences	39.4%	33.6%	12.3%	11.7%	2.0%	2.4	1.315
Reporting structure does not influence	36.0%	21.5%	15.3%	20.2%	7.0%	2.4	1.348
Reporting structure fairly influences	30.5%	23.5%	23.0%	17.0%	6.0%	2.9	1.302
Reporting structurehardly influences	34.3%	33.2%	24.2%	7.0%	1.3%	3.3	1.386

4.6.6 Information on Public Policy Implementation

The respondents were asked if their organization implement public policies. Majority (52.94%) disagreed that their organization does implement public policies while 47.06% agreed that their organization do implement public policies. Among those who agreed that their organizations implement public policies, majority said that they strictly follow organizations rules and regulations. Figure 4.4 below shows the result of the findings.

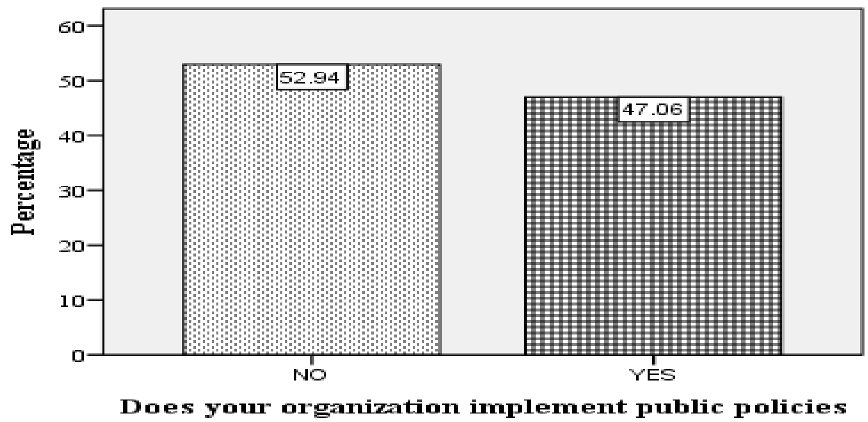


Figure 4.4: Implementation of Public Policy by Organization

The respondents were also asked to rate the performance of their organization during the last Performance Contracting (PC) as per the Evaluation done by the PC Board. The finding shows that many organizations are rated fairly in terms of performance. The results are displayed in Table 4.19 and are validated by the findings of Hicks, (2014).

Table 4.19: Public Policy Implementation Descriptive Statistics

Ratings	Percentage
Excellent	11.8
Very Good	11.8
Good	29.4
Fair	35.3
Poor	11.8
Total	100.0

The respondents were also asked to state whether their organization comply with the requirements of National Cohesion and Integration Commission on Gender and Regional balance. The outcome suggests that many organizations do not comply with the requirements of National Cohesion and Integration Commission on Gender and Regional balance since majority at 76.32% said no while 23.7% said yes. These findings reveal that National Cohesion and Integration Commission requirements are violated. For those who said yes many of them said they normally follow rules and guidelines based on constitution and other requirements. For those who said no, majority of the organizations said it is mainly due to nepotism, tribalism, and lack of good will to follow the constitution. In some cases, some respondent said that they are willing to consider gender and regional balance but, in many cases, there are some professions which are less represented by members of marginalized communities thus making it difficult to have regional balance. The same argument applies for gender imbalance. Such behavior are in line with postulations of kindred theory of organisational economics which is concerned with forestalling managerial “opportunistic behaviour” which includes shirking and indulging in excessive perquisites at the expense of shareholder interests (Williamson, 1985).

The respondents were also asked to rate monitoring and evaluation of policy implementation in their organizations. The results were as follows: M&E indicates Organization implements policies according to plan were rated as 41.1% least common, 27.7% fairly common 10.3% moderately common, 16.3% very common 4.6% most common. M&E indicates that Organizations which do not implement policies according to plan were rated as 16.9% least common, 14.9% fairly common 19.4% moderately common, 21.1% very common 32.1% most common. M&E indicates that Organization which fairly implements policies according to plan were rated as 12.5% least common, 15.0% fairly common 17.7% moderately common, 34.0% very common 17.4% most common. M&E indicates that Organization which occasionally implements policies according to plan were rated as 12.5% least common, 15.0% fairly common 17.7%

moderately common, 34.0% very common 17.4% most common the findings are shown in Table 4.20. These results corroborate with the findings of Fung *et al.*, (2012).

Table 4.20: Public Policy Implementation Descriptive Statistics

Statement	Least common	Fairly common	Moderately Common	Very common	most common	Mean	Std. Deviation
M&E 1	41.1%	27.7%	10.3%	16.3%	4.6%	3.56	1.371
M&E 2	12.5%	14.9%	19.4%	21.1%	32.1%	2.89	1.472
M&E 3	16.9%	15.0%	17.7%	34.0%	17.4%	3.26	1.307
M&E 4	34.3%	22.5%	18.6%	12.5%	13.2%	3.23	1.412

4.7 Diagnostic tests

4.7.1 Normality test

Skewness and kurtosis statistic was adopted to check the normality in the study as recommended by Myoung (2008). The skewness value for a normal distribution is zero, usually implying symmetric distribution. Kurtosis is a measure of the peakness of a distribution. West et al. (1995) proposed a reference of substantial departure from normality as an absolute skewness value greater than 2 and an absolute kurtosis value greater than 7. However, for this study the recommendation of Myoung (2008) who asserted that as a rule of thumb a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and + 1.0. The results presented in Table 4.21 shows that information technology capability had a skewness coefficient of -0.168 and its kurtosis coefficient being -0.295. Based on these it was concluded that Transparency, Accountability, Public Participation, Equity and Public Policy Implementation were normally distributed since they lie within the ± 1 range recommended by Myoung (2008). Ndah, (2010) also came up with the similar findings.

Table 4.21: Normality Test

Variables	Test	Statistic	Std. Error
Transparency	Skewness	-0.168	0.148
	Kurtosis	-0.416	0.295
Accountability	Skewness	-0.168	0.148
	Kurtosis	-0.416	0.295
Participation	Skewness	-0.168	0.148
	Kurtosis	-0.416	0.295
Equity	Skewness	-0.168	0.148
	Kurtosis	-0.416	0.295
Public Policy Implementation	Skewness	-0.168	0.148
	Kurtosis	-0.416	0.295

Kolmogorov Smirnov and Shapiro-wilk test was also used to test for normality for all the variables and the result are displayed in Table 4.22. From the outcome, it was evident that the entire variables were normally distributed since p-values were greater than 0.05 for both Shapiro-wilk and Kolmogorov test. These values confirm further that the data was normally distributed as was the case of skewness and kurtosis test.

Table 4.22: Kolmogorov- Smirnov and Shapiro-wilk

Variables	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Transparency	.052	173	.200*	.990	173	.242
Accountability	.046	173	.200*	.994	173	.612
Participation	.033	173	.200*	.996	173	.916
Equity	.039	173	.200*	.991	173	.280
Implementation	.040	173	.200*	.994	173	.682

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

4.7.2 Normality test using Q-Q plot

In some cases, Shapiro wilk test may be biased by the sample size, as the test may be statistically significant from a normal distribution in any scenarios where we have large samples. To be sure, a Q–Q plot or P-P Plot was employed for verification. Q-Q Plot is a graphical procedure that plots the observed values on the X-axis and the expected values on the Y-axis. If it is normally distributed, the points should fall on a straight line. In this study normality test for the dependent variable is displayed in the Figure 4.5. From the figure we can conclude that data was normally distributed.

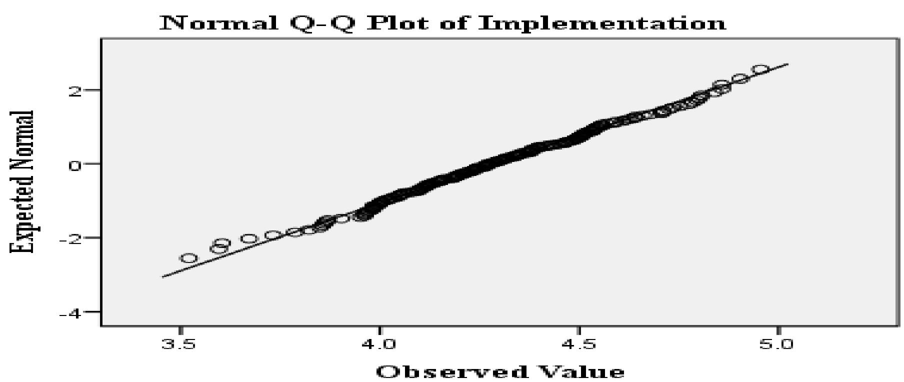


Figure 4.5: Normality test using Q-Q plot

4.7.3 Outliers test

Outlier are those observations which appear at the extreme end of the data, that is, those observations which appear very far from measures of central tendency. The presence of outliers may sometimes make the data not to be normally distributed or may lead to biasness in the analysis. For this reason, it was necessary to test the presence of outliers and the use of Box plot was adopted. When reviewing a boxplot, an outlier is defined as a data point that is located outside the fences of the boxplot (e.g: outside 1.5 times the interquartile range above the upper quartile and bellow the lower quartile). In cases where outliers exist it is necessary to remove the outliers to avoid biasness in the findings. For this study, there was no outlier detected see Figure 4.6.

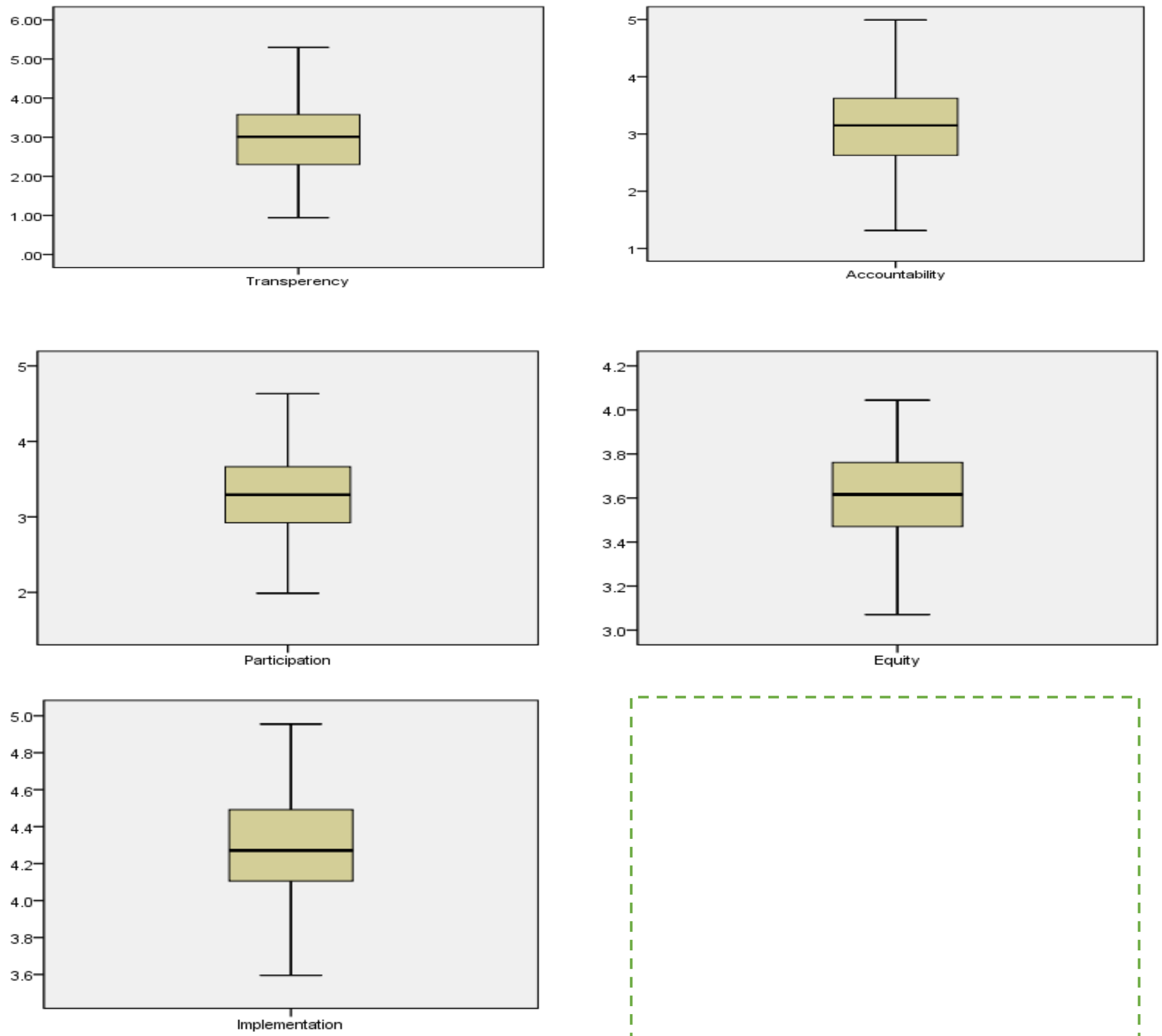


Figure 4.6: Box plot for Transparency, Accountability, participation, Equity and PI

4.7.4 Autocorrelation Test

Autocorrelation is an assumption in regression that the error terms are independent of each other, it also known as serial correlation, it determines the similarity between observations as a function of the time lag between them. The Durbin-Watson test was used to determine if autocorrelation exist. A *d* value of 2 means there is no autocorrelation. If Durbin Watson value is substantially below 2 then the data is positively autocorrelated. If *d*-value is substantially above 2 means then the data is negatively autocorrelated, as presented in Table 4.23. Durbin Watson value was 1.922 in the absence of moderator and 1.936 presence of indicating that there was no serial correlation in the data.

Table 4.23: Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.854[a]	.729	.722	.14097	1.922
2	.861[a]	.741	.735	.13067	1.936

a. Predictors: (Constant), Equity, Accountability, Transparency, Public Participation in Policy process:

b. Dependent Variable: Policy Implementation

4.7.5 Heteroscedasticity

Heteroscedasticity normally occurs when error terms do not have constant variance a across observations, Long and Ervin (2000). Breusch-Pagan can be used to test the null hypothesis that the error variance remains constant against the alternative that the error variances are not constant. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present if p-value> 0.05, the null hypothesis is rejected. If chi-square value is > 9.22 indicates that heteroscedasticity is present (Sazali, Hashida, Jegak & Raduan, 2010). In this study, the chi-square value was 5.672 showing that heteroscedasticity was not a problem. The results are presented in Table 4.24 which is supported by the findings of Gertz (2009).

Table 4.24: Breusch-Pagan for Heteroscedasticity

Ho	Variables	Chi2(1)	Prob > Chi2
Ho Constant Variance	Transparency,	5.672	0.2471
Ho Constant Variance	Accountability,	4.671	0.3412
Ho Constant Variance	Participation	5.672	0.1671
	and		
Ho Constant Variance	Equity	5.672	0.2363

4.8 Correlations Analysis

The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. A correlation coefficient of between 0.0 and 0.19 is considered to be “very weak”, between 0.20 and 0.39 is considered to be “weak”, between 0.40 and 0.59 is considered to be “moderate”, between 0.60 and 0.79 is considered to be “strong” and between 0.80 and 1.0 is considered to be “very strong”.

The researcher carried out correlation analysis between the variables of the study using Pearson product-moment correlation coefficient. Correlation Coefficient was used to test whether there existed interdependency between independent variables and also whether the independent variables were related to the dependent variable, public policy implementation. The findings show that all the independent variables had a positive and significant correlation with public policy implementation. Transparency (r=0.553, p-value=0.000), Accountability (r=0.519, p-value=0.000), Public Participation (r=0.547, p-value=0.000) and Equity (r=0.591, p-value=0.000) had a positive and significant relationship with Public Policy Implementation. The results are presented in Table 4.25

Table 4.25: Correlation Analysis of Independent Variable without Moderator

		Transparency	Accountability	Participation	Equity
Transparency	Pearson Correlation	1			
	Sig. (2-tailed)				
Accountability	Pearson Correlation	.795**	1		
	Sig. (2-tailed)	.000			
Participation	Pearson Correlation	.564**	.516**	1	
	Sig. (2-tailed)	.000	.000		
Equity	Pearson Correlation	.142	.292**	.248**	1
	Sig. (2-tailed)	.062	.000	.001	

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

In the presence of moderator, correlation coefficient r-values above improved and the relationship among the independent variable was significant. Since the r-values were less than 0.8, Tabachnick and Fidel (2001) rule of thumb was not contradicted hence there was no problem of multicollinearity. This suggests that the model was good enough in the presence of moderator as well as in the absence of moderator as shown in Table 4.26.

Table 4.26: Correlation Analysis of Independent Variable with Moderator

		Transparency	Accountability	Participation	Equity
Transparency	Pearson Correlation	1.000			
	Sig. (2-tailed)				
Accountability	Pearson Correlation	.895**	1.000		
	Sig. (2-tailed)	.000			
Participation	Pearson Correlation	.584**	.716**	1.000	
	Sig. (2-tailed)	.000	.000		.001
Equity	Pearson Correlation	.442	.492**	.642**	1.000
	Sig. (2-tailed)	.062	.000	.001	

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

4.9 Transparency

4.9.1 Transparency Linearity Test

To find out whether there was linear relationship between Transparency and Public Policy Implementation, Pearson moment's correlation coefficients was used as suggested by Cohen, West and Aiken (2003). The result of the finding is presented on table 4.27. The results indicate that the variables Public Policy Implementation and Transparency had a strong positive relationship indicated by a correlation coefficient value of 0.633**. This suggests that there was a linear positive relationship between Transparency and Public Policy Implementation which means that an increase in Transparency would lead to a linear increase in Public Policy Implementation. The current study results justify the results of the study conducted by Fung *et al.* (2012); Reinikka and Svesson (2011).

Table 4.27: Transparency Correlations Coefficients without Moderator

		Implementation policy	Transparency
Public policy Implementation	Pearson Correlation	1.000	.633**
	Sig. (2-tailed)		.000
Transparency	Pearson Correlation	.633**	1.000
	Sig. (2-tailed)	.000	

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

In the presence of moderator, correlation coefficient r-value increased from 0.633 to 0.723 and the relationship between independent variable (Transparency) and dependant variable (Public Policy Implementation) was significant as seen in table 4.28.

Table 4.28: Transparency Correlations Coefficients with Moderator

		Implementation policy	Transparency
Implementation policy	Pearson Correlation	1.000	.723**
	Sig. (2-tailed)		.000
Transparency	Pearson Correlation	.723**	1.000
	Sig. (2-tailed)	.000	

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

Linearity was tested using scatter plot between Public Policy Implementation and Transparency and the result in Figure 4.7 clearly indicates that there was linear relationship between Public Policy Implementation and Transparency.

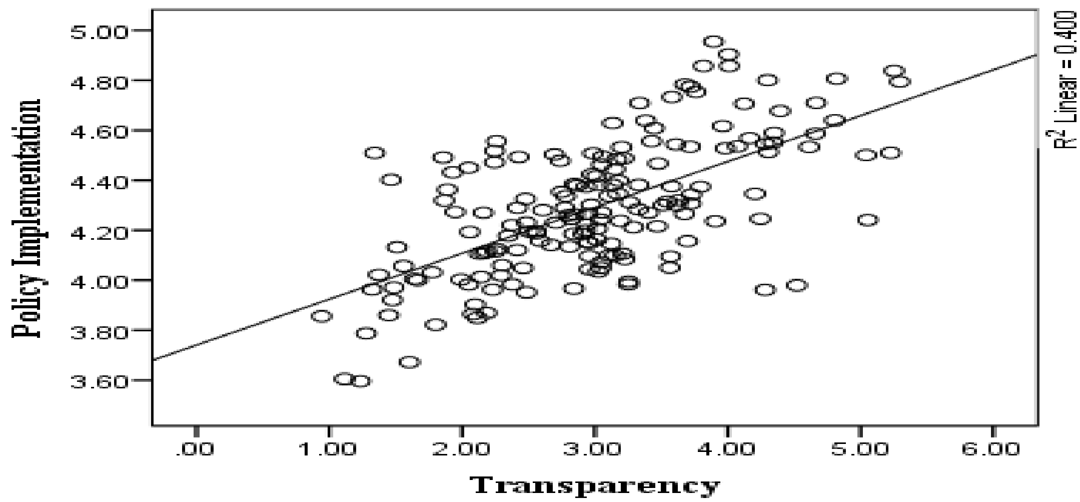


Figure 4.7: Scatter plot between Public Policy Implementation and Transparency

4.9.2 Regression Analysis for Transparency

Table 4.29 indicates the model summary for the regression between Transparency and Public Policy Implementation. An R-squared of 0.400 indicates that 40.0% of Public Policy Implementation is explained by changes in Transparency in the absence of moderator organization structure. However, with the moderating variable, organization structure, the R-square value increased from 40.0% to 0.523, (52.3%) and the significant influence of transparency on public policy implementation increase is justified by the results of Olukoshi (2000). The results of IMF (2014) study on its 2014 Fiscal Transparency Code also found a positive view of the potential impact of transparency and participation in fiscal matters as indicated in Table 4.29.

The ANOVA Table 4.9 shows that the regression model between Transparency and Implementation policy was significant (it indicates the goodness of fit for the regression model established between dependent variable and independent variable). F statistic of 114.074 indicated that the overall model was significant as this was further supported by a probability value of 0.000 which is less than 0.05 ($p=0.00>0.05$). Besides that, the F statistic value increased to 153.243 in the presence of moderator. This clearly shows that organization with well-established structures is more transparent and policy implantation is easier. The current study results justify the results of the study conducted by Fung, *et al.*, (2012); Reinikka and Svesson (2011). This is also supported by the study by Lee and Lim (2010) on Governance and Policy Performance in Korea which found out that governance eliminated the complexity and uncertainty in the policy-making and implementation processes by improving openness and transparency.

The regression coefficient in Table 4.28 shows that the regression model between Transparency and Public Policy Implementation was given as $Y=3.741+.184X_1$ which indicate that there was a positive and significant relationship between Transparency and Public Policy Implementation. The regression coefficient of 0.184 indicates that for a unit increase of Transparency, Public Policy Implementation increases by 0.184. The model is $Y=6.742+.264X_2$ coefficients 6.742 and 0.264 respectively. On moderation, an increase in a unit of transparency leads to an increase in 0.264 units of public policy implementation. According to IFAC (2013), Transparency also refers to openness about the outcomes a public-sector entity is pursuing, the resources necessary or used, and the performance achieved. In essence, Transparency represents the openness with which policy dialogue and implementation can be achieved. These findings are supported by Reinikka and Svensson (2011) study which showed how an information campaign to monitor spending by local officials can reduce corruption and also increase educational outputs. Thus, research has consistently ranked Transparency as crucial for policy implementation and lack of transparency may suggest gap in policy implementation.

Table 4.29: Influnce of Transparency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633[a]	.400	.397	.20776
2	.723	.523	.516	.20012

NOVA

Model	Indicator	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.924	1	4.924	114.074	.000[b]
	Residual	7.381	141	.043		
	Total	12.304	142			
2	Regression	5.624	1	5.624	153.243	.000[b]
	Residual	6.281	141	.0367		
	Total	12.905	142			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3.741	.054		69.44
	Transparency	.184	.017	.633	10.68
2	(Constant)	6.742	.054		70.63
	Transparency with moderator	.264	.016	16.5	12.78

a. Dependent Variable: Implementation policy
b. Predictors: (Constant), Transparency

4.10 Accountability

4.10.1 Accountability Linearity Test

Linearity of variables was tested using correlation coefficients as suggested by Cohen, West and Aiken (2003). To establish whether there is a linear relationship, the study adopted the Pearson moment's correlation coefficients which are presented in Table 4.30. The results indicate that the variables Public Policy Implementation and

Accountability had a strong positive relationship as indicated by a correlation coefficient of 539. This implies that there is a linear positive relationship. Thus, an increase in Accountability would result in a linear increase in Implementation of policy. The results of the current study corroborate with the findings of Alpin-Lardies (2010); Cornwal, *et al.*, (2000) Bruen *et al.*, (2013).

Table 4.30: Accountability Correlations Coefficients without moderator

		Implementation policy	Accountability
Implementation policy	Pearson Correlation	1.000	.539**
	Sig. (2-tailed)		.000
Accountability	Pearson Correlation	.539**	1.000
	Sig. (2-tailed)	.000	

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

However, in the presence of moderator, correlation coefficient r-value increased from 0.539 to 0.611 and the relationship between independent variable (Accountability) and dependent variable (Implementation policy) was significant as seen in Table 4.31.

Table 4.31: Transparency Correlations Coefficients with Moderator

		Implementation policy	Accountability
Implementation policy	Pearson Correlation	1.000	.611**
	Sig. (2-tailed)		.000
Accountability	Pearson Correlation	.611**	1.000
	Sig. (2-tailed)	.000	

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

Scatter plot between Public Policy Implementation and Accountability as shown in Figure 4.8 shows clearly that there was linear relationship between Public Policy Implementation and Accountability.

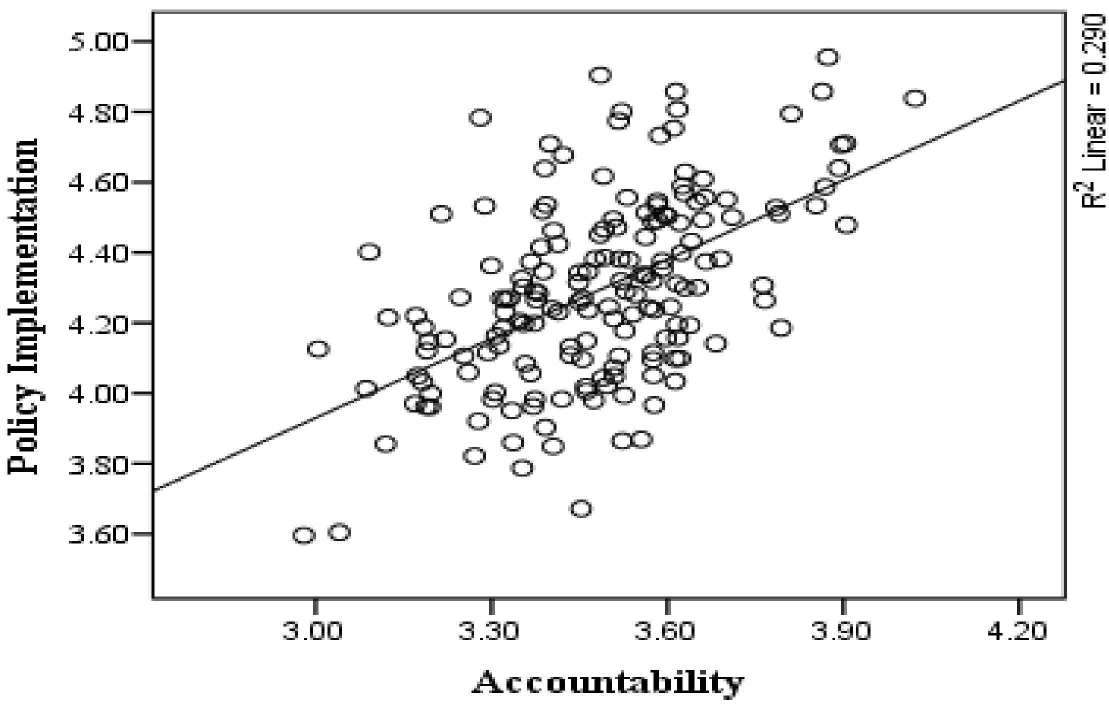


Figure 4.8: scatter plot between Public Policy Implementation and accountability

4.10.2 Accountability Regression Analysis

Regression analysis was conducted to establish the relationship between the Accountability and Public Policy Implementation. From the finding an R-square value of .290 was recorded indicating that 29.0% of Public Policy Implementation is explained by Accountability in the absence of moderator, organization structure. The model summery Table 4.32 shows the finding, however with the moderating variable, organization structure, the R-square value increased from 29.0% to 0.373, (37.3%) and the significant influence of transparency on public policy implementation increased. The result shown on Table 4.32 is a complete departure to the findings of Chepkemoi, (2015) who found a contrary result.

The F-statistics presented in table 4.32 indicated that the overall model was significant, that is, the independent variable, Accountability was a good joint explanatory variable for Public Policy Implementation with F-value of 69.95 without moderator and 78.537 with moderator. P-values $=0.000<0.05$ also indicates that the model was fit even in the presence of moderator.From the regression coefficient Table 4.31, there was positive and significant relationship between Accountability and Public Policy Implementation. The model is given as $Y=1.678+0.751X_2$. The regression coefficient of 1.678 indicates that an increase in Accountability by 1unit leads to an increase in Public Policy Implementation by 0.751units. In the presence of moderator, the model can be expressed as $Y=1.576+0.631X_2$. The results of the current study corroborate with the findings of Alpin-Lardies (2010); Cornwal *et al.,* (2000); Bruen *et al.* (2013).

Table 4.32: Influence of Accountability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539[a]	.290	.286	.22598
2	.611	.373	.362	.20012

ANOVA. Accountability with and without Moderator

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	3.572	1	3.572	69.947	.000[b]
1	Residual	8.732	141	.051		
	Total	12.304	142			
2	Regression	3.542	1	2.542	78.537	.000[b]
	Residual	7.712	141	.0451		
	Total	9.254	142			

Regression Coefficients for Accountability

Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	1.678	.313		5.361
	Accountability	.751	.090	.539	8.363
	(constant)	1.576	.313		4.261
2	Accountability with moderator	.631	.090	7.011	9.363

a. Dependent Variable: Implementation policy

b. Predictors: (Constant), Accountability

4.11 Public Participation

4.11.1 Linearity Test for Public Participation in Policy process

Linearity of variables was tested using correlation coefficients as suggested by Cohen, West and Aiken (2003). To establish whether there is a linear relationship, the study adopted the Pearson moment's correlation coefficients and the result presented in Table 4.33 below. The results indicate that the variables Public Policy Implementation and Public Participation in policy process had a strong positive relationship as indicated by a correlation coefficient of 0.802. These results confirm the findings of the study conducted by Pradhan *et al.* (2013); Banerjee *et al.* (2010); Duflo *et al.* (2013).

Table 4.33: Public Participation Correlations Coefficients without Moderator

		Public Policy Implementation	Public Participation:
Public Policy Implementation	Pearson Correlation	1.000	.802**
	Sig. (2-tailed)		.000
Public Participation in Policy process:	Pearson Correlation	.802**	1.000
	Sig. (2-tailed)	.000	

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

Correlation coefficient r-value increased from 0.802 to 0.812 in the presence of moderator and the relationship between independent variable (Public Participation) and dependent variable was (Public Policy Implementation) was significant as seen in Table 4.34.

Table 4.34: Public Participation: Correlations Coefficients with Moderator

		Implementation policy	Public Participation:
Implementation policy	Pearson Correlation	1.000	.812**
	Sig. (2-tailed)		.000
Public Participation in Policy process:	Pearson Correlation	.812**	1.000
	Sig. (2-tailed)	.000	

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

Scatter plot between Public Policy Implementation and Public Participation in policy process: shown in figure 4.9. Shows clearly that there was linear relationship between Public Policy Implementation and Public Participation in policy process:

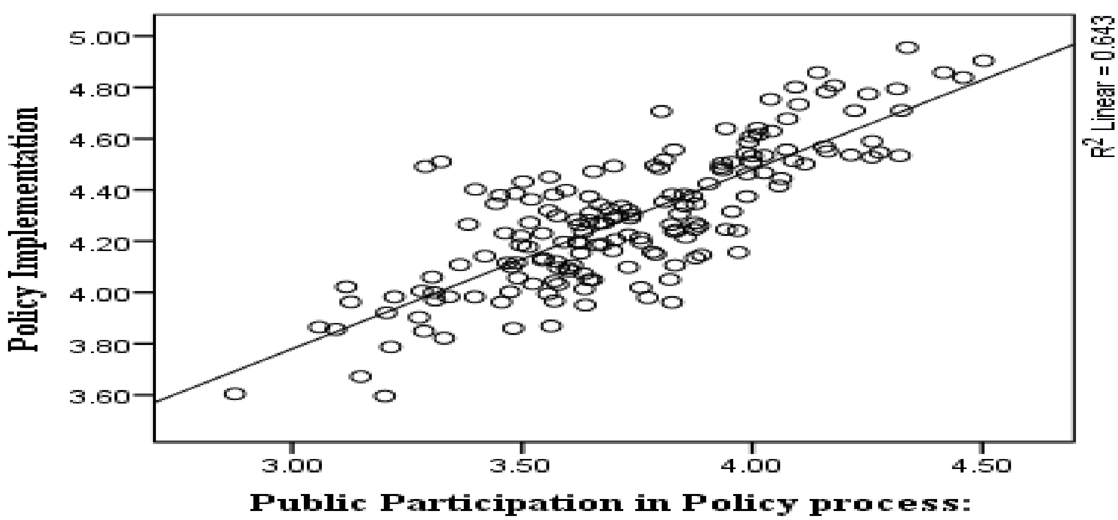


Figure 4.9: Scatter Plot between Public Policy Implementation and Public Participation

4.11.2 Regression Analysis for Public Participation

A simple regression analysis was conducted to establish the relationship between the Public Participation: and Public Policy Implementation. An R-squared value of 0.643 indicated that 64.3% of Public Policy Implementation is explained by Public Participation. With moderator, the R-square value of 0.659 was recorded. This was again an increment suggesting that 65.9% of Public Policy Implementation is explained by Public Participation in the presence of organization structure as a moderator. The F statistic presented in table 4.38 indicates that the model was significant with p-value being less than 0.05 for model 1 and model 2 respectively which confirms the findings of the study conducted by Pradhan *et al.* (2013); Banerjee *et al.*, (2010); Duflo et al., (2013).

The regression results after adjusting for the heterogeneity of variances indicated in Table 4.35 suggest further that there was a positive and significant relationship between Public Participation Public Policy Implementation. The model is given as $Y=1.684+0.699X_3$. From the regression model every unit change in Public Participation, Public Policy Implementation changes by 0.699. model 2 is given by $Y=1.436+0.731X_3$ showing the relationship between Public Participation and Public Policy Implementation in the presence of moderator, which confirms the findings of the study conducted by Pradhan et al., (2013), Banerjee, *et al.*, (2010), and Duflo, et al., (2013).

Table 4.35: Influence of Public Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802[a]	.643	.641	.16028
2	.812[a]	.659	.646	.16324

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.911	1	7.911	307.951	.000[b]
	Residual	4.393	171	.026		
	Total	12.304	172			
2	Regression	8.611	1	8.611	268.255	.000[b]
	Residual	5.493	171	.0321		
	Total	14.104	172			

Regression - Coefficient for Public Participation in Policy process:

Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	1.684	.149		11.299
	Public Participation in Policy process:	.699	.040	.802	17.549
2	(constant)	1.436	.313		4.261
	Public Participation in Policy process: with moderator	.731	.090	3.011	9.363

a. Dependent Variable: Implementation policy

b. Predictors: (Constant), Public Participation in Policy process:

4.12 Equity

4.12.1 Linearity Test for Equity

To establish whether there is a linear relationship, the study adopted the Pearson moment's correlation coefficients and the result presented in Table 4.36. The results indicate that the variables Public Policy Implementation and Equity had a strong positive relationship as indicated by a correlation coefficient of 0.492. The results of the current study are in line with Folk *et al.,* (1993); Gichinga (2007); Stewart (2010); Kaplan (2009).

Table 4.36: Equity Correlations Coefficients without Moderator

		Implementation policy	Equity
Implementation policy	Pearson Correlation	1.000	.492**
	Sig. (2-tailed)		.000
Equity	Pearson Correlation	.492**	1.000
	Sig. (2-tailed)	.000	

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

However, in the presence of moderator, correlation coefficient r-value decreased from 0.492 to 0.476 and the relationship between independent variable (Equity) and dependent variable was still significant as seen in Table 4.37.

Table 4.37: Equity Correlations Coefficients with Moderator

		Implementation policy	Equity
	Pearson Correlation	1.000	.476**
Implementation policy	Sig. (2-tailed)		.000
	Pearson Correlation	.476**	1.00
Equity	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

Scatter plot between Public Policy Implementation and Equity as shown in Figure 4.10 clearly shows that there is linear relationship between Public Policy Implementation and Equity.

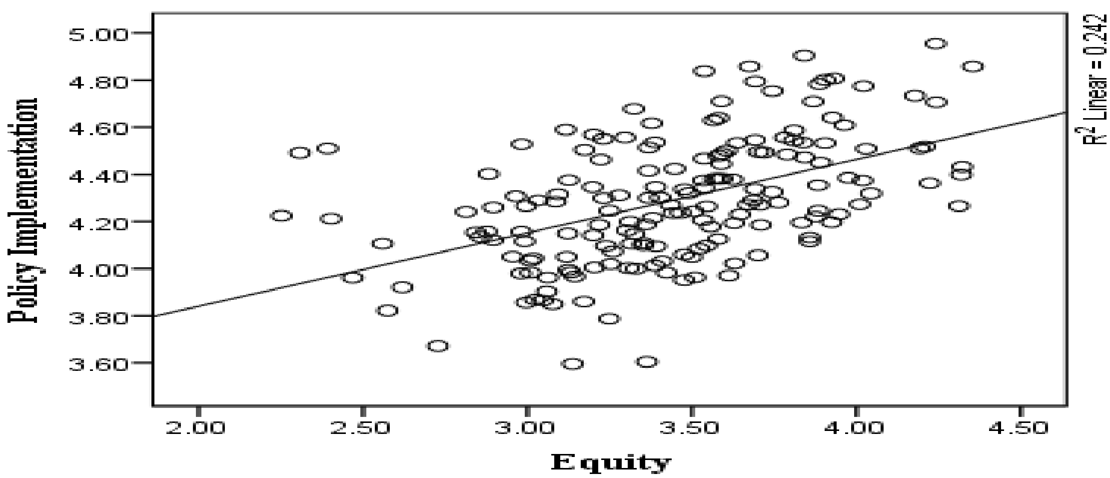


Figure 4.10: Scatter Plot between Public Policy Implementation and Equity

4.12.2 Regression Analysis for Equity.

From the Table 4.38, the value of R-square without the moderating variable was 0.242. This implies that 24.2% of Public Policy Implementation of could be explained by Equity. However, with the moderating variable, organization structure, the R-square value reduced to 0.227, (22.7%) but there was still some significant influence of equity on Public Policy Implementation. The F-statistic presented in table 4.38 indicates that both the models were significant with p-value being less than 0.05. The regression results indicated in Table 4.38 suggest further that there was a positive and significant relationship between Public Policy Implementation and Equity. From the regression model every unit change in Equity, Public Policy Implementation changes by 0.312 units. The model is expressed as $Y=3.217+0.312X_4$. Besides that, the other model can be expressed as $Y=4.436+1.731X_4$ in the presence of moderator. The results of the current study are in line with Folk, *et al.*, (1993), Gichinga (2007), Stewart, (2010), and Kaplan, (2009). The results are also supported by the study of Lee and Lin (2010) on Governance and Policy Performance in Korea which found that establishing fair rules of the game and trust between participants helped reduce transaction costs in the policy making and implementation process.

Table 4.38: Influence of Equity

Model				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.492[a]	.242	.237	.23360
2	.476[a]	.227	.224	.26324

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	2.973	1	2.973	54.487	.000[b]
	Residual	9.331	171	.055		
	Total	12.304	172			
2	Regression	3.611	1	3.611	112.49	.000[b]
	Residual	5.493	171	.0321		
	Total	9.104	172			

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	3.217	.146		21.962
	Equity:	.312	.042	.492	7.382
2	(constant)	4.436	.313		4.261
	Equity: with moderator	1.731	.090	3.011	9.363

a. Dependent Variable: Implementation policy

b. Predictors: (Constant), Public Participation in Policy process:

4.13 Multivariate Regression Analysis

This section presents the results on the combined effects of all the independent variables which are Transparency, Accountability, Public Participation and Equity on the dependent variable that is Public Policy Implementation. A multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable. Therefore:

The overall multiple regression model used in this research was:

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

The overall moderated multiple regression model was expressed as:

$$Y = \beta_0 + \beta_1 X_1 {*}Z + \beta_2 X_2 {*}Z + \beta_3 X_3 {*}Z + \beta_4 X_4 {*}Z + \varepsilon$$

where

Y = Implementation policy

X_1 = Transparency

X_2 = Accountability

X_3 = Public Participation in Policy process:

X_4 = Equity

Z = Organizational structure (moderating variable).

Table 4.39 shows the analysis of the fitness of the model used in the study. The results indicate that the overall model was satisfactory as it is supported by coefficient of determination also known as the R-square of 0.729. This means that all the independent variables explain 72.9% of the variations in the dependent variable. In addition to that, the model became better in the presence of moderator as the overall R-square increased from 0.729 to 0.741 that is 72.9% to 74.1%. The results of the current study are in line with Folk *et al.,* (1993), Gichinga (2007), Stewart, (2010), Kaplan, (2009). The results also support the preposition of Stewardship theory that the organisation structure helps the executive to formulate and implement plans for high corporate performance (Donaldson, 1985). The table provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. This was supported by an F statistic of 32.348 and the reported p-value (0.000) which was less than the conventional probability of 0.05 significance level. Also, for model 2 where the moderator is present the model was still significant as the F statistic value was 152.965 with p-value 0.000<0.05. These results suggest that the independent variables are good predictors of Public Policy Implementation in both absence and presence of moderator. The results of the current study are in line with Folk, *et al.,* (1993), Gichinga (2007), Stewart, (2010), Kaplan, (2009). Regression of coefficients results in the table shows that there is a positive and significant relationship between Public Policy Implementation (dependent variable) and Accountability, Transparency, Public Participation and Equity (explanatory variables).

Table 4.39: Overall Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-
1	.854[a]	.729	.722	.14097	1.9
2	.861[a]	.741	.735	.13067	1.9

ANOVA with Moderator and without Moderator

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.966	4	2.241	112.789	.000[b]
	Residual	3.339	168	.020		
	Total	12.305	172			
2	Regression	8.566	4	2.142	152.965	.000[b]
	Residual	2.339	168	.014		
	Total	10.905	172			

Overall Regression Coefficients without Moderator

Hypotheses	t- value	Sig value	Decision
H0: $\beta_1 = 0$ **H1:** $\beta_1 > 0$	3.060	.001	Reject **H0**
H0: $\beta_2 = 0$ **H1:** $\beta_2 > 0$	9.450	.000	Reject **H0**
H0: $\beta_3 = 0$ **H1** $\beta_3 > 0$	2.724	.007	Reject **H0**
H0: $\beta_4 = 0$ **H1:** $\beta_4 > 0$	6.176	.000	Reject **H0**

Overall Regression Coefficients with Moderator

Hypotheses	t- value	Sig value	Decision
H0: $\beta_1 = 0$ **H1:** $\beta_1 \neq 0$	2.395	.018	Reject **H0**
H0: $\beta_2 = 0$ **H1:** $\beta_2 \neq 0$	.207	.037	Reject **H0**
H0: $\beta_3 = 0$ **H1:** $\beta_3 \neq 0$	1.790	.006	Reject **H0**
H0: $\beta_4 = 0$ **H1:** $\beta_4 \neq 0$	14.833	.024	Reject **H0**

a. Dependent Variable: Public Policy Implementation
b. Predictors: (Constant), Equity, Accountability, Transparency, Public Participation

From the finding, the overall model obtained is expressed as:

$$Y=1.916+0.701X_1+0.573X_2+0.189X_3+0.169X_4$$

These were supported by beta coefficients of 0.701, 0.573, 0.189 and 0.169 respectively. This result shows that a change in either of the variables will definitely lead to a positive change in Public Policy Implementation.

Besides that, in the presence of moderator the model becomes $Y=1.487+0.605X_1Z+0.120X_2Z+0.205X_3Z+0.178X_4Z$

In addition to that, the hypotheses: -

> **H_{01}:** Transparency has no influence on Public policy implementation in Kenya (**H_0:** $\beta_1 = 0$ vs **H_1:** $\beta_1 > 0$)
>
> **H_{02}**: Accountability has no influence on Public policy implementation (**H_0:** $\beta_2 = 0$ vs **H_1**: $\beta_2 > 0$)
>
> **H_{03}**: Public Participation has no influence on Public policy implementation (**H_0:** $\beta_3 = 0$ vs **H_1**: $\beta_3 > 0$)
>
> **H_{04}**: Equity has no influence on Public policy implementation in Kenya (**H_0:** $\beta_4 = 0$ vs **H_1**: $\beta_3 > 0$)

were tested and the results also indicates all the hypotheses were rejected. Table 4.40 show the summery of the hypotheses rejected which corroborates with Folk *et al.*, (1993), Gichinga (2007), Stewart, (2010), Kaplan, (2009).

Table 4.40: Summary of Research Hypotheses Test Results

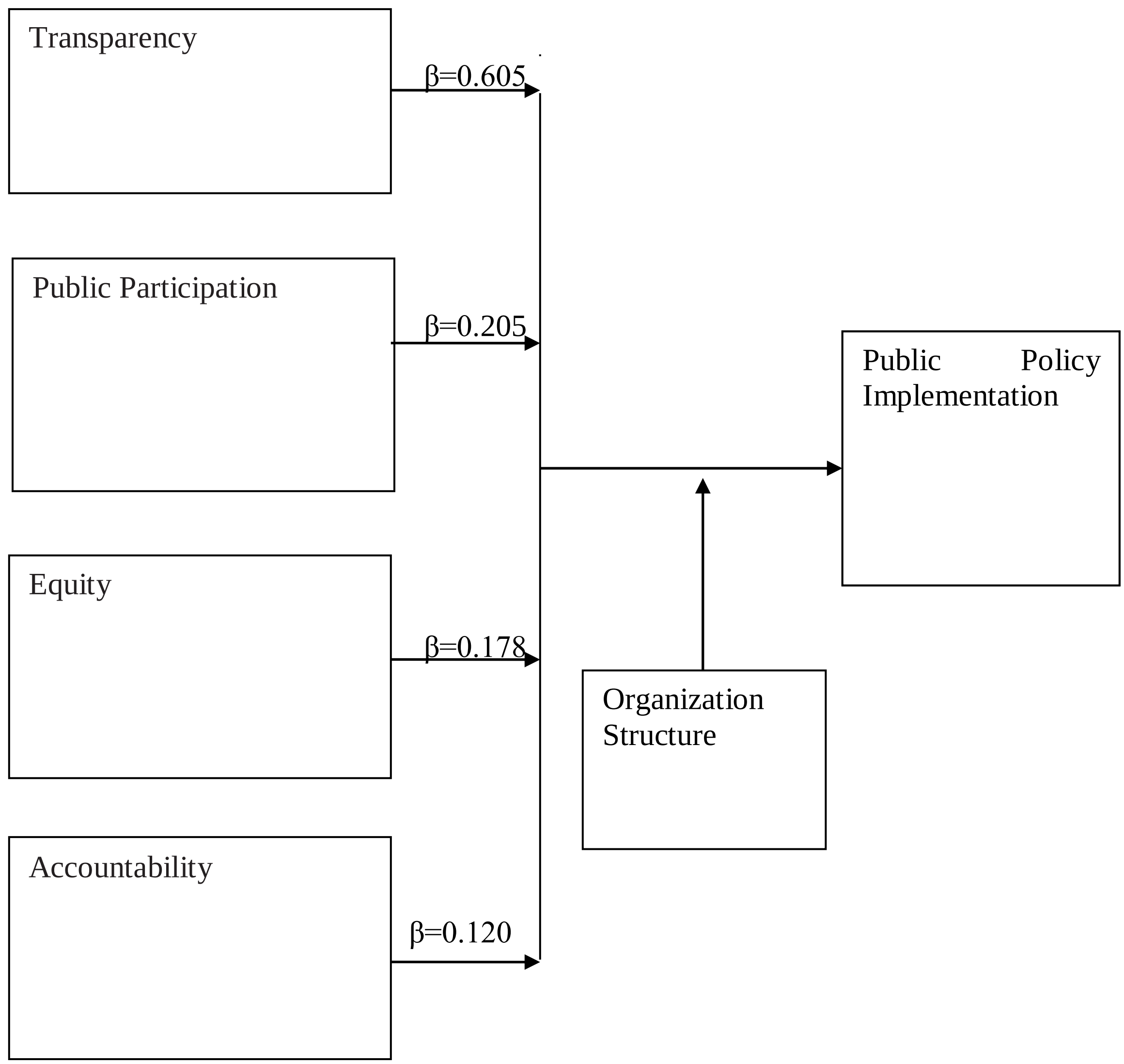
Research Objective Hypotheses Test Results Objective 1: To establish whether transparency has influence on policy implementation in Kenya.	**Hypothesis 1:** H0: Transparency has no influence on public policy implementation in Kenya	**Null hypothesis rejected**
Objective 2: To determine if accountability has a influence on public policy implementation in Kenya.	**Hypothesis 2:** H0: Accountability has no influence on public policy implementation in Kenya	**Null hypothesis rejected**
Objective 3: To explore if public participation has influence on public policy implementation in Kenya.	**Hypothesis 3:** H0: Public participation has no influence on public policy implementation in Kenya	**Null hypothesis rejected**
Objective 4: To determine if equity has influence on public policy implementation in Kenya.	**Hypothesis 4:** H0: Equity has no influence on public policy implementation in Kenya	**Null hypothesis rejected**
Objective 5: To examine the moderating effect of organizational structure on influence of governance on policy implementation in public sector in Kenya.	**Hypothesis 5:** H0: Organization structure has no significant moderating effect on governance and policy implementation in public sector in Kenya.	**Null hypothesis rejected**

4.14 Optimal Model

Based on the tests conducted in this study it was concluded that the independent variables (Transparency, Accountability, Public Participation and Equity), had positive influence on the dependent variable (Public Policy Implementation in Kenya). The moderating variable (Organization Structure) was found to have a moderating effect on the relationship between independent variables and dependent variable since it raises the influence of Transparency, Accountability, Public Participation and Equity on Public policy implementation in Kenya. Moreover by comparing the overall regression model 1 (without moderator) with overall regression model 2 (with moderator), it was clear that R-squared value for model 1 was less than R-squared value for model 2 that is $R_1^2 < R_2^2 = 0.729 < 0.741$ meaning that Organization Structure had a moderating effect on the overall model. Consequently, based on the research findings the proposed study model was not retained as the optimal model. From the moderation effect of organizational structure; transparency, public participation, equity and accountability positively influenced policy implementation in that order respectively. Oketch and Somerset, (2010), Abuya (2015) disagree with the results of the current study while Ndah, (2010), Cerna (2013), and Dziani (2011) studies corroborates with the results.

Thus the optimal model is

$$Y=1.487+0.605X_1Z +0.205X_3Z+ 0.178 X_4Z+ 0.120X_2Z$$



Independent Variables **Moderating Variable** **Dependent Variable**

Figure 4.11: Optimal Model and Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the summary of findings, conclusions and recommendations of the study are presented. The purpose of the study was to explore the influence of governance on policy implementation in public sector in Kenya. The objectives of the study were to establish the influence of transparency on policy implementation in public sector in Kenya, to determine the influence of accountability on policy implementation in public sector in Kenya, to explore the influence of public participation on policy implementation in public sector in Kenya; and to determine the influence of equity on policy implementation in public sector in Kenya.

5.2 Summary of Major Findings

5.2.1 Transparency

The first objective of the study sought to determine the influence of transparency on policy implementation in public sector in Kenya. It was hypothesised that Transparency has positive influence on policy implementation in public sector in Kenya. The study found that 62.9% of the respondents strongly agree that information is only availed to the public as a statutory requirement. The Study also found that the public does not get informed and this affects the public in the implementation of public policy since 22.9% and 29.9% was rated least important and fairly important respectively.

The study found that Public Policy Implementation and Transparency had a strong positive relationship shown by a correlation coefficient value of 0.633. This indicates that there is a linear positive relationship between Transparency and Public Policy Implementation which means that an increase in Transparency would lead to a linear increase in Public Policy Implementation.

These findings are supported by the study which showed how an information campaign to monitor spending by local officials can reduce corruption and also increase educational outputs. Thus, research has consistently ranked Transparency as crucial for policy implementation and lack of transparency may suggest gap in public policy implementation.

5.2.2 Accountability

The second objective of the study was to determine the influence of accountability on policy implementation in public sector in Kenya. It was hypothesized that Accountability has no positive influence on policy implementation in public sector in Kenya. From the descriptive statistics and regression analysis the study found that 35.77% of the respondents indicated that there is no criterion for evaluating performance at their organizations. The study also found that Organizations do not operate according to the budget which was rated 31.0% most common, 32.8% very common. The absence of these accountability attributes could suggest the gap in public policy implementation.

With the moderator, accountability explains 37.3% of public policy implementation. The result also indicated that there was a positive and significant relationship between accountability and Public Policy Implementation. The model depicts regression coefficient of 1.678 which indicates that an increase in Accountability by 1unit leads to an increase in Public Policy Implementation of by 0.751 units. Similarly, on moderation, an increase in 1 unit of Accountability leads to an increase 0.631 increase in Public Policy Implementation. The results confirmed null hypothesis was rejected and that Accountability has a significant positive influence on Public Policy Implementation in Kenya.

5.2.3 Public Participation

The third objective of the study was to explore the influence of Public Participation on Public Policy Implementation in Kenya. It was hypothesized that Public Participation has no positive influence on Public Policy Implementation in Kenya. From the descriptive statistics and data analysis a majority (69.23%) disagreed that their organization involves public participation in the implementation of policy. A majority of (75%) also disagreed that their organization have programs for building capacity of stakeholders.41.1% of the participants stated that public input is not included in policy decisions rating it as least common. The fact that a majority of public organizations do not involve public participation and neither build their capacity in policy process is contrary to Article 174 of the Kenyan Constitution which states the objects of devolution as "to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; to recognise the right of communities to manage their own affairs and to further their development.

The study adopted the Pearson moment's correlation coefficients and the result indicates that the variables Public Policy Implementation had a strong positive association with Public Participation in policy process as indicated by a correlation coefficient of 0.596. This implies that there was a linear positive association between Public Participation and Public Policy Implementation. Thus an increase in public participation would result in a linear increase in implementation of policy.

5.2.4 Equity

The fourth objective of the study was to determine the influence of equity on policy implementation in public sector in Kenya. It was hypothesized that equity has no influence on policy implementation in public sector in Kenya. Descriptive statistics and a simple regression analysis were conducted to establish the relationship between the Equity and Public Policy Implementation. The results indicate that a majority (56.25%) disagreed that their organizations practice impartiality, fairness and justice in the implementation of policy. Those who disagreed listed vices such as nepotism, tribalism, corruption, and vested personal interest of an individual as their main challenges towards achieving impartiality, fairness and justice in many organizations. Further analysis reveals that many organizations do not practice fairness in burden and reward distribution as 63.7% said NO while 34.3% said YES. The results reveal that many organizations do not practice gender and regional balance as 73.2% of the respondent stated that their organizations do not.

The outcome also suggests that many organizations do not comply with the requirements of National Cohesion and Integration Commission on Gender and Regional balance since majority at 76.32% said no while 23.7 said yes. These findings reveal that National Cohesion and Integration Commission requirements are violated. The study adopted the Pearson moment's correlation coefficients and the results indicate that the variables Public Policy Implementation and Equity had a strong positive relationship as indicated by a correlation coefficient of 0.492^{**}. This implies that there was a linear positive association between equity and public policy implementation. Thus, an increase in equity would result in a linear increase in public policy implementation.

5.2.5 Moderating effect of Organization Structure

The fifth objective was to assess the moderating effect of organization structure in the relationship between governance and public policy implementation. Based on this objective, hypothesis five was formulated which predicted that organization structure has no significant moderating effect on governance and public policy implementation in Kenya. A regression analysis was done to determine the effect that organization structure has on the relationship between Governance and Public Policy Implementation. The result found a R^2 value of 0.741. The R^2 value of 0.741 implied that 74.1% of the variation in the dependent variable Public Policy Implementation was explained by the variation of the model independent variables under the influence of the Organization Structure.

In addition where the moderator is present the model was still significant as the F statistic value was 152.965 with p-value 0.000<0.05. These results suggest that the independent variables are good predictors of Public Policy Implementation in the presence of moderator. Moreover by comparing the overall regression model (without moderator) with overall regression model (with moderator), it was clear that R-squared value for model without moderator was less than R-squared value for model with moderator that is $R_1^2 < R_2^2 = 0.729 < 0.741$ meaning that Organization Structure had a moderating effect on the overall model.

5.2.6 Public Policy Implementation

A multivariate analysis was conducted to determine the combined effects of all the independent variables which are Transparency, Accountability, Public Participation and Equity on the dependent variable that is Public Policy Implementation. The results indicate that the overall model was satisfactory as it is supported by coefficient of determination R-square of 0.729. This means that all the independent variables explain 72.9% of the variations in the dependent variable. Regression of coefficients results shows that there is a positive and significant relationship between Public Policy Implementation (dependent variable) and Accountability, Transparency, Public Participation and Equity: (explanatory variables) in Policy process.

These were supported by beta coefficients of 0.701, 0.573, 0.189 and 0.169 respectively. This result shows that a change in either of the variables will definitely lead to a positive change in Public Policy Implementation. The results on the analysis of the variance (ANOVA) indicate that the overall model was statistically significant. This was supported by an F statistic of 32.348 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance-level.

5.3 Conclusion

Based on the study findings, the study concludes that effective implementation of Public policy in public sector is affected by transparency followed accountability then public participation and then equity. These are the major governance factors that mostly affect effective implementation of public policy in public institutions in Kenya.

The study concludes that transparency is the first important factor that affects effective public policy implementation in the public sector in Kenya. The optimal model of the study shows that transparency has a significant influence of 0.701 on public policy implementation. This implies that increasing levels of transparency by a unit would increase the levels of effective implementation of public policy by 0.701. This shows that transparency has a positive influence on effective public policy implementation. Transparency factors such as rate of availability of information, dissemination of information and access to information affects effective implementation of public policy in public sector in Kenya.

Accountability is the second important factor that affects effective public policy implementation in the public sector. The optimal model of the study shows that increasing levels of training by a unit would increase the levels of effective implementation of public policy by 0.573. This shows that accountability has a positive influence on effective public policy implementation. According to the study findings, accountability factors such as criteria for evaluating public performance, Expenditure Control and obligation to citizens and stakeholder to a large extent affect effective policy implementation in public sector in Kenya.

Public participation is the third important factor that affects effective public policy implementation in the public sector. The optimal model of the study shows that increasing levels of public participation by a unit would increase the levels of effective implementation of public policy by 0.189. This shows that public participation has a positive influence on effective public policy implementation. According to the study findings, public participation factors such as engaged civil society, public input in policy decisions and building capacity of stakeholders to a large extent affect effective policy implementation in public sector in Kenya.

The study concludes that equity is the fourth important factor that affects effective public policy implementation in the public sector in Kenya. The optimal model of the study shows that Equity has a significant influence of 0.169 on Public Policy Implementation. This implies that increasing levels of equity by a unit would increase the levels of effective implementation of public policy by 0.169. This shows that Equity has a positive influence on effective public policy implementation. Equity factors such as fairness in burden and reward distribution, gender and regional balance and impartial resource (revenue) allocation affects effective implementation of public policy in public sector in Kenya.

From the findings of the study, it is concluded that Transparency, Accountability, Public Participation and Equity are major determinants of Public Policy Implementation. Therefore, the gap in policy implementation is to a large extent explained by the gap in governance. The findings suggest that the gap between policy and practice is the governance gap and this is the thesis of this study.

5.4 Recommendations

The study recommends that public sector should adopt good governance practices in order to improve on policy implementation in the sector. On Transparency, the study recommends that public institutions should ensure availability and clarity of information provided to the general public about government activity. The government must not only provide information, but also ensure that as many citizens as possible have access to this information with the goal of increasing citizen participation. Regarding Accountability, the study recommends that the government should have effective mechanisms that obligate public sector entities to the citizens and other stakeholders to account, and be answerable, for their policies, decisions, and actions, particularly in relation to public finances. Concerning Public Participation, the study recommends that the government should ensure that there is an engaged civil society which encourages public input into decision making on government plans and budgeting and build capacity of stakeholders for effective participation in the policy process. The government ought to adhere to the provisions of Kenya Constitution 2010 whose object for public participation is to give powers of self governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; and to recognize the right of communities to manage their own affairs and to further their development (Government of Kenya, 2010).

On equity, the study recommends that the government should ensure that basic needs are provided to all citizenry and that burdens and rewards should not be divergent across the community, and that policy should be directed with impartiality, fairness and justice. In this regard public institutions should enforce the provisions of Article 27(4) of the Kenyan Constitution which states that "The State shall not discriminate directly or indirectly against any person on any ground, including race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth" (Government of Kenya, 2010). The study recommends that management should embrace the governance principles when formulating and implementing policies at all times. Transparency, accountability, public participation and equity should be at the fore during policy making process. Information should be open to all and dissemination mechanisms ought to favour all. The management should be able to account for all the decision they implement. Public participation by all stakeholders should be encouraged for appropriate decision making. Management should ensure fairness, justice and equality in their dealing with the employees and operations in the organization.

On theory and knowledge, the study recommends that principal-agent theory that focuses on the interests, incentives, and information of policy authorizers and implementers should be referred when making policies. The underlying tenets of the theory are the ability of the authorizers and implementers to reach consensus on how to implement the formulated policy. Public choice theory is also important in policy formulation and should be embraced by the policy makers. The theory enables a decision on interest of nation/country and its citizens. Importantly, the theory explains how coalitions take shape, evolve, and interact during policy debates. The other theories such as the stakeholders' theory, steward theory, social contract theory and theory Y can also be referred during the decision making process.

During policy making process, Transparency, Accountability, Participation, Control of Corruption and Equity should be embraced for the success of policies. Of importance is transparency and public participation that play a key role in shaping the policy. Stakeholders should fully focus on governance principles for the success of policy formulation and implementation. The study contributes to the body of knowledge by determining that effective implementation of policy in public sector in Kenya is greatly affected by transparency, accountability, public participation and equity. The study contributes to the existing literature in the field of governance by elaborating exiting theories, models and empirical studies on factors affecting effective implementation of policy in public sector institutions in Kenya. The study thus contributes to the existing knowledge in governance by not only reviewing theories and models that can be applied to improve policy implementation in public organizations but by explaining the policy implementation gap as the governance gap.

The study is a milestone for further research in the field of policy implementation in Africa and particularly in Kenya. The findings demonstrated the important factors to effective implementation of policy in public institutions to include; transparency, accountability, public participation, and equity. The current study did not delve on effect of corruption effective implementation of policy. Control of Corruption refers to capturing perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests (Kaufman, 2010). Although the corruption variable was dropped in this study because of the challenges of collecting data about it and its being closely related to the four governance variables, there is a need to conduct a study to determine the effect of this variable on policy implementation. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other Non governmental and private sector institutions in Kenya and other countries in order to establish whether the explored factors can be generalized to affect effective implementation of policy.

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APPENDICES

Appendix I: Letter of Introduction

Tobias Konyango

JKUAT CBD Nairobi Campus

Nairobi, Kenya

May 2016

Dear Respondent

I am a PhD student at the Jomo Kenyatta University of Science and Technology, School of Human Resource Development. In partial fulfillment of the course requirements, I am conducting a study on **(INFLUENCE OF GOVERNANCEON PUBLIC POLICY IMPLEMENTATION IN KENYA)**

I would appreciate assistance with archived data on various financial parameters based on the attached data sheet. The information in this data sheet will be strictly confidential and will not be used for any other purpose other than for this research. Your assistance in facilitating the same will be highly appreciated.

Thank you in advance.

TOBIAS KONYANGO

Appendix II Questionnaire

Introduction

The purpose of this questionnaire is to assess the effect of governance on policy implementation in Kenya. Kindly fill your responses in the provided spaces as appropriate, All the information provided here will be considered private and confidential and used for the purpose of this research only.

SECTION A: GENERAL INFORMATION

1. Name of the Organisation

____

2. Position/Function in the Organisation

____

3. Legal Entity of the Organisation

Ministry ☐

Agency ☐

Parastatal ☐

Institution ☐

Other public equivalent body (*please explain*)_______________________________

4. Experience in the organization/institution ______________________

5. Experience in the public policy implementation process _____________________

SECTION B: INFORMATION ON PUBLIC POLICIES

Knowledge and Awareness of Policy Implementation in GAS

1. Does the organization implement public policies?

a) Yes [ ]   b No [ ]

2. If yes, which policies do you know are being implemented?

____

____

____

3. What do you know about the policy implementation at the organization?

____

____

____

4. Do you understand the objectives of policy implementation in the organization?

a) Very well [ ]   b) Well [ ]   c) Vaguely [ ]   Not at all [ ]

5. Do you think there is a gap in policy implementation in the organization?

a) Yes [ ]   b) No [ ]

6. State/Mention the nature/type of gap in policy implementation you know to exist in organization.

____

____

____

SECTION C: INFORMATION ON GOVERNCANCE

a) Transparency

1. Do you think that availability of information on government activity to the public is important in the implementation of policy at the organization?

____

____

____

2. What do you think are the main purposes of giving information on government activity to the public in the implementation of policy at your organization (please rank the following statements, where 1 is the most important and 5 the least).

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
To meet statutory requirements					
To increase public awareness					
To gain information on public views					
To decide between particular options					
To empower the or ganization					

3. What do you think are the main benefits that giving information on government activity to the public brings in implementation of policy at your organization? (Please rank the following statements, where 1 is the most important and 5 the least).

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
Better making and implementation of policy					
Better policy-making on specific points					
Improvements in public service					
Greater public awareness					
Community empowerment					

4. How would rate the present level of availing information on government activity to the public in the implementation of public policy at your organization? Please rank the following statements where 1 is the most important and 5 the least)

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
Public often given information					
Public does not get informed					
Public fairly informed					
Public occasionally gets informed					

b) Accountability

1. Does your organization have a criterion for evaluating performance?

a) Yes [ ]   b No [ ]

2. If yes, which criteria does your organization use?

a) Monitoring & Evaluation [ ]   b) Performance Appraisal [ ]

3. How do you rate the performance of your organization in expenditure control. Please rank the following statements where 1 is the most important and 5 the least)

	Most common (1)	Very common (2)	Moderately common (3)	Fairly common (4)	Least common (5)
Organization operates according to budget					
Organization does not operate according to budget					
Organization fairly operates according to the budget					
Organization occasionally deviates from the budget					

5. What do you think are the main purposes of obligation of public sector entities to the citizens to account, and be answerable, for their policies, decisions, and actions in the implementation of policy at your organization (please rank the following statements, where 1 is the most important and 5 the least).

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
To meet statutory requirements					
To increase public awareness					
To gain information on public views					
To decide between particular options					
To empower the or Organization					

c) Public Participation

1. Do you think your organization involve public participation in the implementation of policy?

a) Agree [ ]		b Disagree [ ]

2. Do you think that public participation is important in the implementation of policy at the organization?

____

____

____

____

3. What do you think are the main purposes of public participation in the implementation of policy at your organization (please rank the following statements, where 1 is the most important and 5 the least).

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
To meet statutory requirements					
To increase public awareness					
To gain information on public views					
To decide between particular options					
To empower the organization					

4. How would you rate public input in policy decisions of your organization? Please rank the following statements, where 1 is the most important and 5 the least.

	Most common (1)	Very common (2)	Moderately common (3)	Fairly common (4)	Least common (5)
Public input is included in policy decisions					
Public input is not included in policy decisions					
Public input is fairly included in policy decisions					
Public input is occasionally included in policy decisions					

5. Does your organization have a programme for building capacity of stakeholders to participate in policy implementation?

a) Agree [ ]   b Disagree [ ]

Why do you think so?

____

____

____

____

6. What do you think are the main benefits that public participation brings in implementation of policy at their organization? (Please rank the following statements, where 1 is the most important and 5 the least).

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
Better making and implementation of policy					
Better policy-making on specific points					
Improvements in public service					
Greater public awareness					
Community empowerment					

d) Equity

1. Does your organization practice impartiality, fairness and justice in the implementation of policy?

a) Agree [ ] b Disagree [ ]

Why do you think so?

____

____

2. Does your organizations practice fairness in burden and reward distribution?

a) Yes [ ] b No [ ]

Why do you think so?

____

____

____

3. Does your organization practice Gender and Regional balance?

a) Agree [ ]   b Disagree [ ]

Why do you think so?

____

____

____

4. What do you think are the main purposes of impartiality, fairness and justice in the implementation of policy at your organization (please rank the following statements, where 1 is the most important and 5 the least).

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
To meet statutory requirements					
To increase public awareness					
To gain information on public views					
To decide between particular options					
To empower the organization					

5. How would rate the present impartiality, fairness and justice in the implementation of public policy at your organization? Please rank the following statements where 1 is the most important and 5 the least,

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
Organization is impartial, fair and just in its operations					
Organization is partial, fair and just in its operations					
Organization is fairly impartial, fair and just in its operations					
Organization is occasionally impartial fair and just in its operations					

SECTION D: INFORMATION ON MODERATOR

1. Do you think organization's structure is important in the governance and implementation of policy at your organization?

a) Agree [ ] b Disagree [ ]

2. Do you think your organization is autonomous?

a) Yes [ ] b)No [ ]

Why do you think so?

____

____

____

3. How would you rate the influence of the current reporting structure on governance and implementation of public policy in their organization? Please rank the following statements where 1 is the most important and 5 the least

	Most important (1)	Very important (2)	Moderately important (3)	Fairly important (4)	Least important (5)
Reporting structures often influences					
Reporting structures does not influence					
Reporting structures fairly influences					
Reporting structures hardly influences					

SECTION E: INFORMATION ON PUBLIC POLICY IMPLEMENTATION

1. Does your organization implement public Policy?

   a) Yes [ ]   b)No [ ]

   Why do you think so?

   ____

   ____

   ____

   ____

2. How would you rate the performance of your organization during the last Performance Contracting (PC) as per the evaluation done by the PC Board?

   1) Excellent [ ]   2) Very Good [ ]   3) Good [ ]   4) Fair [ ]   5) Poor [ ]

3. Does your organization comply with the requirements of National Cohesion and Integration Commission on ender and Regional Balance?

   a) Yes [ ]   b)No [ ]

Why do you think so?

____

____

____

____

4. How would you rate monitoring and evaluation (M&E) of policy implementation in your organization? Please rank the following statements where 1 is the most important and 5 the least.

	2012 (1)	2013 (2)	2014 (3)	2015 (4)	2016 (5)
Percentage ranking in Customer Satisfaction Index					
No of Complaints					
Stakeholder Participation					
Percentage achievement of objectives					

THANK YOU FOR YOUR RESPONSE

Appendix III: List of Kenya Government Ministries

1. Ministry of Interior and Coordination of National Government
2. Ministry of Devolution and Planning
3. Ministry of Finance & National Treasury
4. Ministry of Defence
5. Ministry of Foreign Affairs & International Trade
6. Ministry of Education
7. Ministry of Health
8. Ministry of Transport and Infrastructure
9. Ministry of Information, Communication and Technology
10. Ministry of Environment, and Natural Resource
11. Ministry of Land, Housing and Urban Development
12. Ministry of Sports, Culture and the Arts
13. Ministry of Labour & East Africa Affairs
14. Ministry of Energy and Petroleum
15. Ministry of Agriculture, Livestock and Fisheries
16. Ministry of Industrialization and Enterprise Development
17. Ministry of Public Service, Youth & Gender Affairs
18. Ministry of Tourism
19. Ministry of Mining
20. Ministry of Water & Irrigation

Appendix IV: Kenya Parastatals and State Agencies

1. Agricultural Development Corporation
2. Anti-Counterfeit Agency Board
3. Anti-Money Laundering Advisory Board
4. Athi Water Services Board
5. Betting Control And Licensing Board
6. Bomas of Kenya Board
7. Brand Kenya Board
8. Capital Markets Authority
9. Central Bank Of Kenya
10. Chemelil Sugar Company Limited
11. Coast Development Authority
12. Coast Water Services Board
13. Coffee Board of Kenya
14. Coffee Research Foundation in Kenya
15. Commission on Revenue Allocation in Kenya
16. Communications Commissions of Kenya (CCK)
17. Constituencies Development Fund Board
18. Economic Stimulus Program in Kenya

19. eGovernment Kenya

20. Energy Regulatory Commission

21. Ethics and Anti-Corruption Commission (EACC)

22. Export Processing Zones Authority

23. Export Promotion Council in Kenya

24. Geothermal Development Company Limited

25. Higher Education Loans Board (HELB) in Kenya

26. Huduma Kenya Secretariat

27. Independent Boundaries And Electoral Commission (IEBC)

28. Industrial and Commercial Development Corporation

29. Industrial Development Bank

30. Jomo Kenyatta Foundation.

31. Judges and Magistrates Vetting Board in Kenya

32. Judiciary Training Institute in Kenya

33. Kenya Accreditation Service

34. Kenya Airports Authority

35. Kenya Animal Genetics Resource Center

36. Kenya Broadcasting Corporation (KBC)

37. Kenya Bureau of Standards (KBS)

38. Kenya Civil Aviation Authority

39. Kenya Coconut Development Authority

40. Kenya Electricity Transmission Company Limited

41. Kenya Ferry Services Limited

42. Kenya Film Commission

43. Kenya Flower Council

44. Kenya Forest Service

45. Kenya Forestry Research Institute

46. Kenya Forests Service

47. Kenya ICT Board

48. Kenya Industrial Research and Development

49. Kenya Industrial Research and Development Institute

50. Kenya International Convention Centre Board

51. Kenya Investment Authority

52. Kenya Law Reform Commission (KLRC)

53. Kenya Marine and Fisheries Research Institute

54. Kenya Maritime Authority

55. Kenya Meat Commission

56. Kenya Medical Research Institute

57. Kenya Medical Supplies Agency (KEMSA)

58. Kenya Medical Training College

59. Kenya Nationa Audit Office (KENAO)

60. Kenya National Bureau of Statistics (KNBS)

61. Kenya National Commission for UNESCO

62. Kenya National Commission of Human Rights (KNCHR)

63. Kenya National Disaster Operation Centre (NDOC)

64. Kenya National Examinations Council (KNEC)

65. Kenya National Highways Authority (KENHA)

66. Kenya National Trading Corporation Limited

67. Kenya Pipeline Company Limited

68. Kenya Plant Health Inspectorate Services (KEPHIS)

69. Kenya Ports Authority (KPA)

70. Kenya Railways Corporation Board

71. Kenya Revenue Authority (KRA)

72. Kenya Roads Board

73. Kenya Sugar Board

74. Kenya Tourist Board

75. Kenya Trade Networks Agency Board

76. Kenya Urban Roads Authority (KURA)

77. Kenya Utalii College Council

78. Kenya Valley Development Authority (KVDA)

79. Kenya Veterinary Vaccines Production Institute

80. Kenya Wildlife Service (KWS)

81. Kenya Yearbook Editorial Board

82. Kenyatta International Convention Centre

83. Kenyatta National Hospital Board

84. Kerio Valley Development Authority

85. Lake Victoria North Water Services Board

86. Lake Victoria South Water Services Board

87. LAPFUND in Kenya

88. Media Council of Kenya

89. Medical Practitioners and Dentists Board

90. Micro and Small Enterprises Authority

91. National Aids Control Council

92. National Campaign against Drug Abuse Authority Board

93. National Cereals and Produce Board (NCPB)

94. National Council for Children Services

95. National Council for Law Reporting

96. National Council for Persons With Disabilities

97. National Council for Population and Development

98. National Crime Research Centre

99. National Development Fund for Persons with Disabilities

100. National Drought Management Authority

101. National Environment Management Authority (NEMA)

102. National Environment Trust Fund

103. National Gender and Equality Commission (NGEC)

104. National Hospital Insurance Find (NHIF)

105. National Housing Corporation Board

106. National Intelligence Service (NIS)

107. National Irrigation Board

108. National Land Commission

109. National Museums of Kenya

110. National Oil Corporation of Kenya

111. National Police Service Commission

112. National Social Security Service (NSSF)

113. National Standards Council

114. National Transport and Safety Authority

115. National Water Conservation and Pipeline Corporation

116. New Kenya Co-operative Creameries Limited

117. Non-Governmental Organization Coordination Board

118. Northern Water Services

119. Numerical Machining Complex Limited

120. Nyayo Tea Zones Development Corporation

121. Nzoia Sugar Company Limited

122. Office of Attorney General and Department of Justice

123. Office of The Controller of Budget in Kenya

124. Office of The Director of Public Prosecution

125. Other Courts in Kenya

126. Parliamentary Service Commission

127. Pest Control Products Board

128. Policy Holders Compensation Fund

129. Postal Corporation of Kenya

130. Privatization Commission

131. Public Service Commission of Kenya

132. Retirement Benefits Authority

133. Rift Valley Water Services Board

134. Rural Electrification Authority

135. Salaries and Remuneration Commission

136. South Nyanza Sugar Company Limited

137. Sports Kenya

138. Tana and Athi River Development Authority (TARDA)

139. Tana Water Services Board
140. Tea Board of Kenya
141. Teachers Service Commission
142. The Commission on Administrative Justice (Office of The Ombudsman) in Kenya
143. The Judiciary in Kenya
144. The Kenya National Disaster Operation Centre (NDOC)
145. The Sacco Societies Regulatory Authority (SASRA)
146. Tourism Fund in Kenya
147. Transition Authority (TA)
148. Uwezo Fund
149. Vision 2030 Delivery Secretariat
150. Water Services Regulatory Board
151. Water Services Trust Fund
152. Women Enterprise Fund Advisory Board
153. Youth Enterprise Development Fund in Kenya