

**INFLUENCE OF GOVERNANCE PRACTICES ON THE PERFORMANCE OF
POLITICAL PARTIES IN KENYA**

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DECLARATION AND APPROVAL

This research project is my original work and has not been presented for a degree in any other university or for any other award.

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Date 9th June, 2025

Approval by the supervisor

I/We confirm that the work reported in this thesis was carried out by the candidate under my/our supervision.

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DEDICATION

I dedicate this project to my late parents Philip Erukudi Lokaale and Margaret Longolan Esinyen.



ACKNOWLEDGMENT

I would like to begin by acknowledging and giving thanks to God for His guidance, strength, and wisdom throughout this research journey. Without His blessings, this work would not have been possible. I would also like to express my sincere gratitude to my supervisor, Dr. Isaac Mukono Abuga, for his unwavering support, invaluable guidance, and insightful feedback throughout the project development process. His expertise and encouragement have played a critical role in shaping this study. Additionally, I would like to extend my heartfelt thanks to my family for their love, patience, and constant encouragement. To all who have contributed in one way or another, your support is truly appreciated.



ABSTRACT

Political parties are fundamental to the functioning of democratic systems, tasked with representing diverse societal interests and formulating policies that address national challenges. The purpose of this study was to assess the influence of governance practices on the performance of political parties in Kenya. The objectives were to assess the effect of internal democracy, transparency, voter outreach and financial management on the performance of political parties in Kenya. The study adopted a mixed-methods approach. A descriptive research design was adopted. The study was conducted in Kenya, focusing on political parties that are representative of the national political landscape. The target population included selected party officials of the 30 main political parties in Kenya and the 47 county chief officers. The target population consisted of key officials from the 30 top registered political parties in Kenya, specifically the Party Chairmen, Secretary Generals, and Treasurers and the 47 county chief officers. Census approach was employed where the entire population of 137 was used as the sample size. The primary research instrument for this study was a semi-structured questionnaire. To ensure validity, the research instrument was pre-tested in a pilot study involving 14 respondents from the other political parties. The questionnaires were distributed via a combination of physical delivery and electronic means. The data collected from the questionnaires was entered into Statistical Package for the Social Sciences (SPSS) for analysis. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation. Inferential analysis specifically multiple regression analysis was used to determine the relationship between governance practices and political party performance. Qualitative data was analyzed thematically, with emerging themes categorized and interpreted to provide deeper insights into the governance practices of political parties. The study found that internal democracy has a significant and positive impact on the performance of political parties in Kenya ($B = 0.219, p = .003$). The overall perception of internal democratic practices was neutral, with concerns about the consistency and depth of member participation in leadership selection and decision-making. The study finds that transparency plays a statistically significant role in shaping political party performance ($B = 0.175, p = .030$), even though it is perceived as an area with several weaknesses. Voter outreach is moderately practiced and has a positive and statistically significant effect on party performance ($B = 0.203, p = .016$). Financial management emerged as the most influential factor affecting political party performance ($B = 0.338, p = .000$). The study recommends that the Office of the Registrar of Political Parties should strengthen the enforcement of internal democracy standards, develop and implement compliance frameworks for financial disclosure and transparency and support the institutionalization of voter outreach standards. The political parties should institutionalize free, fair, and competitive elections for leadership positions, establish robust financial reporting systems and invest in outreach programs. Party Members and the Electorate should engage more actively in internal party processes. The study offers valuable insights for political practitioners, policymakers, and scholars by highlighting the governance reforms needed to enhance the credibility, functionality, and democratic integrity of political parties in Kenya.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANC	African National Congress
APC	All Progressives Congress
BDP	Botswana Democratic Party
CDU	Christian Democratic Union
GPG	Green Party in Germany
KPIs	Key Performance Indicators
MSM	Militant Socialist Movement
NACOSTI	National Commission for Science, Technology and Innovation
NPP	Ghana's New Patriotic Party
OFA	Obama for America
PDP	People's Democratic Party
SPD	Social Democratic Party
SPSS	Statistical Package for the Social Sciences
WFOSH	Women for Obama, South Hills

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Political parties serve as fundamental pillars within democratic systems globally, undertaking pivotal roles in shaping governance, policy formulation, and representing the diverse interests inherent in societies (Luna et al., 2021). Their significance stems from their ability to act as conduits for political participation, providing citizens with platforms through which they can express their preferences, ideologies, and concerns. These parties contribute substantially to the democratic process by facilitating the organization and articulation of public opinion (Repucci & Slipowitz, 2022).

The performance of political parties holds immense global importance, as the extent to which these organizations fulfill their roles directly influences the health and functionality of democratic governance (Askari et al., 2020). However, the performance of political parties is not uniform across the globe; rather, it varies significantly from one country to another and even within different regions of the same country (Slothuus & Bisgaard, 2021). According to Heinze and Weisskircher (2023), this variance is influenced by a multitude of factors, including historical context, cultural dynamics, economic conditions, and the maturity of democratic institutions.

In many established democracies, political parties have successfully represented a broad spectrum of societal interests, promoting inclusivity and diversity. These parties often engage in internal reforms to ensure better representation of marginalized groups, including women, minorities, and underprivileged communities (Meijers & Zaslove, 2021). The

Scandinavian countries, such as Sweden and Norway for instance, have political parties that actively promote inclusivity. They have implemented measures to ensure gender parity, resulting in a higher representation of women in political offices compared to many other countries (Robinson, 2020). However, challenges persist, with some political parties facing criticisms for perpetuating exclusionary practices, favoring certain interest groups, or lacking genuine representation of diverse voices (Dover et al., 2020).

Effective political parties exhibit robust internal democratic processes, fostering transparency, accountability, and participation among their members. Parties that adhere to democratic principles are better positioned to contribute positively to national governance (Auerbach, 2022). Germany's political party system, particularly parties like the Christian Democratic Union (CDU) and the Social Democratic Party (SPD), is often cited for its internal democracy. Members actively participate in decision-making processes, and leadership positions are often contested through transparent and democratic elections (Rowe & Turner, 2023). In some cases, political parties globally face accusations of internal authoritarianism, lack of transparency in decision-making, and insufficient mechanisms for member participation. Political parties, like those in parts of Eastern Europe, have been accused of centralizing power within a few individuals or cliques, limiting internal democracy and fostering a lack of accountability. Such issues can undermine the overall performance of the party system (Gherghina & Soare, 2021).

Successful political parties actively contribute to policy formulation and implementation. They engage in evidence-based decision-making, consult stakeholders, and articulate clear policy positions. The Democratic Party in the United States has been praised for its ability to articulate and implement policies that address contemporary issues. The party's platforms

often undergo rigorous debates, contributing to the formulation of comprehensive policy agendas. This leads to the development of comprehensive and responsive public policies (Graham & Svulik, 2020). In certain instances, political parties are criticized for adopting populist approaches, neglecting evidence-based policymaking, or prioritizing short-term electoral gains over long-term policy effectiveness. In some Latin American countries, political parties have faced criticism for adopting populist policies that prioritize short-term gains over sustainable and evidence-based policymaking (Lamb & Minx, 2020).

Effective political parties globally demonstrate adaptability to evolving societal trends, technological advancements, and communication methods. Parties that embrace innovation in voter outreach and engagement strategies often connect more effectively with diverse constituencies (Olof Larsson, 2023). For example, Palombarin and Amable (2021) states that the En Marche! movement in France, led by President Emmanuel Macron, successfully utilized social media and technology for political mobilization, showcasing adaptability to contemporary communication methods. However, some political parties struggle to adapt to rapid changes in technology, demographics, and communication channels, potentially leading to a disconnect with certain segments of the population (Ford & Jennings, 2020).

In successful democracies, political parties actively combat corruption, adhere to ethical standards, and maintain financial transparency. This enhances public trust and confidence in the political process. The Green Party in Germany (GPG) is often cited for its commitment to transparency and ethical conduct. The party has implemented measures to prevent corruption and maintain financial accountability (Bloomfield & Steward, 2020). Corruption scandals within political parties are challenges faced globally. Instances of financial

impropriety, bribery, and unethical conduct can erode public trust, tarnishing the reputation and performance of political parties.

Political parties in Africa exhibit a diverse range of dynamics, influencing the performance of democratic governance across the continent. Many African nations have witnessed a trend towards increased political pluralism, with a growing number of political parties participating in elections (Rakner, 2021). This reflects a maturing democratic landscape, providing citizens with diverse choices. There is also a noticeable trend of growing youth involvement in African political parties. Younger generations are actively participating in political processes, advocating for change, and contributing to the dynamism of party structures. As per Boone et al. (2022), ethnic and regional affiliations continue to heavily influence political party dynamics in Africa. This challenge often leads to identity-based politics, hindering the formation of truly national and inclusive political parties. Many African political parties struggle with weak internal democratic practices. Instances of limited intra-party democracy, lack of transparency, and dominance by party elites can hinder the performance of these organizations. Corruption remains a significant challenge within African political parties. The lack of accountability mechanisms can lead to financial impropriety, compromising the integrity of the parties and eroding public trust. Some political parties face challenges in formulating coherent and sustainable policies. The focus on personalities over ideologies can result in a dearth of well-defined policy agendas, impacting effective governance. Instances of violence and intimidation associated with political activities pose a challenge. Electoral violence and intimidation tactics undermine the democratic process, creating an environment of fear and insecurity (Chiamogu & Chiamogu, 2020).

In South Africa, the African National Congress (ANC) stands out for its post-apartheid efforts in promoting inclusivity. The ANC has successfully attracted members from various ethnic backgrounds, contributing to a more representative political landscape. However, challenges arise in countries like Kenya, where political parties have been criticized for perpetuating ethnic divisions, raising concerns about equitable representation (Zantsi, 2020).

Botswana's Botswana Democratic Party (BDP) serves as an example of internal democracy, conducting regular democratic elections for leadership positions. This practice fosters transparency and accountability (Lefranc, 2020). Conversely, in countries such as Zimbabwe, some political parties face allegations of internal authoritarianism and a lack of transparency, impacting their overall performance in governance (Hlatywayo & Mangongera, 2020).

Ayanoore (2020) states that Ghana's New Patriotic Party (NPP) showcases effectiveness in policy formulation, implementing pro-market economic policies that contribute to economic growth). However, in certain African nations, political parties struggle with developing coherent and sustainable policies, leading to governance challenges and public dissatisfaction. The use of social media for political mobilization during elections in Nigeria reflects adaptability. Political parties such as the All Progressives Congress (APC) and the People's Democratic Party (PDP) leverage social media to engage with voters. However, challenges persist, particularly in rural areas, where some parties struggle to adapt to technological changes, limiting their connection with a younger, tech-savvy population (Arijeniwa & Nwaoboli, 2023).

According to Shale and Gerenge (2021), Mauritius provides a positive example with political parties like the Militant Socialist Movement (MSM) committing to anti-corruption measures. The establishment of institutions to investigate corruption allegations within political circles enhances trust in the political process. Conversely, corruption challenges persist in certain African political parties, impacting public trust as leaders face accusations of embezzlement and misuse of public funds.

Kenya gained independence in 1963, ushering in a complex political landscape. The country operates within a multi-party system, with political parties serving as critical actors in shaping governance. The historical evolution of political parties in Kenya is marked by shifts in ideologies, power struggles, and responses to socio-political changes. These parties play a pivotal role in representing diverse interests, fostering political participation, and influencing policy decisions (Widner, 2023). Kenya's political history includes periods of turbulence, ethnic tensions, and governance challenges.

Over recent years, there has been a noticeable trend of coalition politics in Kenya. Political parties are increasingly forming alliances and coalitions to enhance their electoral prospects (Khadiagala, 2021). This trend reflects a strategic approach to pooling resources and broadening support bases. Ethnic considerations continue to play a significant role in Kenyan politics. Political parties often align along ethnic lines, reflecting the country's diverse population (Maweu, 2022). While efforts have been made to foster inclusivity, ethnic dynamics persist in shaping party affiliations.

In recent times, there has been a noticeable and encouraging trend of increased youth engagement within Kenyan political parties as stated by Kimari et al. (2020). Younger leaders and activists are taking an active role in party activities, injecting fresh perspectives,

energy, and enthusiasm into the political landscape. These youth are not merely passive participants but are actively advocating for issues that resonate with their demographic, ranging from education and employment opportunities to environmental sustainability and social justice. Their involvement has a transformative effect, contributing to the overall dynamism and adaptability of party structures. The infusion of young voices into Kenyan political parties marks a departure from traditional norms, challenging established hierarchies and bringing forth a more inclusive and diverse political discourse (Neubert, 2023). This trend is a positive development, as it not only empowers the youth but also enhances the representation of their concerns within the broader political agenda.

Kenya has been experiencing notable trends in electoral reforms, reflecting a commitment to enhancing the credibility and fairness of the electoral process. According to Okul (2020), these reforms are a response to historical challenges and criticisms, with a particular emphasis on creating transparent and accountable political processes. Changes in electoral laws and procedures aim to address issues such as voter fraud, irregularities, and disputes, ensuring that elections more accurately reflect the will of the people (Opongo, 2022). The ongoing efforts toward electoral reforms in Kenya underscore a commitment to strengthening the democratic foundation of the country. By addressing historical challenges and implementing measures to improve transparency, the electoral system becomes more resilient and trustworthy. Transparent and fair elections are crucial for maintaining public confidence, fostering political stability, and ultimately contributing to the overall health of the democratic governance framework (Ansell et al., 2023).

1.2 Statement of the Problem

Political parties in Kenya play a pivotal role in shaping democratic governance by aggregating interests, formulating policy, and representing diverse constituencies (Passanti & Pommerolle, 2022). However, governance challenges such as weak internal democracy, lack of transparency, poor financial management, and ineffective voter outreach continue to undermine their performance. Key party functions including candidate selection, policy formulation, and member engagement are often centralized and opaque, leading to internal disputes, public distrust, and a disconnect between parties and citizens. Despite the existence of numerous parties, many lack institutional strength and credibility, which hampers their ability to offer coherent policy alternatives or foster inclusive political participation (Gowon-Adelabu et al., 2018; Oindo et al., 2021; Bett, 2023).

Empirical studies (e.g., Kirwa, 2018; Malika, 2022; Oindo et al., 2021) highlight persistent structural weaknesses within Kenyan political parties, yet few have directly examined the link between specific governance practices and party performance. While factors such as ethnicity, regionalism, and clientelism are well-documented, there is a limited focus on how internal democracy, transparency, voter outreach, and financial management influence party effectiveness in Kenya's multiparty context. This study sought to fill this gap by empirically assessing the influence of governance practices on the performance of political parties in Kenya, offering insights that could support reforms aimed at strengthening party systems and democratic accountability.

1.3 Purpose of the Study

The purpose of this study was to assess the influence of governance practices on the performance of political parties in Kenya.

1.4 Objectives of the Study

- i. To assess the effect of internal democracy on the performance of political parties in Kenya.
- ii. To determine the effect of transparency on the performance of political parties in Kenya.
- iii. To assess how voter outreach affects the performance of political parties in Kenya.
- iv. To establish the effect of financial management on the performance of political parties in Kenya

1.5 Research Questions

- i. What is the effect of internal democracy on the performance of political parties in Kenya?
- ii. To what extent does transparency affect the performance of political parties in Kenya?
- iii. How does voter outreach affects the performance of political parties in Kenya?
- iv. What is the effect of financial management on the performance of political parties in Kenya?

1.6 Significance of the Study

The findings of this study may provide valuable input for policymakers who are responsible for shaping the regulatory and legal framework governing political parties. By highlighting best practices and identifying areas needing improvement, the study can inform the development of policies that promote greater internal democracy, transparency, effective voter outreach and financial management within political parties. This, in turn, can lead to

more robust and democratic political institutions, enhancing the overall quality of governance in Kenya.

For political parties themselves, the study may offer practical insights into how they can enhance their performance and competitiveness. By understanding the impact of internal democracy, transparency, and voter outreach on their performance, parties can adopt and implement strategies that improve their internal governance and public engagement. This can lead to increased member satisfaction, stronger public support, and better electoral performance, ultimately strengthening their role in the political system.

Academically, this study fills a gap in the existing literature on political party governance in Kenya and similar contexts. It provides empirical data and analysis that scholars can use to further explore the dynamics of political party performance. The study's findings can serve as a foundation for future research, encouraging more comprehensive investigations into the relationship between governance practices and political party performance. Moreover, it can enrich theoretical debates on political party development and democratization in emerging democracies.

1.7 Scope of the Study

This study focuses on political parties in Kenya and their governance practices. It specifically examines the influence of internal democracy, transparency, voter outreach and financial management practices on the performance of these parties. The research covers a range of political parties across different regions and political spectra within Kenya. The study includes both qualitative and quantitative data, collected through surveys and document analysis. The timeframe for the data collection was limited to recent electoral

cycles to ensure relevance and accuracy of the findings. Data was collected in the month of March and April 2025.

1.8 Study Limitations

The study was subject to several limitations. Firstly, some political parties could have refused to participate in the study, or may have provided incomplete or misleading responses due to the sensitivity of the information requested. This could lead to a skewed understanding of the governance practices within the political parties. To address non-response, the study ensured confidentiality and emphasized the academic nature of the research. Offering to aggregate and anonymized data makes parties more willing to participate. Secondly, the research was confined to Kenyan political parties, potentially impacting the applicability of the findings to other situations. Thirdly, respondent bias could have provided problems for the study, as participants might give answers that are more socially acceptable than truthful.

1.9 Delimitations

This study was delimited to examining the influence of four specific governance practices; internal democracy, transparency, voter outreach and financial management on the performance of political parties in Kenya. It does not account for other factors that may influence party performance. The focus is solely on registered political parties that have actively participated in recent electoral cycles, excluding inactive or newly established parties without a demonstrated record of political engagement. Geographically, the study is confined to Kenya, with no comparative analysis involving political parties from other countries. Additionally, the research emphasizes the organizational and governance structures within political parties.

1.10 Assumptions of the Study

The study assumed that respondents, including party members and officials, provided honest and accurate information during surveys. It also assumed that the selected political parties were representative of the broader political landscape in Kenya. Additionally, the study assumed that internal democracy, transparency, and voter outreach are significant factors influencing the performance of political parties, and that these factors could be measured and analyzed using the chosen methodologies.



1.11 Operational Definition of Key Terms

Internal democracy: refers to the processes and structures within a political party that ensure participation, representation, and accountability of its members.

Transparency: involves openness, communication, and accountability in their operations and decision-making processes. It includes clear and accessible information regarding the party.

Voter outreach: refers to the strategies and activities undertaken by political parties to engage and connect with the potential voters and supporters.

Performance of political parties: is the measure of how well a political party achieves its goals and objectives. This includes their ability to organize and mobilize members.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This is the literature review chapter which provides empirical literature, theoretical framework, conceptual framework and a recap of literature review.

2.2 Empirical Literature

2.2.1 Internal Democracy and Performance of Political Parties

Gupta and Sharma, (2020) examined how internal democratic practices within political parties in India impact their electoral performance and governance performance. This study used a combination of qualitative interviews with party leaders, members, and stakeholders, along with quantitative analysis of party election results and member surveys. The study found that parties with more inclusive internal democratic processes tended to have higher levels of member satisfaction, better electoral performance, and stronger organizational resilience. There is a need for further research on how specific types of internal democratic reforms impact party cohesion and electoral outcomes in diverse political contexts like Kenya. Additionally, comparative studies across different regions could provide insights into the universal applicability of these findings.

Cross and Katz, (2021) did a comparative study analyzing the relationship between internal democratic processes and the success of political parties across several European countries. It investigated how different levels of internal democracy influence party stability, member satisfaction, and electoral outcomes. The comparative study employed a mixed-methods approach, combining case studies of political parties in multiple European countries with

surveys of party members and leaders. It analyzed party constitutions, internal election procedures, and member participation rates. The research highlighted variations in internal democratic practices across parties and countries, correlating higher levels of internal democracy with greater party stability and electoral success. Similar studies focusing on African political parties, particularly in countries like Kenya with diverse ethnic and political landscapes, could provide insights into how various governance practices influence the performance of internal democratic reforms.

Anderson (2022) examined the effect of party leadership selection processes on the performance of political parties in Canada. The study employed a survey method targeting party officials and members, finding that parties with democratic leadership selection mechanisms experienced stronger party unity and public support. Anderson concluded that inclusive leadership processes foster member satisfaction, which translates into better organizational performance and electoral success. While the study has explored the effect of party leadership selection processes which is an aspect of internal democracy on political party performance, the study was conducted in Canada providing contextual gaps. The political dynamics in Kenya, particularly in relation to ethnic affiliations, coalition politics, and the complex multiparty system, present a unique setting.

Khan and Roberts (2021) explored how member participation in decision-making impacts party performance in South Asian political parties. Using a qualitative approach involving interviews with party leaders, they found that greater member involvement in party decisions led to more cohesive parties and better electoral outcomes. The study emphasized that participatory structures increase trust among members, improving overall party effectiveness.

Morris and Kelsall, (2022) explored the role of intra-party democracy in fostering innovation and adaptation within political parties in Africa. It examines how internal democratic practices contribute to parties' responsiveness to societal changes, policy development, and electoral strategies. The study employs qualitative research methods, including interviews with party officials, members, and external stakeholders. The findings highlight that political parties with robust intra-party democratic structures tend to exhibit greater flexibility and responsiveness to societal changes. Parties that embrace democratic practices are better equipped to engage with diverse stakeholder interests, navigate complex policy landscapes, and adjust electoral strategies according to shifting voter preferences. Additionally, comparative studies across different regions and political systems could offer insights into the universal applicability of these findings and the impact of cultural, historical, and institutional factors on intra-party democratic practices.

Ochieng (2020) investigated the role of democracy in the political parties elections in Kenya. The study used a mixed-methods approach, combining surveys and interviews with party members. It found that transparent decision-making processes within political parties led to increased public confidence, which in turn enhanced electoral performance. Ochieng concluded that internal democracy plays a critical role in the long-term sustainability of political parties. The study was however limited to electoral process. The current study thus sought to fill the gap by focusing on diverse aspects of party performance.

Kirwa (2018) examined the contributions and challenges encountered by political parties in enhancing democratic governance in Kenya. It highlightd the performance and challenges of the structures and frameworks of political parties and the factors that promote the role of political parties in enhancing democratic governance in Kenya. The research underscored

the importance of citizen participation in political party activities and the inclusion of party members and supporters in party nominations and selection of party candidates to engender fairness and collective ownership of party institutions.

2.2.2 Transparency and Performance of Political Parties

Smith and Jones (2020) compared the levels of transparency and accountability across political parties in different countries. It examined how transparent governance practices within parties contribute to their performance in terms of policy implementation, public trust, and electoral success. The research employs a mixed-methods approach. Findings indicate that parties with higher levels of transparency tend to have greater public trust, improved governance outcomes, and stronger electoral performance. Transparency in financial management, decision-making processes, and party operations enhances organizational legitimacy and member satisfaction. The study was conducted in a different context thus the need for a localized study.

de Fine Licht (2019) explored the relationship between transparency in decision-making and public perceptions of political decision-making processes. Conducting an original experiment with 1099 participants, it finds that individuals who perceive political decision-making as transparent tend to rate procedural fairness highly and are more inclined to accept the final decisions made. The study suggests that there is no direct effect of actual transparency on decision acceptance. This raises questions about the efficacy of transparency reforms in influencing public trust and acceptance of political decisions. Further research could explore why and how perceived transparency diverges from actual practices and how this impacts political parties.

Miller (2023) studied the influence of financial transparency on political party performance in Australia. Using a quantitative analysis of party finances and electoral data, the study found that parties that practiced greater financial transparency attracted more donors and experienced better electoral outcomes. Miller suggested that financial transparency not only builds trust but also ensures that parties have the resources needed for effective campaigns. However, the study was conducted in more developed political environments with better-established financial systems and party regulations.

Rodriguez and Perez (2019) conducted a study on the role of communication transparency in the performance of political parties in Spain. The researchers used interviews and surveys to gather data from party members and the public. They found that parties that communicated openly with their members and the public were seen as more trustworthy, leading to higher voter turnout and improved electoral performance. The study highlighted the need for clear, consistent communication to maintain party credibility. However, the study did not delve into how transparency affects the public's perception of political legitimacy in the long term.

Kim (2021) explored the effect of disclosure practices on party performance in South Korean politics. The study utilized content analysis of party documents and financial reports, revealing that parties with rigorous reporting and disclosure practices enjoyed higher levels of public support and member loyalty. Kim concluded that transparency, particularly in financial matters, is a key factor in the success of political parties. However, the study was conducted in more developed political environments with better-established financial systems and party regulations. In Kenya, the regulation of party finances is often weaker, and political parties have faced challenges related to corruption and lack of transparency. The current study sought to fill this gap by investigating how financial and

communication transparency within Kenyan political parties affects their performance, considering the unique challenges of transparency in a developing democratic system.

Grossman, Michelitch and Prato (2020) sought the effect of sustained transparency on electoral accountability. The study employs a field experiment conducted across 354 subnational constituencies in Uganda. The findings robustly support the hypothesis that sustained transparency can significantly enhance electoral accountability, even in electoral systems that are weakly institutionalized. By consistently providing information about politician performance over time, transparency helps voters make more informed decisions, thereby influencing candidate selection and electoral outcomes more broadly. The current study employs field experiment approach, which are valuable for testing specific hypotheses and causal relationships. However, a descriptive study could complement these approaches by employing quantitative and qualitative methods.

Kanyinga (2019) discussed Kenya's political economy and its implications for the 2017 electoral competition. The study showed the centrality of ethnic-based relations and how these combine with elite bargains to influence major political processes and governance in general. The study highlights how elite bargains and ethnic-based relations influence political processes and governance in Kenya, shedding light on the challenges faced by political parties in promoting democratic governance.

Saimum (2024) conducted a study on coalition formation and the role of ethnicity in Kenyan general election, 2022. The study discussed the role of ethnicity in Kenya's elections, highlighting how ethnic identities and narratives remain significant factors in shaping political behavior and coalition formation. The study underscores the impact of ethnic

dynamics on political party governance and coalition stability, providing context for understanding the challenges faced by political parties in promoting democratic governance.

2.2.3 Voter Outreach and Performance of Political Parties

Bautista-Chavez and James (2019) did an event analysis of conservative political voter outreach by the Republican Party to cultivate and potentially expand its appeal among racial and ethnic minorities, despite the backdrop of racial vilification during the 2016 presidential election. It highlights a specific instance in 2013 where the Libre Initiative, a conservative organization, conducted voter outreach to Latinos in Manassas, Virginia. The voter outreach event aimed to engage Latinos by promoting economic freedom principles for individual prosperity within the Hispanic/Latino community. While the passage mentions the Republican Party's voter outreach efforts to Latinos, it lacks a broader contextualization of the strategies, motivations, and outcomes of such voter outreach beyond the specific instance in Virginia. Understanding the broader national or regional context of these efforts would provide insights into their performance and implications for electoral strategy.

Jones and Martinez (2020) conducted a study on digital voter outreach and electoral success: comparative analysis of party strategies in the United States. This research compared digital voter outreach strategies employed by political parties in the United States and their impact on electoral success. It examined how parties utilize social media, targeted advertising, and online platforms to engage voters, mobilize support, and influence electoral outcomes. The study employs a mixed-methods approach, integrating quantitative analysis of social media data with case studies of digital campaign strategies during recent U.S. elections. It identifies a correlation between effective digital voter outreach strategies and electoral success, demonstrating that parties adept at leveraging digital platforms for voter

engagement and mobilization often achieve competitive advantages. However, the study also highlights challenges related to digital literacy, privacy concerns, and algorithmic bias in digital voter outreach practices. The findings of the study cannot be generalized to suit the political parties in Kenya, thus the need to bridge this research gap.

Nguyen (2022) examined the impact of public engagement activities on political party success in Vietnam. Using surveys and case studies, the study found that parties that actively engaged the public through town hall meetings and community events were able to increase voter support and improve their electoral performance. The study suggested that public voter outreach is crucial for maintaining voter trust and loyalty. Given that the results of the study cannot be generalized to fit the political parties in Kenya, it is necessary to fill this research gap in order to address the issue.

Lee (2021) explored the role of membership recruitment in the performance of political parties in Malaysia. Using survey data from party members and leadership, the study found that effective recruitment strategies resulted in higher membership numbers, which positively impacted party performance. Lee emphasized that parties that actively recruit new members, particularly from underrepresented groups, perform better in elections. The study was limited to membership recruitment and left out other measures of voter outreach.

Mair and Davis (2020) conducted research on the effects of coalition building on the performance of political parties in Nigeria. Through case studies and interviews with party officials, they found that parties that engaged in successful coalition-building efforts were able to expand their political influence and perform better in elections. The study concluded that voter outreach strategies, particularly coalition building, are essential for increasing

party reach and effectiveness. The study presets conceptual gaps as the focus was on coalition building.

Ogwora (2020) assessed the achievements realized in the political pillar of Kenya's Vision 2030 since its inception, focusing on constitutional reforms, rule of law, electoral processes, and public participation in governance. The study provided insights into the challenges and achievements in implementing democratic governance practices within political parties, aligning with the study's objectives of assessing governance practices' influence on party performance.

2.2.4 Financial Management and Performance of Political Parties

Smith and Davis, (2017) investigated the relationship between political party financial management and electoral performance in developed democracies. They sought to understand how transparency in financial management influences party success and public trust. The study used a quantitative approach, gathering data from political party financial reports across 10 European countries. The study found a positive correlation between financial transparency and electoral success. Political parties with better financial reporting practices tended to perform better in elections, particularly in countries with stricter financial disclosure laws. The study also noted that voters' trust in party finances was a critical factor in this relationship.

Ewing and Walecki, (2018) investigated the financial management practices of political parties in emerging democracies, focusing on the role of external donors and state funding. The authors aimed to understand how such financial sources impact political competition and party policies. The study utilized a comparative case study approach, examining the

political parties in four emerging democracies (including Brazil, India). Ewing and Walecki found that political parties in emerging democracies were heavily reliant on external donors, which often influenced their policy choices and electoral strategies. Parties that received significant state funding were found to have more consistent performance, as they could invest in long-term policy development, while donor-dependent parties often focused on short-term electoral gains.

Babeiya, (2023) explored the extent to which political parties in Tanzania are managing their financial and non-financial resources, particularly focusing on both parties that receive state subsidies and those that do not. The study assessed the state of financial accountability within these parties by analyzing audit reports, supplementary secondary sources, and conducting interviews with top political party officials. The study effectively identifies specific mismanagement issues such as unsupported expenditures, improper bank account records, dubious payments, and poor asset management. The study acknowledges the underlying factors contributing to financial mismanagement, including shortage of qualified human resources, lack of intraparty democracy, and ineffective oversight bodies. The study finds that financial mismanagement is particularly rampant among political parties receiving state subsidies.

Mwangi and Okoth, (2019) examined the role of political party financing in shaping the performance of political parties in Kenya, with a focus on the 2017 general elections. The authors aimed to explore how political financing affects party competition and governance in a developing country context. The authors used a mixed-methods approach, combining qualitative interviews with party officials, donors, and political analysts, along with quantitative data from party financial statements. The data analysis involved content

analysis for the qualitative part and econometric modeling for the quantitative portion. The study found that political party financing in Kenya was highly centralized, with a few dominant parties receiving substantial funding, while smaller parties struggled with inadequate resources. The unequal distribution of funds was linked to low levels of political competition and transparency, which in turn affected the overall democratic process in Kenya.

In their 2020 study, Dubat and Minja examined how financial management techniques affected the Garissa County government's performance, paying particular attention to internal control, budgeting, governance, and public procurement procedures. The study finds that the public procurement process is facing various challenges but does not go into detail about what those challenges are. The study does not provide enough details on the statistical methods used to reach this conclusion. The study identifies budgeting, internal control, governance practices, and procurement practices as key financial management elements influencing Garissa County's performance. The study underscores the importance of internal controls for revenue generation and management, highlighting the correlation between efficient controls and better performance.

2.3 Theoretical Framework

The study was anchored on the democratic theory and the organization effectiveness theory as described in this section.

2.3.1 Democratic Theory

Democratic theory has been shaped and developed by numerous scholars and philosophers over time. Key proponents include John Locke, Jean-Jacques Rousseau, and John Stuart

Mill. In modern political science, Robert Dahl and David Held are prominent figures who have significantly contributed to democratic theory (Christiano, 2018). Democratic theory posits that democracy is the most legitimate form of governance because it ensures that power is derived from the consent of the governed. It emphasizes the principles of participation, equality, and accountability in the political process. The theory suggests that democratic practices lead to more inclusive, representative, and effective governance structures (Asenbaum, 2022).

The main principles of democratic theory include several foundational concepts that collectively ensure a fair and effective governance system. The concept of popular sovereignty holds that a state's government and authority are established and maintained with the permission of its citizens, acting through elected officials. This principle emphasizes that the ultimate source of political power lies with the people, making their active engagement and consent crucial for legitimate governance (Christiano, 2018). All members of society are guaranteed equal political rights and chances to engage in the political process through political equality. This includes the right to vote, stand for office, and engage in public discourse, ensuring that every individual's voice can be heard and considered. Majority rule and minority rights is another key principle, wherein decisions are made based on majority rule, but the rights of minorities are protected. This balance prevents the tyranny of the majority while ensuring that the democratic process respects and safeguards minority interests. Accountability holds elected officials responsible for their actions and decisions. It requires that they be answerable to the people, providing transparency and justification for their policies and conduct (Beitz, 2020).

Participation is a cornerstone of democratic theory, granting citizens the right and means to engage in the political process. This includes voting, standing for office, and participating in public discourse, ensuring a vibrant and inclusive political environment. Last but not least, the rule of law maintains that all people and organizations are bound by the law and answerable to it. This idea guarantees that laws be applied consistently, defending people's rights and upholding social order. Together, these principles form the bedrock of democratic theory, promoting a governance system that is just, inclusive, and accountable (Warren, 2017).

Democratic theory is highly relevant to the study. Democratic theory asserts that for a political party to effectively represent the people, it must practice internal democracy. This means that party members should have the right to participate in decision-making processes, ensuring that leadership positions and policy directions are reflective of the broader membership base. This aligns with the first objective: To assess the effect of internal democracy on the performance of political parties in Kenya. According to democratic theory, a lack of internal democracy can result in poor party performance, as it leads to disenfranchisement and weak representation.

Democratic theory also stresses the importance of transparency and accountability, as these are essential for maintaining public trust. If a political party is opaque in its decision-making and financial processes, it risks losing public confidence. This connects directly to the second objective: To determine the effect of transparency on the performance of political parties in Kenya. Transparent practices ensure that parties are accountable to both their members and the public, which in turn enhances their legitimacy and performance.

Democratic theory emphasizes the role of political parties in mobilizing voters and ensuring their participation in the democratic process. Effective voter outreach is seen as a critical mechanism for ensuring that the voices of diverse groups are heard, and their interests are represented. This connects with the third objective: To assess how voter outreach affects the performance of political parties in Kenya. Effective voter outreach increases political engagement, which strengthens a party's democratic mandate and can improve its electoral performance.

2.3.2 Organizational Effectiveness Theory

Organizational Effectiveness Theory is a broad framework developed by various scholars in organizational studies and management. While it doesn't have a single prominent proponent like some other theories, it has been advanced by researchers such as Richard M. Cyert and James G. March, Herbert A. Simon, Peter F. Drucker, and Tom Peters, among others. These scholars have contributed to the understanding of what factors contribute to an organization's ability to achieve its goals effectively (Sharma & Singh, 2019).

Organizational Effectiveness Theory stipulates that organizations, including political parties, can be assessed based on their capacity to achieve their objectives and goals. It focuses on evaluating how well an organization functions in terms of efficiency, productivity, adaptability, and achieving desired outcomes. This theory is concerned with both internal processes and external outcomes, emphasizing that effective organizations align their strategies, resources, and activities to maximize their impact and success (Dhoopar, Sihag & Gupta, 2023).

Organizational Effectiveness Theory relates to the study of the influence of governance practices on political parties' effectiveness in several ways. The theory provides a structured framework for assessing the performance of political parties. It allows researchers to evaluate how governance practices such as internal democracy, transparency, and voter outreach contribute to the parties' ability to achieve their goals, whether those goals are electoral success, policy influence, or member satisfaction (Zollo et al., 2019). Organizational Effectiveness theory helps in identifying Key Performance Indicators (KPIs) that can be used to measure party performance. These indicators include electoral performance, policy impact, internal cohesion, and member satisfaction, which are influenced by governance practices. Effective political parties align their governance practices with their strategic objectives and external demands. The theory emphasizes the importance of aligning internal processes with external goals to enhance organizational performance (Eze & Eze, 2018). The theory supports the idea that political parties should continually assess and improve their governance practices to enhance their performance over time. It encourages parties to adapt to changing political landscapes and stakeholder expectations (Chinoperekweyi, 2018).

Organizational Effectiveness Theory would suggest that internal democracy is a critical component of a political party's ability to function effectively. When decision-making is decentralized and inclusive, parties are better able to mobilize their resources, make strategic decisions, and respond to the needs of their members. This directly ties to the first objective: To assess the effect of internal democracy on the performance of political parties in Kenya. Effective governance structures enable better organizational performance by ensuring that decision-making is informed by the collective input of party members. The theory also

emphasizes the importance of clear communication, openness, and accountability in enhancing organizational performance. A transparent political party can build trust with its members, voters, and other stakeholders, ensuring smooth operations and the effective allocation of resources. This is linked to the second objective: To determine the effect of transparency on the performance of political parties in Kenya. Without transparency, a party's internal processes and decision-making may be perceived as inefficient or corrupt, undermining its effectiveness.

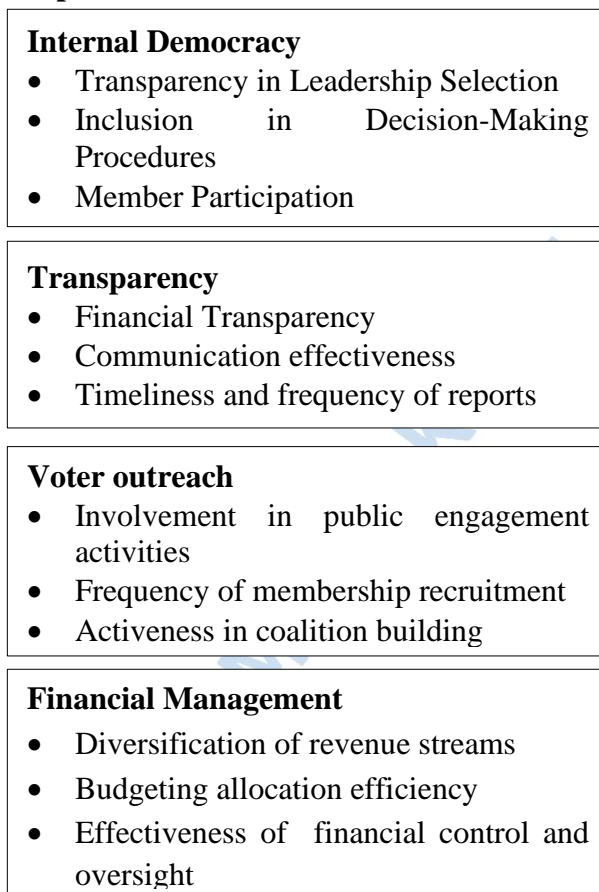
Organizational Effectiveness Theory suggests that effective external communication, including outreach to voters, is essential for an organization to be successful. For political parties, strong voter outreach strategies are critical to achieving electoral success, mobilizing support, and ensuring that the party aligns with the needs of the electorate. This directly connects to the third objective: To assess how voter outreach affects the performance of political parties in Kenya. Effective outreach can enhance party performance by broadening its support base and strengthening its connection with voters.

From the perspective of Organizational Effectiveness Theory, financial management is a key driver of organizational success. A well-managed political party is able to effectively allocate its financial resources, invest in campaigns, and sustain its operations. This links to the fourth objective: To establish the effect of financial management on the performance of political parties in Kenya. Poor financial management, including misallocation of resources or corruption, can significantly undermine a party's performance and its ability to achieve its goals.

2.4 Conceptual Framework

This study is anchored on Democratic Theory and Organizational Effectiveness Theory, both of which provide the theoretical basis for understanding the mechanisms through which governance practices influence the performance of political parties. Together, these theories guide the conceptual framework by linking governance practices (independent variables) to political party performance (dependent variable). It provides a structured approach to understanding how these key factors influence party performance. The conceptual framework for this study is outlined in figure 1.

Independent Variables



Dependent Variable

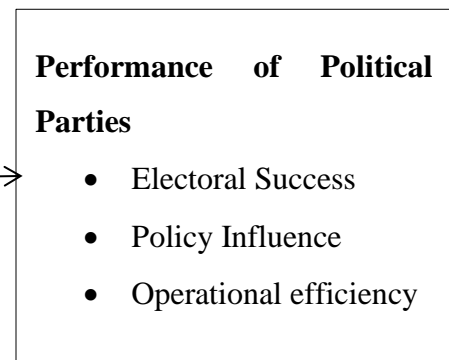


Figure 1: Conceptual Framework

Source; Author, 2025.

2.5 Recap of Literature Review

The literature review synthesized key theories and empirical studies on political party governance, with a focus on internal democracy, transparency, voter outreach, and financial management as critical factors influencing party performance. While international and regional studies offer valuable insights into governance practices, there is a notable lack of Kenya-specific empirical evidence on how these dimensions directly affect the functionality and effectiveness of political parties.

Most prior studies have either focused broadly on democratic development or emphasized structural and historical influences such as ethnicity, patronage, or electoral frameworks, without rigorously examining how internal governance mechanisms shape party outcomes. This study addresses that gap by offering a focused analysis of governance practices within the Kenyan context particularly among active parties in recent electoral cycles.

Grounding the research in Kenya's evolving multiparty democracy, this study contributes to both academic literature and political practice. It offers evidence-based insights that can inform policy reforms, party leadership training, and the development of institutional frameworks that promote accountability, inclusivity, and organizational sustainability. Given the persistent challenges of party fragmentation, voter apathy, and weak institutionalization, this research is both timely and necessary for strengthening democratic governance in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used in the study to assess the influence of governance practices on the performance of political parties in Kenya. It outlines the research design, location, target population, sampling procedures, data collection methods, and analysis techniques. Additionally, it addresses issues related to the validity, reliability, and ethical considerations of the study.

3.2 Research Methodology

The study adopted a mixed-methods approach, integrating both quantitative and qualitative research methodologies to provide a comprehensive understanding of the influence of governance practices on the performance of political parties. The quantitative approach involved the use of closed-ended questions in a structured questionnaire to collect numerical data from participants. The quantitative data provided objective, generalizable findings that help quantify the extent of these governance practices' effects on political party outcomes. On the other hand, the qualitative approach incorporated open-ended questions to gain deeper insights into the participants' perceptions, experiences, and views regarding governance practices within their political parties. This mixed-methods design ensured a more robust and well-rounded analysis of the research problem, allowing for both breadth and depth in the findings (Almeida, 2018).

3.3 Research Design

A descriptive research design was adopted. According to Siedlecki (2020), descriptive research provides a snapshot of the present situation, without necessarily delving into complex cause-and-effect relationships. Descriptive research is a non-experimental design that seeks to describe the characteristics of a phenomenon or the relationship between variables as they naturally occur (Sileyew, 2019). This design is suitable for capturing and describing the current state of governance practices across political parties and their effect on service delivery. The study described the extent to which internal democracy, transparency, voter outreach efforts and financial management are implemented within these parties. This design allows for a thorough understanding of how these governance practices are currently functioning, offering a snapshot of the existing situation within political parties.

3.4 Location of the Study

The study was conducted in Kenya, a country characterized by a multiparty political system and a dynamic, ethnically diverse electorate. Kenya's political environment is marked by frequent elections, coalition politics, and an evolving legal framework governing political parties through institutions such as the Office of the Registrar of Political Parties (ORPP) and the Independent Electoral and Boundaries Commission (IEBC). The research focused on political parties with national reach and active participation in recent general elections.

3.5 Target population

The target population included selected party officials of the 30 main political parties in Kenya and the 47 county chief officers. This group provided comprehensive insights into the

governance practices and performance of political parties. The target population was as distributed in table 1;

Table 1: Target population

Official	Population
Party Chairman	30
Secretary General	30
Treasurer	30
County Chief Officers	47
Total	137

3.6 Sampling Procedures and Techniques

Given the focus on governance practices within political parties, the target population consists of key officials from the 30 top registered political parties in Kenya, specifically the Party Chairmen, Secretary Generals, and Treasurers and the 47 county chief officers. These officials hold critical positions that influence governance practices and are, therefore, best positioned to provide the necessary data for this study.

3.7 Sample population

Since the total number of targeted populations is 137 (30 Party Chairmen, 30 Secretary Generals, 30 Treasurers and 47 County Chief Officers). Given the manageable size of this population, the study employed a census approach to collect data from the entire target population of 137 individuals, comprising 30 Party Chairmen, 30 Secretary Generals, 30 Treasurers, and 47 County Chief Officers. Given the relatively small and manageable size of this population, it was both practical and methodologically sound to include all members without sampling.

3.8 Construction of Research Instruments

The primary data collection instrument for this study was a semi-structured questionnaire, specifically designed to collect both quantitative and qualitative data related to governance practices and political party performance in Kenya. The instrument was developed based on the study objectives and a review of relevant literature to ensure content validity and alignment with the key governance dimensions under investigation. The questionnaire was divided into six sections: Section A: Demographic Information – This section collected quantitative background data on respondents, including age, gender, educational level, years of service in the party, and current position. These variables were used to analyze patterns and relationships in governance practices across different demographic groups. Sections B to E included both closed-ended Likert scale items and open-ended questions: Section B: Internal Democracy – Measured through Likert scale items assessing leadership elections, member involvement, and decision-making processes. Open-ended questions provided space for respondents to elaborate on internal democratic challenges or reforms. Section C: Transparency – Included quantitative items assessing financial reporting, accountability mechanisms, and information sharing, alongside qualitative questions on transparency issues and best practices. Section D: Voter Outreach and Engagement – Captured data on outreach strategies, member mobilization, and civic engagement using Likert items and narrative responses to understand how parties connect with the electorate. Section E: Financial Management- This section of the questionnaire was designed to evaluate the financial governance practices within political parties. Section F: Party Performance – Quantitative items assessed perceived effectiveness in elections, policy influence, and membership growth. Qualitative questions explored perceptions of performance drivers and barriers.

Quantitative data were primarily collected through standardized Likert scale responses (e.g., 1–Strongly Disagree to 5–Strongly Agree), suitable for statistical analysis. Qualitative data were gathered via open-ended questions embedded within each thematic section, allowing respondents to elaborate on specific issues, offer context, or provide examples.

3.9 Pilot Testing

Before the main data collection exercise, a pilot test was conducted to assess the clarity, structure, and functionality of the research instrument. The pilot study aimed to identify and rectify any ambiguities, inconsistencies, or redundancies in the questionnaire to ensure that the items effectively captured data relevant to the study objectives. The pilot was carried out among a small, representative group of 14 respondents, drawn from political party officials not included in the final study sample.

3.9.1 Testing for Validity and Reliability/Trustworthiness

To ensure validity, feedback from the pilot study was used to refine the instruments. Reliability was tested using the Cronbach's alpha coefficient to assess the internal consistency of the questionnaires. A Cronbach's alpha of 0.7 or above was considered to be a good indication of reliability (Bonett & Wright, 2015). Feedback was sought from other researchers or experts in the field including the supervisor to ensure the validity of the instrument. The reliability results are presented in Table 2.

Table 2: Reliability test results

Variable	Cronbach's alpha	Items
Internal democracy	0.935	9
Transparency	0.898	9

Voter Outreach	0.872	9
Financial management	0.892	9
Party performance	0.905	9

The reliability of the research instrument used in this study was assessed using Cronbach's alpha, which measures internal consistency among items within each variable. All the variables demonstrated high reliability, exceeding the commonly accepted threshold of 0.7. Internal democracy had a Cronbach's alpha of 0.935 across 9 items, indicating excellent internal consistency and suggesting that the items reliably measured perceptions of democratic practices within political parties. Transparency also showed strong reliability, with a Cronbach's alpha of 0.898 across its 9 items, reflecting consistent responses regarding openness and communication within parties. Voter outreach recorded a Cronbach's alpha of 0.872, implying reliable measurement of public engagement and mobilization efforts. Financial management had a reliability score of 0.892, confirming that the items effectively captured respondents' views on budgeting, financial planning, and control mechanisms. Lastly, party performance yielded a Cronbach's alpha of 0.905 across 9 items, indicating strong internal consistency in measuring overall party effectiveness. These high alpha values affirm that the instrument was both valid and dependable for evaluating the constructs under study.

3.10 Data Collection Methods and Procedures

The data collection process was carried out in a systematic and organized manner to ensure consistency, accuracy, and completeness of the data gathered. A semi-structured questionnaire was used as the primary tool for data collection, targeting all 137 respondents across different political parties in Kenya. Data was collected using a mixed delivery

approach, combining physical distribution and electronic dissemination (e.g., email and online forms) based on the availability, location, and preference of each respondent. For respondents based in major urban centers or within close proximity, printed questionnaires were hand-delivered and, where possible, collected in person. For those in more remote areas or with limited physical access, questionnaires were sent electronically via email, accompanied by a digital version of the instruction guide. Each questionnaire was accompanied by a cover letter explaining the purpose of the study, ensuring voluntary participation, and assuring confidentiality. Respondents were given adequate time, typically two to three weeks to complete the questionnaire at their convenience. The researcher remained actively engaged throughout the data collection period, providing clarification where necessary through follow-up calls, emails, or text messages. Multiple reminders were issued to respondents who delayed submission, using channels appropriate to their location (e.g., phone calls, email, or in-person visits).

3.11 Data Analysis and Presentation

The data collected from the questionnaires was entered into Statistical Package for the Social Sciences (SPSS) for analysis. Each questionnaire was coded. Before analysis, the data was cleaned to identify and correct any errors or inconsistencies. This included checking for missing values, outliers, and ensuring that all variables are properly coded. The software is well-suited for managing and analyzing large datasets, making it ideal for processing the responses. Descriptive statistics like frequencies, percentages, mean scores and standard deviations were used to assess quantitative data. A multiple linear regression was used to determine the relationship between governance practices and political party performance. Qualitative data was analyzed thematically, with emerging themes categorized and

interpreted to provide deeper insights into the governance practices of political parties. The findings from both quantitative and qualitative analyses were integrated to provide a holistic view of the governance practices and their influence on the performance of political parties.

The study adopted a multiple linear regression model as follows;

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

Where: (Y): is the dependent variable, X_{1-4} are the predictors, β_{1-4} are the coefficients, β_0 is the intercept and ε is the error term.

3.12 Ethical Considerations

Ethical considerations were a priority throughout the study. The study sought approval from the National Commission for Science, Technology and Innovation (NACOSTI) before data collection begins. Informed consent was obtained from all participants, ensuring that they understand the purpose of the study and their role in it. The study ensured that all participants' personal details are kept confidential. This includes ensuring that any identifying information (names, addresses, party affiliations, etc.) is not shared publicly. All data collected was anonymized, meaning that no individual participant can be identified from the results. This involved assigning codes or pseudonyms to each participant. Data was securely stored, either in password-protected digital files or locked physical locations. Only authorized researchers had access to this data. Given the sensitive nature of political affiliation and internal party governance, the study ensured that no participant is subjected to distress, embarrassment, or any form of harm. Questions were framed carefully to avoid causing discomfort.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the results of the study based on data collected from the selected respondents, including party chairpersons, secretaries-general, treasurers, and county chief officers of political parties in Kenya. The purpose of the chapter is to provide a comprehensive analysis, interpretation, and discussion of the findings in relation to the study objectives. The results are discussed in the context of the study's objectives and aligned with relevant literature to provide a deeper understanding of the implications of each finding.

4.2 Response rate

This section presents the response rate achieved in the study.

Table 3: Response rate

	Frequency	Percent
Completed	120	87.6
Incomplete	17	12.4
Total distributed	137	100

The study achieved a high response rate of 87.6%, with 120 out of 137 questionnaires fully completed. The high response rate of 87.6% is an indication of strong engagement from the participants and enhances the reliability of the data collected. A response rate above 70% is generally considered acceptable in survey-based research, as it reduces the likelihood of non-response bias. The small proportion of incomplete responses (12.4%) is unlikely to significantly affect the overall findings. Therefore, the data collected from the respondents

can be deemed representative and suitable for analysis regarding governance practices and political party performance in Kenya.

4.3 Demographic Data

This section outlines the demographic characteristics of the respondents, including age distribution and level of education, which are critical for contextualizing the findings of the study.

Table 4: Age distribution

	Frequency	Percent
18-30 years	3	2.5
31-40 years	37	30.8
41-49 years	62	51.7
above 50 years	18	15.0
Total	120	100.0

The data indicates that the largest proportion of respondents (51.7%) fell within the 41–49 years age bracket, followed by those aged 31–40 years (30.8%). A smaller proportion, 15%, were aged above 50, while only 2.5% of the respondents were between 18 and 30 years old. This distribution suggests that the study predominantly captured views from middle-aged individuals, many of whom may have direct experience or long-term engagement with political party activities.

Table 5: Education level

	Frequency	Percent
Basic education	3	2.5
College Education	36	30.0
Graduate	61	50.8
Postgraduate	20	16.7
Total	120	100.0

Regarding educational background, a significant majority of respondents were well-educated. Graduate degree holders constituted the largest group at 50.8%, followed by those

with college education at 30%. Additionally, 16.7% had attained postgraduate qualifications, while only 2.5% had basic education. The high level of education among respondents implies that the participants are likely well-informed on issues related to governance, transparency, and political processes.

Table 6: Duration of Membership in the Party and as Count Chief Officers

	Frequency	Percent
Less than 1 year	8	6.7
1-5 years	26	21.7
More than 10 years	32	26.7
5-10 years	54	45.0
Total	120	100.0

The data shows that the majority of respondents (45%) have been members of their political parties or county chief officers for 5 to 10 years, indicating a substantial period of involvement in party activities. Additionally, 26.7% of the respondents reported having been members for more than 10 years, suggesting a long-term commitment and deep familiarity with the internal workings and governance structures of their parties. Those with 1 to 5 years of membership constituted 21.7% of the sample, while a smaller proportion (6.7%) had been involved for less than one year.

4.4 Effect of Internal Democracy on the Performance of Political Parties

This section presents findings on respondents' perceptions regarding internal democracy within political parties and how it influences party performance. A 5-point Likert scale was used (1 = Strongly Disagree, 5 = Strongly Agree), and the responses were analyzed to determine overall trends.

Table 7: Effect of Internal Democracy on the Performance of Political Parties

	N	Min	Max	Mean	Std. Deviation
Political parties have transparent and democratic leadership selection processes.	120	1.00	5.00	3.10	1.34
Party leaders are chosen through fair and competitive elections.	120	1.00	5.00	2.98	1.40
The leadership selection process encourages participation from all members	120	1.00	5.00	2.97	1.37
Decision-making within the party is inclusive of all key stakeholders.	120	1.00	5.00	3.17	1.34
Party decisions are made through open discussions and consultations.	120	1.00	5.00	2.95	1.28
The decision-making process in our party is efficient and transparent.	120	1.00	5.00	3.05	1.29
Members are actively involved in key decisions affecting the party.	120	1.00	5.00	2.90	1.32
Party members are encouraged to voice their opinions and suggestions.	120	1.00	5.00	3.22	1.26
Our party provides multiple platforms for member participation in decision-making	120	1.00	5.00	3.23	1.19
Aggregate				3.06	1.31

The aggregate mean score for internal democracy was 3.06 with a standard deviation of 1.31, suggesting a moderate perception of democratic practices within political parties. Among the individual items, the highest-rated statement was “Our party provides multiple platforms for member participation in decision-making” with a mean of 3.23, indicating that some parties are seen to offer structured avenues for engagement. This was closely followed by “Party members are encouraged to voice their opinions and suggestions” (mean = 3.22) and “Decision-making within the party is inclusive of all key stakeholders” (mean = 3.17), suggesting a relatively positive perception of inclusiveness.

However, other aspects of internal democracy were rated lower. For example, “Members are actively involved in key decisions affecting the party” had the lowest mean score (2.90),

and “Party decisions are made through open discussions and consultations” scored 2.95. These results highlight concerns over the depth and consistency of member involvement in critical decision-making processes. The mean for “Party leaders are chosen through fair and competitive elections” was 2.98, suggesting that respondents may perceive some irregularities or limitations in leadership selection procedures. The relatively high standard deviations across all items (ranging from 1.19 to 1.40) indicate variation in responses, suggesting that experiences and perceptions of internal democracy may differ significantly across parties.

Responses to the open-ended question on improving leadership selection processes provided rich qualitative perspectives. Many respondents emphasized the need for adoption of a more transparent, inclusive, and structured leadership selection processes. This includes conducting open and competitive elections, strengthening party constitutions to limit arbitrary appointments, and ensuring that grassroots members are not only allowed but actively encouraged to participate in choosing leaders. The respondents also highlighted the need for civic education within the party to inform members about their rights and the importance of democratic processes.

These findings have several important implications. Democratic inconsistency within parties threatens internal unity and public credibility. While some parties appear to offer participatory structures, others still operate under centralized, top-down leadership models, weakening institutional trust and alienating members. Fair and competitive leadership elections are fundamental to legitimacy. Without these, political parties risk internal factionalism and external perception as undemocratic entities undermining their capacity to lead in national governance.

The variation in perceptions among respondents indicates that some parties may be progressing toward democratic norms, while others remain stagnant or regressive. This unevenness reflects the broader challenge of institutionalizing democracy across Kenya's multiparty system.

The qualitative responses underline a demand from within party ranks for reform. This presents an opportunity for the Office of the Registrar of Political Parties (ORPP) and party leadership to prioritize internal democracy as a strategic objective, not merely a legal obligation.

In line with Democratic Theory, this study reinforces the idea that inclusive and participatory governance structures within parties are essential to their performance and legitimacy. It also supports Organizational Effectiveness Theory, which posits that structures aligned with institutional goals such as fair leadership selection enhance performance outcomes like electoral success and membership engagement.

4.5 Effect of Transparency on the Performance of Political Parties

This section explores how transparency within political parties affects their performance, with a focus on financial disclosure, communication practices, and accountability mechanisms. Respondents rated their level of agreement on several statements using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The analysis helps to evaluate the extent to which transparency is institutionalized in party operations.

Table 8: Effect of Transparency on the Performance of Political Parties

	N	Min	Max	Mean	Std. Deviation
Political party's financial records are openly shared with members.	120	1.00	5.00	2.53	1.44
Our party regularly provides updates on its financial activities.	120	1.00	5.00	2.80	1.36
There are clear and transparent mechanisms for financial accountability.	120	1.00	5.00	3.08	1.40
The political parties communicates its activities effectively to all members.	120	1.00	5.00	3.10	1.31
Members receive timely and relevant information from party leaders.	120	1.00	5.00	2.88	1.36
Political parties utilize multiple channels to ensure effective communication with the public.	120	1.00	5.00	3.10	1.18
Political parties adhere to strict reporting and disclosure practices.	120	1.00	5.00	3.03	1.29
Party leaders regularly provide reports on the party's performance and activities.	120	1.00	5.00	3.12	1.20
Members are informed of important decisions and developments within the party.	120	1.00	5.00	3.53	1.19
Aggregate				3.02	1.3

The overall aggregate mean score for transparency was 3.02 with a standard deviation of 1.30, indicating a moderate level of perceived transparency within political parties. The highest-rated item was “Members are informed of important decisions and developments within the party” with a mean of 3.53, suggesting that most parties make an effort to keep their members updated on major issues. This was followed by “Party leaders regularly provide reports on the party's performance and activities” (mean = 3.12) and “The political parties communicate their activities effectively to all members” (mean = 3.10), reflecting a moderate level of internal communication.

However, concerns emerged in areas related to financial transparency. The lowest mean was recorded for “Political party's financial records are openly shared with members” at 2.53,

indicating a significant gap in financial disclosure. Similarly, “Our party regularly provides updates on its financial activities” scored low with a mean of 2.80, suggesting that financial openness is not consistently practiced. These findings highlight potential weaknesses in financial accountability and reporting standards within political parties.

The relatively high standard deviations (ranging from 1.18 to 1.44) across items suggest that transparency practices vary widely among different parties or that members have differing perceptions of how transparent their party is. While communication appears to be somewhat consistent, financial transparency remains a major concern.

Responses to the open-ended question on improving transparency revealed a strong call for institutional reforms. Many respondents emphasized the need for institutionalization of regular financial reporting. This could be through quarterly financial statements shared with all members and audited reports made public during annual general meetings. Additionally, the respondents suggested that creating digital platforms where members can access financial records and official communications would enhance transparency. Further recommendations were on the need to train party officials on accountability standards and the legal obligations surrounding party funding and expenditures.

These findings carry several important implications; Transparency is still shallow and selective. While some communication structures exist, especially around general party updates, financial openness is significantly lacking, pointing to a governance gap that undermines party integrity and public trust. The inconsistency across parties reflects a lack of standardization in transparency practices. This undermines efforts by regulatory bodies like the Office of the Registrar of Political Parties (ORPP) to enforce accountability and may contribute to perceptions of corruption and mismanagement.

Based on Organizational Effectiveness Theory, the lack of transparent financial systems suggests weak internal control mechanisms, reducing party efficiency, sustainability, and credibility. Similarly, from a Democratic Theory perspective, inadequate financial openness contradicts principles of accountability and participation, weakening the legitimacy of political parties in the democratic process. The respondents' emphasis on institutional solutions including digital reporting systems and capacity building demonstrates that practical improvements are both possible and desired from within party structures.

4.6 Effect of Voter Outreach Affects the Performance of Political Parties

This section examines the impact of voter outreach on the performance of political parties in Kenya. Voter outreach encompasses activities such as public engagement, membership recruitment, community involvement, and coalition-building. Respondents evaluated the extent to which their parties engage in these efforts.

Table 9: Effect of Voter Outreach Affects the Performance of Political Parties

	N	Min	Max	Mean	Std. Deviation
Political parties engage the public effectively through voter outreach programs.	120	1.00	5.00	3.00	1.40
The political parties actively participate in community events and forums.	120	1.00	5.00	3.10	1.21
Public engagement is a key priority for our party's leadership.	120	1.00	5.00	3.35	1.31
The party has a structured and effective membership recruitment strategy.	120	1.00	5.00	3.48	1.11
Political parties are successful in attracting new members.	120	1.00	5.00	3.42	1.26
Membership recruitment campaigns are regularly organized and executed.	120	1.00	5.00	3.45	1.19
Political parties actively seek to build coalitions with other political entities.	120	1.00	5.00	3.30	1.18

Coalition building is a core strategy in political party's approach to political participation.	120	1.00	5.00	3.38	1.13
Political party's coalitions have enhanced its political influence.	120	1.00	5.00	3.45	1.33
Aggregate				3.33	1.22

The results on voter outreach suggest that political parties in Kenya are perceived to be performing slightly above neutral, with an overall aggregate mean of 3.33, indicating a general leaning toward agreement that parties engage in outreach activities, though not strongly. Respondents showed modest agreement that public engagement is a key priority for party leadership (mean = 3.35), and that parties actively participate in community events and forums (mean = 3.10), reflecting that some effort is made to maintain a public presence, though this may not be consistent across all parties. The statement that political parties engage the public effectively through voter outreach programs had a neutral score (mean = 3.00), showing limited confidence in the effectiveness of these programs. On the other hand, membership recruitment efforts were viewed more positively; respondents agreed that their parties have a structured and effective recruitment strategy (mean = 3.48), regularly organize campaigns (mean = 3.45), and are successful in attracting new members (mean = 3.42). These figures indicate that recruitment is a well-developed area of voter outreach. Coalition-building was also perceived favorably, with agreement that parties seek to build coalitions (mean = 3.30), use it as a core strategy (mean = 3.38), and that coalitions have enhanced political influence (mean = 3.45). These responses show that strategic alliances are both valued and seen as effective in boosting performance. However, the generally moderate mean scores and relatively high standard deviations suggest variation among parties and

opportunities for improvement, especially in grassroots-level outreach and direct public engagement, which scored closer to neutral.

Respondents offered actionable ideas for improving voter outreach. Key themes included:

Year-round engagement: Many criticized the tendency for parties to appear only during election periods. They called for consistent presence through town hall meetings, community service events, and developmental forums that reflect the needs of constituents.

Digital engagement: Respondents emphasized the need for modern digital strategies, particularly on social media, to attract young voters and urban populations. **Inclusion and diversity:** Several respondents stressed the importance of inclusive outreach, targeting women, youth, persons with disabilities, and marginalized rural communities to build legitimacy and expand membership.

These findings have important implications for political party strategy and democratic development in Kenya; Public engagement remains superficial in many parties, often limited to electioneering rather than genuine dialogue. This weakens public trust and undermines parties' roles as vehicles for participatory democracy. The relatively strong performance in recruitment and coalition-building suggests parties are more focused on political survival and competition than sustained civic engagement. This may lead to short-term gains but long-term legitimacy risks, especially if citizens feel excluded or unheard.

According to Democratic Theory, voter outreach is a cornerstone of participatory democracy. Parties that fail to maintain consistent engagement erode democratic norms and alienate constituents. Likewise, Organizational Effectiveness Theory would suggest that failure to maintain stakeholder communication reduces organizational cohesion and performance.

The qualitative recommendations reflect grassroots demand for parties to evolve into responsive, community-based organizations, not just campaign machines. This points to a critical strategic opportunity for parties willing to invest in continuous, inclusive outreach.

4.7 Effect of Financial Management on the Performance of Political Parties

Table 10: Effect of Financial Management on the Performance of Political Parties

	N	Min	Max	Mean	Std. Deviation
The organization effectively plans its financial budget.	120	1.00	5.00	3.22	1.41
The organization adjusts its budget as needed based on financial performance.	120	1.00	5.00	3.25	1.29
Budget allocations are strategically aligned with the party's political objectives.	120	1.00	5.00	3.33	1.29
There are clear internal controls to monitor financial activities.	120	1.00	5.00	3.13	1.26
The party has clear guidelines for financial transactions, reducing the risk of mismanagement.	120	1.00	5.00	3.38	1.39
The organization uses effective tools to track and manage its cash flow.	120	1.00	5.00	3.30	1.23
The party provides regular updates on the use of party funds to its stakeholders.	120	1.00	5.00	3.15	1.23
The party receives adequate funding from its members and supporters to run its operations.	120	1.00	5.00	3.10	1.21
The party's funding is diversified across multiple sources (donations, state funding, members and supporters).	120	1.00	5.00	3.45	1.15
Aggregate				3.26	1.27

The analysis of financial management practices within political parties in Kenya reveals an overall neutral to slightly positive perception, with an aggregate mean of 3.26, indicating that most respondents neither strongly agreed nor strongly disagreed with the statements but leaned slightly toward agreement. Respondents were neutral about the parties' ability to plan

their financial budgets effectively (mean = 3.22) and to adjust those budgets in response to financial performance (mean = 3.25). Budget alignment with political objectives was rated neutral, showing that some parties appear to integrate financial planning with strategic goals. There was also a neutral view that internal controls exist to monitor financial activities (mean = 3.13) and that clear financial guidelines help reduce mismanagement risks (mean = 3.38). Respondents indicated a neutral view that tools to manage and track cash flow were somewhat effective (mean = 3.30), pointing to the use of basic financial systems. However, transparency around the use of funds received only a neutral to mild agreement (mean = 3.15), indicating that regular updates to stakeholders may be lacking or inconsistent. Similarly, the adequacy of funding from members and supporters was rated neutrally (mean = 3.10), which could reflect concerns about financial sustainability. Notably, the highest score was seen in diversification of funding sources (mean = 3.45), suggesting that parties are making efforts to avoid over-reliance on single sources of income. In summary, the results suggest that while financial structures are in place within many political parties, their implementation and consistency vary, and improvements in financial transparency and stakeholder communication are necessary to enhance overall party performance and credibility.

Respondents provided several practical recommendations for enhancing financial management within political parties. The key themes included: Professionalization of financial systems: Respondents advocated for the adoption of professional budgeting, accounting, and real-time financial tracking systems aligned with party goals. Strengthening financial oversight: Establishing clear financial policies and internal audit committees to improve accountability and reduce risks of mismanagement was emphasized. Use of

technology: Integration of digital tools for monitoring expenses and income to enhance efficiency and transparency. Diversification of funding: Expanding funding sources beyond membership dues and state subsidies to ensure greater financial sustainability and independence. Capacity building: Training of treasurers and finance teams was seen as essential to equip personnel with the skills necessary to manage party finances effectively.

The findings underscore that while financial structures exist within many political parties, their implementation and effectiveness vary considerably. Neutral perceptions on budgeting, internal controls, and transparency highlight gaps that undermine parties' credibility and operational efficiency.

From the perspective of Organizational Effectiveness Theory, sound financial management is crucial for sustaining organizational viability and performance. Weaknesses in financial transparency and control may lead to mismanagement, erode trust among members and supporters, and ultimately weaken party competitiveness and democratic legitimacy.

According to Democratic Theory, transparent and accountable management of party resources is fundamental for maintaining public confidence in political institutions. The reported deficiencies in financial disclosure and funding adequacy risk fostering perceptions of corruption and patronage, which can alienate the electorate and reduce political participation.

4.8 Performance of Political Parties in Kenya

Table 11: Performance of Political Parties in Kenya

	N	Min	Max	Mean	Std. Deviation
Political parties have been successful in recent elections.	120	1.00	5.00	3.18	1.47

The political party's electoral strategies have led to increased voter support.	120	1.00	5.00	3.13	1.25
Electoral success is a key measure of political party's performance.	120	1.00	5.00	3.58	1.27
Political parties have significantly influenced national policies.	120	1.00	5.00	3.35	1.24
Party leaders are involved in important policy discussions at various levels.	120	1.00	5.00	3.57	1.35
The political party's policy positions are well-represented in legislative processes.	120	1.00	5.00	3.38	1.24
Political parties are well-organized and operates efficiently.	120	1.00	5.00	3.28	1.10
The party's administrative functions support its overall performance.	120	2.00	5.00	3.62	1.04
Operational efficiency is a priority for the political party's leadership.	120	1.00	5.00	3.78	.99
Aggregate				3.43	1.22

The findings on the performance of political parties in Kenya reveal an overall positive perception, with an aggregate mean of 3.43, indicating that respondents generally agree that parties are performing effectively, particularly in terms of organizational efficiency and policy influence. The highest-rated item was “Operational efficiency is a priority for the political party's leadership” (mean = 3.78), followed closely by “The party’s administrative functions support its overall performance” (mean = 3.62), showing a strong consensus that internal operations are seen as well-managed. Similarly, the statement “Party leaders are involved in important policy discussions at various levels” (mean = 3.57) and “Electoral success is a key measure of political party’s performance” (mean = 3.58) also received high ratings, indicating that leadership engagement in policy matters and electoral outcomes are

considered central to evaluating party success. Respondents also moderately agreed that “Political parties have significantly influenced national policies” (mean = 3.35) and that “Their policy positions are well-represented in legislative processes” (mean = 3.38), suggesting that parties are not only active in elections but also contribute meaningfully to policymaking. However, scores on electoral-specific outcomes were slightly lower, with “Political parties have been successful in recent elections” (mean = 3.18) and “Electoral strategies have led to increased voter support” (mean = 3.13), indicating a more cautious or mixed view on their recent electoral performance. Nonetheless, the statement “Political parties are well-organized and operate efficiently” (mean = 3.28) supports the broader trend that institutional functionality is a relative strength of these organizations. Overall, the results suggest that while electoral gains may be inconsistent, political parties in Kenya are generally perceived as functionally effective, strategically guided, and influential in both governance and legislative processes.

To improve overall performance, respondents emphasized the need for political parties to: Embrace governance reforms prioritizing transparency, accountability, and inclusivity, ensure alignment between party goals and resource allocation, moving beyond election results as the sole performance metric, expand performance indicators to include policy influence, member engagement, and internal efficiency and strengthen internal systems, leadership development, and communication strategies to build credible and effective political institutions.

These results suggest that Kenyan political parties are generally perceived as functionally effective, strategically guided, and influential within governance and legislative arenas. From the lens of Organizational Effectiveness Theory, well-managed internal processes and

leadership involvement contribute significantly to overall performance, supporting party sustainability and influence.

From the perspective of Democratic Theory, the moderate policy influence and legislative engagement indicate that parties play a critical role in democratic governance beyond electoral competition. However, the inconsistency in electoral success highlights ongoing challenges in voter mobilization and grassroots engagement, areas linked closely to governance practices such as internal democracy and voter outreach assessed in this study.

4.9 Multiple Linear Regression Model

The multiple linear regression model was developed to assess the influence of four governance practices—internal democracy, transparency, voter outreach, and financial management on the performance of political parties in Kenya.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.751	.742	.46920

a. Predictors: (Constant), Internal Democracy, Transparency, Voter Outreach, Financial Management

The model yielded an R value of 0.866, indicating a strong positive correlation between the combined independent variables and the dependent variable (performance of political parties). The R Square value is 0.751, meaning that approximately 75.1% of the variation in political party performance can be explained by the four governance variables included in the model. This demonstrates a high explanatory power, suggesting that internal democracy, transparency, voter outreach, and financial management are significant factors in determining how well political parties perform. The Adjusted R Square, which accounts for the number of predictors in the model, is slightly lower at 0.742, indicating that the model

remains robust even after adjusting for possible overfitting. Overall, these results confirm that strong governance practices are highly predictive of political party success in Kenya.

Table 13: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.268	4	19.067	86.609	.000 ^b
Residual	25.317	115	.220		
Total	101.585	119			

a. Dependent Variable: Party Performance

b. Predictors: (Constant), Internal Democracy, Transparency, Voter Outreach, Financial Management

The ANOVA table tests the overall significance of the multiple linear regression model used to predict political party performance based on four governance factors: internal democracy, transparency, voter outreach, and financial management. The regression model produced a total sum of squares of 101.585, with 76.268 attributed to the regression and 25.317 to residual (unexplained) variance. With 4 degrees of freedom for the regression and 115 for the residual, the model yields an F-statistic of 86.609 and a significance value (p-value) of .000. This result is statistically significant at the 0.05 level, indicating that the model as a whole is highly significant. The high F-value and extremely low p-value confirm that the observed relationship is not due to chance, reinforcing the reliability of the regression model.

Table 14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.383	.175		2.182	.031
Internal Democracy	.219	.071	.242	3.087	.003
Transparency	.175	.080	.189	2.193	.030
Voter Outreach	.203	.082	.191	2.457	.016
Financial Management	.338	.081	.342	4.150	.000

a. Dependent Variable: Party Performance

The unstandardized coefficient for the constant is 0.383 ($p = 0.031$), indicating that when all independent variables are held constant, the baseline performance score of a political party is 0.383.

Among the independent variables, financial management had the strongest positive effect on party performance, with an unstandardized coefficient (B) of 0.338 and a standardized Beta of 0.342, which was highly significant ($p = .000$). This suggests that for each unit increase in the financial management score, party performance increases by 0.338 units, controlling for other factors.

Internal democracy also showed a statistically significant positive effect ($B = 0.219$, Beta = 0.242, $p = .003$), meaning that fair and inclusive internal governance significantly contributes to better performance outcomes.

Similarly, transparency demonstrated a positive and significant relationship ($B = 0.175$, Beta = 0.189, $p = .030$), indicating that clear communication and openness within the party influence its effectiveness.

Voter outreach had a statistically significant effect as well ($B = 0.203$, Beta = 0.191, $p = .016$), suggesting that proactive engagement with the electorate and recruitment efforts also positively impact performance.

Among the predictors, financial management emerged as the most influential, followed by internal democracy, voter outreach, and transparency, based on their standardized Beta coefficients. Overall, all four governance factors are significant and positively associated with the performance of political parties, confirming that sound governance practices play a critical role in enhancing electoral success, policy influence, and organizational efficiency.

4.10 Discussion of Findings

4.10.1 Effect of Internal Democracy on the Performance of Political Parties

The study revealed that respondents held largely neutral views regarding internal democracy within their political parties, as indicated by an aggregate mean score of 3.06. While there was moderate agreement that some parties provide platforms for member participation and allow expression of member opinions, perceptions were neutral or even skeptical on critical aspects like inclusiveness in decision-making and fairness in leadership selection. This suggests that while some democratic mechanisms may exist on paper, their implementation may be inconsistent or superficial, thus undermining meaningful participation.

Despite this neutrality, the regression analysis indicated that internal democracy has a statistically significant and positive effect on party performance ($B = 0.219$, $p = .003$). This confirms that parties perceived as more democratic tend to perform better, underlining the importance of fair and inclusive governance structures. However, the neutrality in perception implies that such democratic practices are either not well institutionalized or not widely experienced across all levels of the party structure.

These findings resonate with Gupta and Sharma (2020), who observed that political parties in India with more robust internal democratic practices achieved stronger electoral results and greater member satisfaction. Like the current study, they found a strong link between member participation, democratic leadership selection, and party cohesion. Similarly, Cross and Katz (2021) emphasized in their comparative European study that institutionalized democratic norms lead to better party stability and voter appeal, which aligns with this study's positive regression results despite the neutral attitudes of respondents. Morris and

Kelsall (2022) added a broader dimension to this discussion by highlighting the role of internal democracy in fostering party innovation and adaptability. In the African context, they argue that openness in leadership and inclusivity in decision-making empower parties to respond to societal needs and voter preferences more effectively. The Kenyan data—where respondents neither agreed nor disagreed on inclusivity or consultation—may indicate a missed opportunity for innovation due to weak democratic engagement at the grassroots.

Furthermore, the findings of Anderson (2022) in Canada and Khan & Roberts (2021) in South Asia show that participatory leadership processes and member engagement directly enhance party unity and electoral success. This supports the regression outcome in the current study but again contrasts with the neutral experiences reported by Kenyan respondents, revealing a performance potential gap—the parties could perform better if internal democracy were more rigorously applied.

Finally, Ochieng (2020) provides a Kenyan perspective, linking democratic internal party elections to improved public confidence and electoral outcomes. While his study focused solely on elections, the current research builds on that by evaluating broader aspects such as decision-making processes and member participation. The neutral responses in these areas indicate that, although electoral democracy may be in place, deeper participatory structures are either underdeveloped or underutilized.

4.10.2 Effect of Transparency on the Performance of Political Parties

The study found that respondents held largely neutral perceptions regarding transparency within their political parties, with an aggregate mean of 3.02. While there was moderate agreement that members were informed of some party decisions and developments, respondents expressed uncertainty or neutrality regarding whether party leaders provide

regular reports or effectively communicate activities. Critically, respondents disagreed that financial records are openly shared, indicating a key weakness in financial transparency. These findings suggest that while some elements of transparency may exist, they are inconsistently applied, particularly in the financial realm, leading to a general lack of confidence among party members.

Despite these neutral views, transparency demonstrated a statistically significant positive effect on party performance ($B = 0.175$, $Beta = 0.189$, $p = .030$). This implies that even moderate improvements in openness and communication can contribute meaningfully to a party's effectiveness, aligning with broader international findings.

In the same vein, Grossman, Michelitch, and Prato (2020) demonstrated that sustained transparency in Uganda led to enhanced electoral accountability, particularly in environments with weak institutional frameworks—similar to Kenya's political setting. Their findings suggest that continuous access to credible information empowers voters and increases trust in political institutions. The neutrality observed in this study may reflect a gap between sporadic transparency efforts and the need for sustained, systematic disclosure. Similarly, Smith and Jones (2020) found that parties with higher transparency in governance and financial reporting garnered more public trust and electoral strength. Although conducted in more developed democracies, their conclusion that transparency improves legitimacy and member satisfaction is relevant for Kenya, where perceived opacity continues to erode public trust.

De Fine Licht (2019) introduced a critical distinction between actual transparency and perceived transparency, finding that people's acceptance of decisions often hinges more on cues suggesting transparency than on actual practices. This may explain the neutral

perceptions in the Kenyan context: political parties may appear to engage in open communication (e.g., via press statements or reports), but members do not perceive the processes as genuinely transparent due to limited access to detailed, actionable information—particularly about finances. Miller (2023) emphasized that financial transparency builds donor confidence and strengthens electoral performance. While Kenyan parties may not currently match the institutional frameworks of Australia, the principle remains; openness attracts support. In Kenya, where concerns about mismanagement and corruption are widespread, increasing financial transparency could restore member and voter confidence.

Rodriguez and Perez (2019) and Kim (2021) both concluded that communication and financial transparency are central to party credibility and public engagement. However, their studies also revealed that strong institutional backing and effective systems are prerequisites for these gains. Kenya's relatively fragile political institutions may hinder full implementation of transparency reforms, but the statistically significant relationship found in this study suggests that even incremental improvements could yield measurable performance benefits.

4.9.3 Effect of Voter Outreach Affects the Performance of Political Parties

The study revealed that political parties in Kenya are moderately engaged in voter outreach, with an aggregate mean of 3.33. This was slightly higher than other performance determinants such as internal democracy and transparency. Respondents modestly agreed that public engagement is a leadership priority, and that parties participate in community events and forums, signaling some ongoing efforts to maintain visibility and connection with constituents. However, this engagement appears inconsistent and unevenly distributed across

parties, as shown by high standard deviations and neutral scores on key items particularly the effectiveness of public outreach programs and coalition-building strategies.

Interestingly, membership recruitment emerged as the strongest area within voter outreach. Respondents generally agreed that their parties have structured recruitment strategies and are successful in attracting new members. This suggests that parties are more effective at inward-facing outreach (targeting prospective members) than at outward-facing public engagement (targeting the general electorate). Additionally, while there was moderate agreement that coalitions enhance political influence, parties were neutral on using coalition-building as a core strategy, indicating a lack of strategic consistency in forging alliances for electoral advantage.

Despite these mixed perceptions, voter outreach had a statistically significant positive impact on party performance ($B = 0.203$, $\text{Beta} = 0.191$, $p = .016$). This supports the conclusion that proactive, structured voter engagement strategies—particularly those focused on recruitment and alliances—can enhance political visibility, support, and electoral performance. These findings resonate with global literature. For instance, Bautista-Chavez and James (2019) analyzed a Republican voter outreach initiative aimed at Latinos in the U.S., noting that targeted outreach—when sustained and culturally relevant—can expand a party's appeal even among skeptical demographics. While that study was context-specific and limited in scope, it underscores the importance of intentional, community-rooted outreach in expanding political influence.

Jones and Martinez (2020) found that digital voter outreach strategies (e.g., social media, targeted advertising) significantly influenced electoral success in the U.S. context. Although Kenya's digital landscape is less developed, this suggests a missed opportunity for political

parties to modernize their outreach methods and engage youth through digital platforms. However, the study also cautions about challenges like algorithmic bias and privacy concerns, which Kenyan parties must prepare to address if adopting similar strategies.

On the recruitment front, Lee (2021) demonstrated in Malaysia that effective membership drives lead to better electoral performance, especially when inclusive of marginalized groups. Kenya's political parties, with their existing focus on membership recruitment, might further enhance their performance by targeting underrepresented populations, such as youth, women, and rural voters.

In terms of coalition-building, Mair and Davis (2020) showed that successful alliances in Nigeria helped parties expand influence and win elections, affirming the importance of coalition politics in fragmented multiparty systems—much like Kenya's. However, the neutral responses in this study suggest that Kenyan parties are not fully exploiting this strategy, possibly due to ethnic, ideological, or historical frictions.

Lastly, Nguyen (2022) highlighted that consistent public engagement (e.g., town halls, community visits) builds voter trust and electoral strength. The Kenyan findings echo this, though neutral responses indicate that such engagement is either insufficient or not well-publicized, limiting its effectiveness and perceived value.

4.9.5 Effect of Financial Management on the Performance of Political Parties

The analysis of financial management practices within political parties in Kenya reveals a neutral to slightly positive perception among respondents. While the participants were not overwhelmingly confident in the parties' financial governance, there was modest agreement that budgeting processes are effective, strategic alignment exists between budgets and

objectives, and funding diversification is underway. These findings suggest that, although financial systems may not be robust or uniformly applied across parties, some elements of financial planning and adaptability are present.

However, the responses also indicated key concerns. There was neutral sentiment regarding internal controls, use of financial tracking tools, and adequacy of funding—particularly from members and supporters. These neutral perceptions point to limited transparency, insufficient stakeholder communication, and potential weaknesses in financial sustainability. Respondents only mildly agreed that financial transparency is practiced consistently, and were neutral on whether financial reports are shared with members. Such gaps may hinder public trust and internal accountability, both of which are vital for party performance.

Despite these reservations, financial management emerged as the strongest predictor of political party performance, with a statistically significant and relatively large effect size ($B = 0.338$, $Beta = 0.342$, $p = .000$). This underscores that well-structured financial planning, transparency, and diversified funding can significantly enhance political operations, credibility, and competitiveness. This finding is consistent with a broad body of literature that links financial competence to organizational success in both established and emerging democracies. Smith and Davis (2017) found that political parties in developed countries that maintained transparent financial practices enjoyed higher electoral performance and public trust, especially where financial disclosure laws were strong. Although Kenya lacks such stringent enforcement, the positive correlation still holds, suggesting that even in less-regulated environments, improved financial transparency leads to better political outcomes.

Similarly, Ewing and Walecki (2018) explored how dependency on donors or state funding shapes party policies and stability in emerging democracies. Their findings align with the

current study's implication that Kenyan parties may need to strengthen financial independence and diversify revenue sources to reduce political capture and ensure policy autonomy. Parties with stable funding, they found, could invest in long-term strategies, unlike those focused on short-term gains driven by donor interests. Babeiya (2023) highlighted widespread financial mismanagement in Tanzanian parties, identifying issues such as dubious payments, poor record-keeping, and lack of internal oversight. While the Kenyan data did not show outright mismanagement, the neutral responses on internal controls and transparency hint at similar vulnerabilities, particularly around poor communication of financial decisions to members.

Mwangi and Okoth (2019) showed that party financing in Kenya remains highly unequal, with larger parties dominating state funding and smaller ones struggling. This centralization may explain why some respondents reported concerns over financial adequacy and sustainability, as these imbalances hinder competitiveness and limit innovation in smaller parties.

Lastly, Dubat and Minja (2020) emphasized the role of internal controls, governance, and budgeting in improving institutional performance in Garissa County. Their findings reinforce the importance of robust financial structures and procurement processes, which are also applicable to political parties. The neutral views on financial controls in this study suggest that political parties could benefit from borrowing public-sector best practices, such as standardized procurement, performance-based budgeting, and periodic audits.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key research findings, draws conclusions strictly based on the analyzed data, and outlines practical recommendations for stakeholders involved in political governance. It also suggests areas for further research to extend understanding of the governance-performance nexus among political parties in Kenya.

5.2 Summary of the Result Findings

5.2.1 Effect of Internal Democracy on the Performance of Political Parties

The study revealed a moderate perception of internal democracy within political parties, with mixed views on member participation and inclusiveness in decision-making. While parties provide some platforms for member engagement, key decisions and leadership elections were perceived as less transparent or competitive. Notably, internal democracy showed a statistically significant positive effect on party performance ($B = 0.219$, $\text{Beta} = 0.242$, $p = .003$), indicating that fair and inclusive governance practices contribute meaningfully to improved outcomes.

5.2.2 Effect of Transparency on the Performance of Political Parties

Transparency was generally perceived at a neutral level, with members moderately informed about party developments but less so regarding financial disclosures. Financial transparency, in particular, was identified as a critical weakness, with limited openness in sharing financial records. Despite this, transparency had a significant positive relationship with party

performance ($B = 0.175$, $Beta = 0.189$, $p = .030$), underscoring the importance of clear communication and accountability in enhancing effectiveness.

5.2.3 Effect of Voter Outreach Affects the Performance of Political Parties

Voter outreach received slightly higher positive perceptions compared to other governance practices. Respondents acknowledged efforts in public engagement, membership recruitment, and coalition-building, though confidence in the overall effectiveness of outreach programs was moderate. The impact of voter outreach on party performance was statistically significant ($B = 0.203$, $Beta = 0.191$, $p = .016$), suggesting that proactive engagement and recruitment positively influence political party success.

5.2.4 Effect of Financial Management on the Performance of Political Parties

Financial management practices were viewed neutrally to slightly positively, with recognition of budgeting efforts, alignment with political goals, and diversification of funding sources. However, concerns remain over financial transparency and sustainability. Financial management demonstrated the strongest positive effect on party performance, with a highly significant coefficient ($B = 0.338$, $Beta = 0.342$, $p = .000$), indicating that improvements in financial governance strongly enhance overall party performance.

5.3 Conclusion

The study concludes that internal democracy is a vital component influencing the performance of political parties in Kenya. Although current democratic practices within parties show a neutral overall perception, there remain challenges related to meaningful member participation and the fairness of leadership selection processes. These gaps suggest that political parties must deepen their commitment to fostering genuine inclusivity and

equitable decision-making mechanisms. This way, parties can build stronger internal cohesion, enhance legitimacy, and ultimately improve their effectiveness in both governance and electoral competitiveness. Practically, this calls for reforms that institutionalize transparent election processes and encourage active grassroots involvement.

Transparency, while recognized as an important factor, remains underdeveloped within Kenyan political parties, particularly regarding financial disclosure and accountability. The lack of openness in financial reporting undermines member trust and weakens party credibility. Strengthening transparency practices is therefore essential not only for internal cohesion but also for building public confidence. Political parties should prioritize regular communication of financial matters and performance updates, supported by robust reporting frameworks. Training party officials on governance and accountability standards could further embed transparency as a core organizational value.

The role of voter outreach in party performance is significant but currently uneven. Parties have made strides in membership recruitment and coalition-building, yet their engagement with the broader electorate, especially at grassroots levels, needs enhancement. Sustained and inclusive outreach efforts that extend beyond election cycles are critical for expanding support bases and fostering a responsive political culture. Incorporating innovative strategies such as digital engagement and targeted inclusion of marginalized groups will enable parties to strengthen their public appeal and relevance.

Financial management stands out as the most influential factor in shaping political party performance. While many parties demonstrate a foundational ability to plan and align finances with strategic objectives, inconsistencies in cash flow management and financial transparency persist. To ensure long-term sustainability and operational effectiveness,

parties must invest in professional financial systems, diversify their funding sources, and implement rigorous internal controls. Capacity building for financial personnel and the use of technology in budget tracking are practical steps that can safeguard party resources and enhance strategic decision-making.

5.4 Recommendations for Practice

5.4.1 Office of the Registrar of Political Parties

- i. Strengthen the enforcement of internal democracy standards by requiring political parties to regularly report on their leadership selection processes and decision-making structures.
- ii. Develop and implement compliance frameworks for financial disclosure and transparency, including mandatory publication of audited party financial statements.
- iii. Support the institutionalization of voter outreach standards, particularly through policy incentives or funding tied to documented public engagement activities.
- iv. Facilitate training and capacity-building programs focused on strategic financial management and governance for political party officials.

5.4.2 Political Parties in Kenya

- i. Political parties should institutionalize free, fair, and competitive elections for leadership positions across all levels. This includes reviewing party constitutions to ensure clarity and enforcement of democratic principles and providing platforms for grassroots participation. Regular member education and leadership development programs should be implemented to promote inclusivity and transparency in decision-making.

- ii. Parties should establish robust financial reporting systems, including regular updates to members on income, expenditures, and budget performance. Adoption of standardized financial management software and the publication of audited reports will enhance trust among members and external stakeholders. Internal audit committees should be created or strengthened to oversee compliance with financial guidelines.
- iii. Political parties should invest in structured, continuous outreach programs that go beyond election periods. These may include community development initiatives, town hall meetings, youth forums, and use of digital tools to interact with a broader audience. Outreach efforts should also target underrepresented groups such as women, youth, and persons with disabilities to broaden the support base.
- iv. Hiring or training qualified personnel in finance and budgeting should be a priority. Political parties need to align their financial planning with strategic objectives, ensure real-time tracking of funds, and diversify income sources (e.g., from membership dues, donations, and legal public funding). Clear internal controls must be implemented to prevent financial mismanagement.

5.4.3 Party Members and the Electorate

- i. Engage more actively in internal party processes such as leadership elections, budget consultations, and policy discussions to strengthen democratic accountability.
- ii. Demand greater transparency from party officials, including access to financial reports and clarity on party decisions.
- iii. Participate in outreach initiatives and civic forums to strengthen the party's public legitimacy and connection to grassroots needs.

5.4.4 Civil Society, Development Partners, Donors and NGOs

- i. Invest in governance training programs tailored to political party operations, focusing on transparency, democratic decision-making, and financial integrity.
- ii. Fund and support independent audits and evaluations of party governance practices to promote accountability and learning.
- iii. Collaborate with parties in designing effective voter engagement strategies, particularly targeting underrepresented groups such as women, youth, and rural voters.
- iv. Promote initiatives that encourage inter-party cooperation and coalition-building grounded in shared values and democratic principles.

5.5 Recommendations for further research

While this study explored traditional governance dimensions such as internal democracy, transparency, voter outreach, and financial management, it did not examine the growing influence of digital technologies on party governance. Future research should investigate how digital tools including online voting platforms, social media engagement, and financial management apps affect transparency, member participation, and public outreach within political parties. Additionally, this study treated political parties as a uniform group, overlooking potential differences between established national parties and smaller or regional parties. Comparative studies could provide insight into how party size, longevity, funding models, and regional presence shape governance practices and performance outcomes.

The study's reliance on quantitative survey data limits the depth of understanding of internal party dynamics. Future research employing qualitative methods, such as interviews and

focus groups, could uncover deeper insights into power relations, resistance to reform, and the lived experiences of party members and officials. Moreover, this study focused on internal party performance but did not assess the external impact of governance on public trust, voter turnout, or electoral behavior. Subsequent research could examine whether parties with stronger governance systems are more successful in mobilizing voters, particularly among youth and first-time voters.

Given the persistent weaknesses in transparency and financial accountability identified in this study, further inquiry should evaluate the effectiveness of regulatory bodies like the Office of the Registrar of Political Parties and the Independent Electoral and Boundaries Commission (IEBC) in enforcing governance standards. Research might also explore whether existing legislation adequately addresses party governance challenges or requires reform. Lastly, considering Kenya's ethnic and regional political dynamics, future studies should investigate how these socio-political factors influence internal democracy, inclusivity, and outreach strategies, particularly in ethnically diverse constituencies.

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APPENDICES

Appendix I: Consent form

Introduction

My name is Erukudi Locha, a student at Mount Kenya University pursuing a Masters' degree in public administration and management. I am conducting a study for the fulfillment of the requirement on "INFLUENCE OF GOVERNANCE PRACTICES ON THE PERFORMANCE OF POLITICAL PARTIES IN KENYA."

Purpose of the Study

You are being invited to participate in a research study that aims to investigate the influence of governance practices on the performance of political parties in Kenya.

Study Procedures

If you agree to participate in this study, you will be asked to answer a questionnaire related to the study. The expected duration of your participation is approximately 10 minutes.

Risks and Discomforts

We do not anticipate any major risks or discomforts associated with participating in this study. However, if you feel uncomfortable at any point, you may choose to stop participating at any time without any consequences.

Benefits

There may be no direct benefits to you personally, but your input will be valuable in advancing knowledge in this area.

Confidentiality

All information that you provide will be kept confidential. No personally identifiable information will be included in any reports or publications arising from this study. Your responses will be used solely for the purpose of this research.

Voluntary Participation

Your participation in this study is entirely voluntary. You are free to refuse to participate or to withdraw from the study at any time without any penalty or loss of benefits to which you are otherwise entitled. If you choose to withdraw, your data will be excluded from the study.

Contact Information

If you have any questions about the study or need additional information, please contact the principal investigator:

Erukudi Locha

+254 716 883 997

lochajoshua63@gmail.com

Participant Consent:

By signing below, you are indicating that you have read and understood the information provided above, that you voluntarily agree to participate in this study, and that you understand that you can withdraw at any time without penalty.

Participant's Signature: _____

Date: _____

Appendix II: Questionnaire

Section I: Demographic data

1. Age:

18-30 ()

31-40 ()

41-49 ()

2. Education Level?

Basic education ()

College ()

Graduate ()

Postgraduate ()

3. Duration of Membership in the Party (for political party officials) or Count Chief Officer

Less than 1 year ()

1-5 years ()

5-10 years ()

More than 10 years ()

Section II: Internal Democracy

4. Please indicate your level of agreement with the following statements on internal democracy

by selecting one of the following options: 1= Strongly Disagree, 2=Disagree, 3=Neutral,

4=Agree, 5= Strongly Agree

Statements	1	2	3	4	5
Political parties have transparent and democratic leadership selection processes.					

Party leaders are chosen through fair and competitive elections.					
The leadership selection process encourages participation from all members					
Decision-making within the party is inclusive of all key stakeholders.					
Party decisions are made through open discussions and consultations.					
The decision-making process in our party is efficient and transparent.					
Members are actively involved in key decisions affecting the party.					
Party members are encouraged to voice their opinions and suggestions.					
Our party provides multiple platforms for member participation in decision-making					

5. In your opinion, how could the leadership selection process in the political parties be improved to enhance internal democracy?

.....

.....

.....

Section III: Transparency

6. Please indicate your level of agreement with the following statements on transparency by selecting one of the following options: 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree

Statements	1	2	3	4	5
Political party's financial records are openly shared with members.					
Our party regularly provides updates on its financial activities.					

There are clear and transparent mechanisms for financial accountability.					
The political parties communicates its activities effectively to all members.					
Members receive timely and relevant information from party leaders.					
Political parties utilize multiple channels to ensure effective communication with the public.					
Political parties adhere to strict reporting and disclosure practices.					
Party leaders regularly provide reports on the party's performance and activities.					
Members are informed of important decisions and developments within the party.					

7. What additional steps can the political parties take to improve its transparency in financial reporting and communication with members?

.....

Section IV: Voter outreach

8. Please indicate your level of agreement with the following statements on voter outreach by selecting one of the following options: 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree

Statements	1	2	3	4	5
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Political parties engage the public effectively through voter outreach programs.					
The political parties actively participate in community events and forums.					
Public engagement is a key priority for our party's leadership.					
The party has a structured and effective membership recruitment strategy.					
Political parties are successful in attracting new members.					
Membership recruitment campaigns are regularly organized and executed.					
Political parties actively seek to build coalitions with other political entities.					
Coalition building is a core strategy in political party's approach to political participation.					
Political party's coalitions have enhanced its political influence.					

9. How can the political parties enhance its public engagement and voter outreach activities to attract more members and supporters?

.....
.....
.....

Section V: Financial Management

10. Please indicate your level of agreement with the following statements on financial management by selecting one of the following options: 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree

Statements	1	2	3	4	5
The organization effectively plans its financial budget.					
The organization adjusts its budget as needed based on financial performance.					
Budget allocations are strategically aligned with the party's political objectives.					
There are clear internal controls to monitor financial activities.					
The party has clear guidelines for financial transactions, reducing the risk of mismanagement.					
The organization uses effective tools to track and manage its cash flow.					
The party provides regular updates on the use of party funds to its stakeholders.					
The party receives adequate funding from its members and supporters to run its operations.					
The party's funding is diversified across multiple sources (donations, state funding, members and supporters).					

11. How do you think political parties can improve their financial management practices to enhance their performance?

.....

.....

.....

Section V: Party Performance

12. Please indicate your level of agreement with the following statements on party performance by selecting one of the following options: 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree

	1	2	3	4	5
Political parties have been successful in recent elections.					
The political party's electoral strategies have led to increased voter support.					
Electoral success is a key measure of political party's performance.					
Political parties have significantly influenced national policies.					
Party leaders are involved in important policy discussions at various levels.					
The political party's policy positions are well-represented in legislative processes.					
Political parties are well-organized and operates efficiently.					
The party's administrative functions support its overall performance.					
Operational efficiency is a priority for the political party's leadership.					

12. In your view, what should the political parties focus on to improve its overall performance?

.....
.....
.....


Thank you



Appendix III: Top 30 Political Parties

1. United Democratic Alliance (UDA)
2. Orange Democratic Movement (ODM)
3. Jubilee Party (JP)
4. Wiper Democratic Movement (WDM)
5. Democratic Action Party of Kenya (DAP-K)
6. United Democratic Movement (UDM)
7. Amani National Congress (ANC)
8. Forum for Restoration of Democratic-Kenya (Ford-Kenya)
9. Kenya African National Union (KANU)
10. Devolution Empowerment Party (DEP)
11. Maendeleo Chap Chap (MCC)
12. Pamoja African Alliance (PAA)
13. The Service Party (TSP)
14. Movement for Democratic Growth (MDG)
15. Kenya Union Party (KUP)
16. United Party of Independent Alliance (UPIA)
17. United Progressive Alliance (UPA)
18. Chama Cha Mashinani (CCM)
19. Tujibebe Wakenya Party (JIBEBE)
20. Muungano Party (MP)
21. Chama Cha Kazi (CCK)
22. Democratic Party of Kenya (DP)
23. United Democratic Party (UDP)
24. National Rainbow Coalition (NARC)
25. Party of National Unity (PNU)
26. Chama Cha Uzalendo (CCU)
27. National Reconstruction Party (NRA)
28. Progressive Party of Kenya (PPOK)
29. Safina Party (Safina)
30. National Agenda Party of Kenya (NAP-K)

Appendix IV: Data Collection Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPAM/2023/36685

21st March, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: ERUKUNDI LOCHA - REGISTRATION NO. MPAM/2023/36685

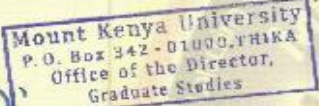
The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **"Influence of Governance Practices on the Performance of Political Parties in Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Kisinga, Ph.D
Director, Graduate Studies
Enc.


Mount Kenya University
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Graduate Studies

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Tel: +254 20 287 8000, Cell: +254 709 153 000

Appendix V: Ethical Approval



REF: MKU/ISERC/4871
TO: ERUKUDI LOCHA

Date: 20 March 2025

REG: MPAM/2023/36685

Dear Sir/Madam,

RE: INFLUENCE OF GOVERNANCE PRACTICES ON THE PERFORMANCE OF POLITICAL PARTIES IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3593**. The approval period is **20/03/2025 - 19/03/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC




Appendix VI: Research Permit


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

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