

**ANALYSIS OF STAKEHOLDER MANAGEMENT STRATEGIES ON  
PERFORMANCE OF COUNTY GOVERNMENT OF GARISSA, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR THE  
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(STRATEGIC MANAGEMENT OPTION)**

**OF  
MOUNT KENYA UNIVERSITY**

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## DECLARATION AND APPROVAL

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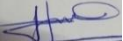
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### Declaration by the Supervisor

I confirm that the candidate carried out the work reported in this research project under my supervision.

Name: Lucy Kibe, PhD.

Sign \_\_\_\_\_  Date 16/10/2024



Mount Kenya University

## **DEDICATION**

To my children and wife, Mrs. Leila Osman Mahat, whose love and steadfast support have been my pillar of support during my academic career.



## ACKNOWLEDGEMENT

I am sincerely grateful to Dr. Lucy Kibe for her invaluable guidance, support, and encouragement during my research. Her expertise, patience, insightful feedback, constructive criticism, and dedication to excellence have continually motivated me to aim higher in my work, enriching my academic experience. I also extend my heartfelt thanks to my moderator, Mr. Ahmed, for his invaluable insights and support throughout this process. Furthermore, I sincerely thank my loved ones for all the care, encouragement, and compassion they have shown me throughout this journey. Their encouragement has provided me with a continuous reservoir of fortitude and drive, empowering me to pursue my academic aspirations confidently. In addition, I am thankful to everyone who has offered their support in various capacities, whether through their encouragement, feedback, or assistance. Lastly, I am indebted to the countless scholars whose research and insights have paved the way for this study. Their work has been a source of inspiration and guidance, shaping the foundation for this study.

## ABSTRACT

In today's complex and dynamic environment, effective stakeholder management strategies play a crucial role in enhancing the performance and success of government organisations. This study aimed to analyse the strategic management strategies that affected the performance of the Garissa County Government in Kenya. The specific objectives of the study were to establish the influence of shared goals on the performance of the County Government of Garissa, determine the role of consensus building in the same context, and find out the influence of partnership engagement on its performance. The theory of performance and stakeholder theory guided the study. A pragmatic approach was employed, combining both quantitative and qualitative methods. The quantitative aspect entailed conducting a descriptive survey to collect information on the targeted variables. At the same time, the qualitative component consisted of focus group discussions to provide deeper insights into the research topic. The unit of analysis was the Garissa County Government in Kenya, and the observation unit included 130 county officials, comprising 30 Ward Administrators, 30 Deputy Directors, 30 Directors, 30 Chief Officers, and 10 Chief Executive Committee Members. A census approach was used to target all 130 county officials, and purposive sampling was applied to select the focus group. Questionnaires and a focus group moderator guide served as research instruments. Quantitative data from the structured questionnaires were analysed using SPSS to examine regression between variables, while qualitative data from the focus group discussions were analysed through thematic analysis. The validity of both instruments was assessed through input from content experts and a supervisor, while the reliability of the instruments was evaluated using Cronbach's alpha coefficient. The data collected were analysed using descriptive and inferential statistical methods, illustrated through frequency tables and regression models. Multiple linear regression models were employed as an inferential analysis to demonstrate the relationship between the variables. A response rate of 69.23% was achieved. The findings indicate that shared goals, consensus building, and partnership engagement positively influence performance by improving effort alignment and ownership. However, challenges such as poor communication and unclear role definitions were identified. Consensus building is essential for effective governance, yet inadequate stakeholder participation, corruption, nepotism, and weak communication have hindered its success. Partnership engagement significantly enhances performance, particularly in resource sharing and stakeholder involvement. The focus group discussions revealed crucial insights into the operational dynamics of Garissa County, identifying significant challenges in service delivery, governance, and accountability. The discussions highlighted a pressing demand for enhanced public engagement, procedural transparency, and adherence to merit-based recruitment practices. The study recommends improving communication, transparency, accountability, and resource mismanagement. It encourages collaboration among stakeholders, along with training and monitoring initiatives. Future research should focus on technology, corruption, and governance strategies across counties.

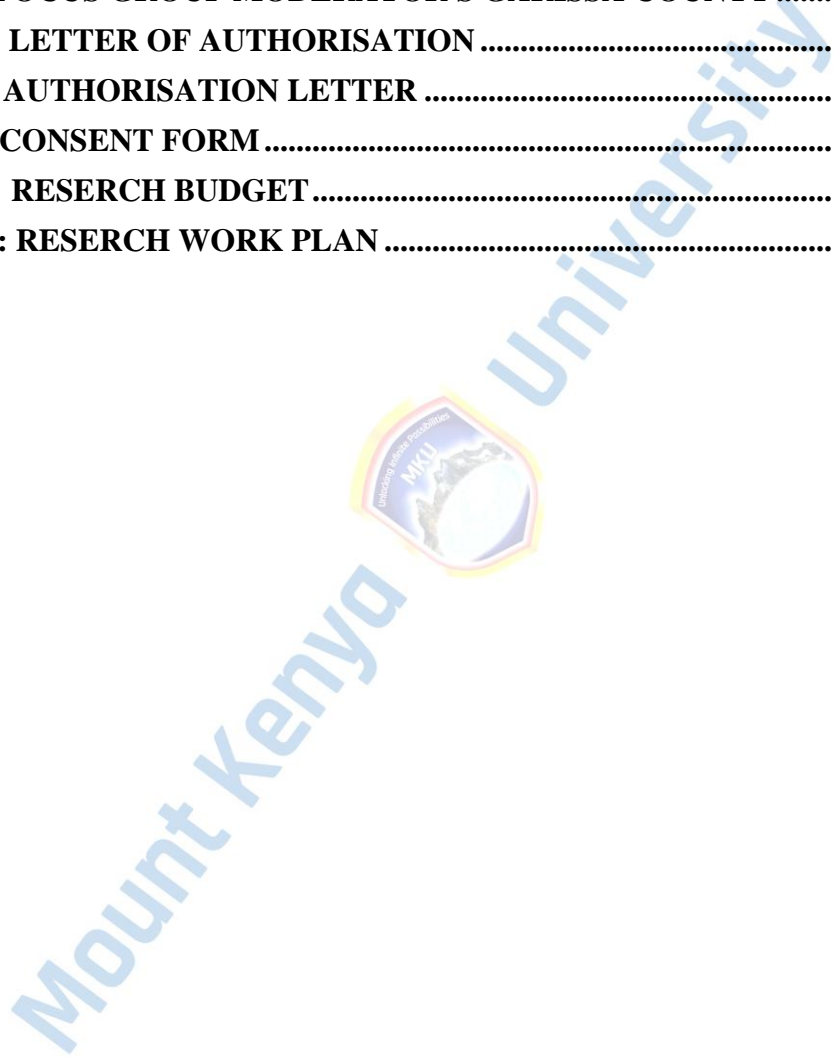
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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>AU</b>	African Union
<b>CPMF</b>	County Performance Management Framework
<b>GOK</b>	Government of Kenya
<b>FCDC</b>	Frontier Counties Development Council
<b>KRA</b>	Kenya Revenue Authority
<b>M&amp;E</b>	Monitoring & Evaluation
<b>NEDLAC</b>	National Economic Development and Labor Council
<b>NGOs</b>	Non-Governmental Organisations
<b>ROK</b>	Republic of Kenya
<b>ToP</b>	Theory of Performance
<b>WEC</b>	Wealth and Employment Creation

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the Study

Globally, the performance of institutions like the International Monetary Fund (IMF), World Bank, and United Nations (UN) play crucial roles in governance, development assistance, and economic stability. These global institutions are assessed for their effectiveness in promoting international cooperation, advancing sustainable development goals (SDGs), and handling global crises like pandemics and climate change (Bendell, 2022; Sidenko & Kulbida, 2020; Gutner, 2020). The World Bank and IMF play pivotal roles by offering essential financial and technical assistance for poverty reduction, infrastructure development, healthcare, and education in developing nations (Luka & Aide, 2022). However, critiques focus on project efficacy, decision-making process transparency, and the complexities of balancing economic growth with social and environmental sustainability (Dembele, 2020). Allum, Chopra, and Pinon-Farah (2021) argue that IMF loan conditions often worsen economic hardships due to challenges adapting to global economic shifts and designing inclusive policies that meet diverse member-country needs. They emphasise alignment difficulties with stakeholders, prompting countries to seek alternative solutions to better fit their economic and social needs (Basheer et al., 2022).

At the continental level, the performance of the African Union (AU) is assessed based on its capacity to promote intra-regional trade, economic development, and political unity, alongside addressing challenges such as security threats and environmental issues, bureaucratic inefficiencies, and varying levels of commitment among member states (Gelot & Söderbaum, 2023; Ekwealor, 2020). In Great Britain, performance focuses on fostering partnerships and employing sector-specific strategies to streamline regulatory processes, exemplified by initiatives

like the Red Tape Challenge (OECD, 2016). Despite these efforts, the Public Administration and Constitutional Affairs Committee underscores the critical need for extensive reform within England's governance structure, highlighting the excessive centralisation of power under the UK Government (Elliott et al., 2022). This centralised control inhibits local policy adaptation, exacerbates regional disparities by withholding authority and financial autonomy, and contributes to governance opacity and fragmentation. Consequently, citizens experience uncertainty regarding decision-making accountability, further deepening geographic inequalities (Tetlow et al., 2024). While the Levelling up White Paper aimed to decentralise power, its effectiveness remains contested, prompting calls for a cross-party commission. Brexit has spurred a reassessment of these governance strategies (Marshall et al., 2021).

In South Africa, the National Economic Development and Labour Council (NEDLAC) plays a vital role in shaping policies that enhance performance by facilitating direct business participation in policy discussions and decision-making processes (Hirsch, 2020). This involvement ensures alignment with national development goals, allowing companies to stay informed about upcoming regulations and policies, thereby improving strategic planning and compliance (Hirsch et al., 2021; Skae & Pearse, 2021). At the regional level, the East African Community's (EAC) performance is characterised by its governance structures and specialised institutions to facilitate regional integration and economic cooperation (Magu, 2023). However, the EAC's performance is hindered by governance deficiencies that prevent it from realising its full potential (Mmari et al., 2022).

In Rwanda, the government has significantly improved performance across multiple sectors. Economically, the country has achieved robust growth through strategic infrastructure, agriculture, and services investments, strengthening GDP and notable poverty reduction (IMF, 2023). Politically, Rwanda has prioritised governance reforms to combat corruption, enhance

transparency, and promote accountability within public institutions (Transparency International, 2022).

Kenyan public sector performance management has its roots in programs such as the Wealth and Employment Creation (WEC) initiative from 2003 to 2007 and the Economic Recovery Strategy (ERS). Performance management for state corporations is required at the county government level by statutes such as the Mwongozo Code of Governance, the County Government Act of 2012, and the Public Finance Management Act of 2012. Performance contracts outline specific performance obligations and responsibilities for public officials over a defined period. Implementing a County Performance Management Framework (CPMF) aims to enhance accountability in service delivery and provide a platform for citizens to evaluate their county government through components like Performance Contracting and Performance Appraisal Systems. Despite governance mechanisms in place, Kenyan county governments encounter challenges like project delays, significant debts, substandard service delivery, public grievances, corruption, and low public participation, often attributed to unethical conduct and inefficient management (Mbithi et al., 2018; Mwendwa & Senelwa, 2019). To tackle these issues, the Kenyan government has introduced a comprehensive Performance Appraisal System for public sector employees to improve efficiency and accountability (Muthoka & Waswa, 2021). This system includes annual performance contracts, routine performance evaluations, recognition for high performers, and avenues for professional growth. The institutionalisation of a Performance Management Framework (PMF) within County Governments is essential for ensuring that counties deliver tangible development outcomes, signalling a transition from mere activities showcase to providing evidence of how these initiatives positively influence the people of Kenya (Council of Governors, 2017).

### **1.1.1 The Concept Stakeholder Management Strategies**

Stakeholder management is crucial for an organisation's performance, as Ontita and Kinyua (2020) highlighted. Stakeholder management extends beyond shareholders and encompasses various entities impacted by an organisation, as discussed by Kujala, Sachs, Leinonen, Heikkinen, and Laude (2022). Stakeholders include owners, investors, workers, governments, suppliers, clients, non-governmental organisations, and the media. They possess the power to shape the organisation's success and ensure its long-term viability (Ontita & Kinyua, 2020). Stakeholder management influences key factors such as motivation, trust, participation, well-being, and dedication to the company's mission (Whelan & Douglas, 2021). Additionally, it plays a vital role in ensuring a sustainable flow of resources, enabling organisations to meet their operational requirements and achieve success (Chowdhury & Shumon, 2020).

In Kenya, the Constitution of Kenya 2010, specifically Article 10(2), emphasises the importance of public participation and inclusiveness as national values and principles of governance that promote stakeholder engagements and sustainable development. According to Njeru (2020), counties must carry out public policy and lawmaking, planning, budgeting, executing and providing county public services, overseeing through Monitoring and Evaluation (M&E), and screening public officials. The effectiveness of stakeholder management strategies is critical to an organisation's overall success, and Garissa County is no exception.

### **1.1.3 The Profile of the Organisation**

Garissa County, situated in Kenya's Northeastern region, covers 44,753 square kilometers and presents various challenges and opportunities necessitating robust stakeholder management. Positioned between latitude 0.1112120 S and longitude 40.3142430 E, it is divided into ten sub-

counties: Fafi, Ijara, Garissa, Lagdera, Dadaab, Balambala, Hulugho, Balambala, Bothai, Bura East and Liboi. The ten sub-counties are divided into six constituencies: Balambala, Garissa Township, Dadaab, and Ijara. Lagdera and Fafi. The county shares borders with Somalia, Lamu, Tana River, Isiolo, and Wajir. It is a Frontier Counties Development Council (FCDC) member, which promotes cooperation between counties with comparable historical, political, and economic backgrounds. It comprises ten sub-counties, including Dadaab, Ijara, and Garissa Township. Although Garissa County is a part of Kenya, its unique socio-economic and political dynamics need customised stakeholder management strategies. To elevate the County's overall performance, these strategies must adeptly navigate the diverse interests and expectations of governmental bodies, local communities, businesses, and NGOs. Understanding and effectively engaging with these stakeholders are pivotal for steering Garissa County toward sustainable development and overcoming its unique challenges (County Government of Garissa, 2023).

The performance of Garissa County has been studied by academics from various disciplines, including management practices and employee productivity (Shuriye & Wambua, 2020), total quality management practices (Kinyua, 2016), public financial management (Guliye & Mbataru, 2019), and internal controls and financial performance (Sheikh & Avutswa, 2023). These studies have identified performance challenges in Garissa County. This study seeks to study stakeholder management strategies related to the performance of the County Government of Garissa.

## **1.2 Statement of the Problem**

County Government-funded projects have an important role in improving citizens' livelihoods by contributing significantly to people's economies' growth (Republic of Kenya, 2020). Counties have already adopted several projects. These initiatives serve as a platform for various economic activities, resulting in increased wealth and higher household living standards. Despite the

significance of these initiatives, several problems are emerging that impede their success. According to the Auditor-General's reports for the fiscal years ending June 30, 2020, and 2022, the Garissa County Government has struggled to manage these projects and ensure their performance.

According to Kioko and Yusuf (2023), several challenges include poor performance, stakeholder dissatisfaction with essential project management competencies, insufficient funding, ineffective project scheduling, and a lack of participation from different stakeholders (Mbau et al., 2020). Since devolution's launch, the project performance trend has been troubling, according to KIPPRA (2022). The Garissa County Executive started twelve projects in prior fiscal years, totalling Kshs. 503,090,150 in contract value have stagnated, according to a physical examination conducted in November 2022. No work was being done at the sites, even though Kshs. 6,468,237 had been paid towards these projects during the evaluation period. Additionally, the County Executive underspent by Kshs. 1,607,277,782, or 15% of the approved budget, having spent Kshs. 8,833,460,349 against Kshs. 10,440,738,131. Garissa County has seen an increase in project failure and unsustainability rate, from 15% in 2017 to 21% in 2018 and 29% in 2021 (KBS, 2022). This was proved by a range of circumstances, including client-induced impediments, material shortages, road closures, project modifications, additional work, decision-making delays, turnover, variation orders, bill of quantities changes, and overall project delays (Kirima et al., 2024); World Bank, 2019). The evaluated papers identify empirical gaps in concepts, methodology and context. For instance, Atambo and Katuse (2016) identified stakeholder resistance as a challenge affecting project performance, focusing on automated projects within the Kenya Revenue Authority (KRA). This study has contextual gaps, limited to KRA projects, and conceptual gaps, as it considers challenges affecting project performance as its independent variables. The current study addresses

these gaps by focusing on stakeholder management strategies in Garissa County. Similarly, Migot and Paul (2019) examined the impact of stakeholder participation on project implementation, highlighting its importance for the success of integrated tax projects. However, their study presents methodological gaps due to the techniques used in data analysis and conceptual and contextual gaps by focusing on project implementation and tax collection. These methodological shortcomings hinder a comprehensive understanding of stakeholder management in different contexts. The present work tries to solve these methodological shortcomings by adopting more rigorous data analysis approaches and focusing on stakeholder management strategies on the performance of the County Government of Garissa County, Kenya.

### **1.2 Purpose of the Study**

This study aimed to analyse stakeholder management strategies on the performance of the Garissa County Government, Kenya.

### **1.4 Objectives of the study**

The following specific objectives guided the study:

- i. To establish the influence of shared goals on the performance of the County Government of Garissa, Kenya.
- ii. To assess the role of consensus building on the performance of the County Government of Garissa, Kenya.
- iii. To find out the influence of partnership engagement on the performance of the County Government of Garissa, Kenya.

### **1.5 Research Questions**

The research questions would be;

- i. What is the influence of shared goals on the performance of the County Government of Garissa, Kenya?
- ii. To what extent does consensus building influence the performance of the County Government of Garissa, Kenya?
- iii. What is the influence of partnership engagement on the performance of the County Government of Garissa, Kenya?

## **1.6 Significance of the Study**

### **To the Government Agencies:**

The findings of this study hold significant implications for government at all levels, including national, regional, and local authorities. Specifically for the government of Garissa County, understanding stakeholder management strategies and their influence on performance can inform policy formulation and decision-making processes. This knowledge presents an opportunity to tailor governance and management approaches to better address the needs and expectations of stakeholders, ultimately enhancing productivity and ensuring reliable service delivery. Moreover, the study's findings can help shape strategic plans and actions to promote sustainable development, social cohesion, and inclusive growth in Garissa County and beyond.

### **To Researchers and Scholars:**

The current research contributes to the existing knowledge on the relationship between stakeholder involvement and organisational performance, focusing on Garissa County. By examining these dynamics, researchers and scholars gain valuable insights into the effectiveness of various approaches across different socio-political settings. Furthermore, this study is a basis for future research and academic discourse on stakeholder engagement strategies, performance management, and governance in similar contexts.

### **Private Sector Entities:**

Understanding the strategies employed by private sector entities in Garissa County is crucial for fostering sustainable economic development and promoting social responsibility. This research can show how private sector actors engage with local communities, invest in infrastructure, and create employment opportunities. By identifying effective strategies, policymakers and stakeholders can develop initiatives to encourage responsible business practices, stimulate entrepreneurship, and attract regional investment, ultimately contributing to economic growth and poverty reduction.

### **International Organisations:**

The strategies of international organisations operating in Garissa County have significant implications for the region's humanitarian assistance, development aid, and capacity-building efforts. This research can provide insights into policies and practices that improve international interventions' efficiency, coordination, and longevity by studying how organisations design programs, gather resources, and establish partnerships. Understanding how international organisations engage with local stakeholders and align their activities with national development priorities can also support efforts to promote community ownership, resilience, and self-reliance.

### **Non-Governmental Organisations (NGOs)**

Non-governmental organisations (NGOs) are crucial in tackling social, economic, and environmental issues in Garissa County. Exploring their approaches to engaging with the community, advocating for change, and delivering services can offer valuable insights into how they empower residents, enhance skills and resources, and drive societal transformations. Studying how NGOs collaborate with various partners, utilise resources, and navigate local dynamics can guide the development of policies and programs that enhance civil society, uphold human rights,

and promote sustainable development objectives. By documenting and assessing their approaches, this research can improve the effectiveness and transparency of NGO initiatives, ultimately contributing to better community well-being in Garissa County.

### **1.7 Scope of the Study**

The study examined stakeholder management strategies, focusing on key categories in Garissa County, including Ward Administrators, Deputy Directors, Directors, Chief Officers, and Chief Executive Committee Members. It aimed to analyse shared goals, the role of consensus-building in enhancing performance within the County, and the influence of partnership engagement on overall performance.

The theoretical framework for this investigation was grounded in stakeholder and performance theories. Performance theory provided insights into organisational effectiveness, while stakeholder theory highlighted the importance of considering the interests of all parties involved. By integrating these theoretical perspectives, the study explored how these informed stakeholder management strategies influenced the performance of the Garissa County Government in Kenya. Through this analysis, the research sought to deepen the understanding of effective governance practices and sustainable development strategies within public sector operations, ultimately contributing to improved organisational performance and service delivery. Data from 2018 to 2023 was used to analyse stakeholder management on the performance of Garissa County.

### **1.8 Study Limitations**

The limitations of the study may influence the reliability and comprehensiveness of its results. A significant issue identified was participant bias, especially concerning the honesty and accuracy of performance reporting. Many participants tended to overstate their accomplishments to create a more favorable impression, even though steps were taken to reduce this bias through checklists

and verification with secondary data. The study's restricted focus on specific roles within county personnel, such as Ward Administrators, Deputy Directors, Directors, Chief Officers, and Chief Executive Committee Members, led to the exclusion of important viewpoints from other stakeholders, like technical staff, which could have enriched the findings. Furthermore, the analysis of qualitative data collected from focus groups posed additional limitations, as the researchers' subjectivity might have affected the objectivity and thoroughness of the interpretation.

### **1.9 Delimitations**

The study analysed how stakeholder management strategies influence the performance of county governments in Kenya, focusing particularly on Garissa County. Performance contracting within county governments tracks various metrics that align with the Performance Management Framework, which monitors service compliance, accessibility, and availability. The performance contracting process follows a hierarchical structure: County Executive Committee (CEC) members sign contracts with the Governor; Chief Officers enter into agreements with their respective CEC members; Directors contract with Chief Officers; and sub-county, ward, and village administrators sign agreements in a cascading manner (Council of Governors, 2017).

The research targeted Ward Administrators, Deputy Directors, Directors, Chief Officers, Chief Executive Committee Members, Village Administrators, and community members as key respondents. These individuals possessed pertinent information regarding county performance and stakeholder management.

### **1.10 Assumptions of the Study**

The study expected that participants would be reachable and provide genuine feedback on how stakeholder management strategies influenced the performance of Garissa County.

## 1.11 Operational Definition of Key Terms

**Strategies:** Deliberate plans, methods, or approaches employed by organisations or individuals to achieve specific objectives or goals.

**Management:** Process of supervising decision-making procedures and guaranteeing that actions are consistent with the organisation's overarching strategy and objectives, as well as organising the efforts of individuals or teams to complete tasks quickly and effectively.

**Stakeholder engagement:** Refers to the actions taken to identify and involve stakeholders, as well as incorporate their feedback into the decision-making processes that influence them.

**Shared goals:** objectives or targets that mutually agreed upon and embraced by multiple stakeholders within an organisation or a group.

**Consensus building:** The process of fostering agreement or common understanding among individuals or groups with diverse perspectives, interests, or preferences.

**Partnership engagement:** Refers to active involvement, collaboration, and interaction between two or more entities, typically organisations or individuals, with shared interests or objectives. It involves establishing and nurturing mutually beneficial relationships, alliances, or collaborations aimed at achieving common goals, solving problems, or addressing challenges. Partnership engagement entails ongoing communication, cooperation, and coordination of efforts between partners, as well as the sharing of resources, expertise, and responsibilities to achieve desired outcomes.

**Performance:** This entails achieving a specific target while adhering to predetermined standards and indicators.

**Performance of County Government:** Service delivery, accountability, and transparency

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents an extensive review of the literature related to shared goals, consensus building, and partner engagement. The chapter offers an overview of both empirical and theoretical literature, including theoretical and conceptual frameworks, clearly highlighting the dependent and independent variables. This is succeeded by identifying gaps in the research and a recap of the literature.

#### **2.2.1 Shared Goals on Performance**

Using exploration activities as a mediator, Matsuo, Aihara, and Hong (2023) examined the effects of shared goals on information sharing and withholding. Based on survey data from Japanese nurses, their results showed that exploration activities mediated knowledge-withholding intention, while shared aims positively impacted knowledge-sharing intention. By demonstrating the full mediating function of exploration activities in trying shared objectives to knowledge sharing and withholding across various boundaries, this study extends the body of literature already in existence.

Recent studies have also underscored the significance of shared goals and shared leadership in enhancing team performance. Martina et al. (2018) observed that shared leadership, personality composition, and task complexity positively influence the relationship between shared leadership and team performance. Borger (2021) identified factors that can facilitate or impede shared goals in inter-organisational collaboration, emphasising the importance of effective communication and training. Hadi and Chaudhary (2021) illustrated that shared leadership positively influences team reflexivity, thereby improving team performance in the context of complex tasks. Collectively, these investigations emphasise the critical roles of shared goals and shared leadership in facilitating knowledge sharing, team effectiveness, and successful collaboration across various boundaries.

### 2.2.2 Consensus Building on Performance

Consensus-building is crucial for achieving successful group performance and outcomes (Zhang et al., 2020). Scholars highlight the significance of fostering relationships, establishing inclusive decision-making processes, and creating supportive institutions to bridge divides within diverse communities. Furthermore, the ability for any party to withdraw from the process incentivises all interests to be represented and encourages each participant to invest their utmost efforts (Fernandes et al., 2019). Researchers have also acknowledged the role of consensus-building in enhancing group dynamics and improving team performance. This process, which involves reaching a collective agreement among participants, fosters greater commitment, shared responsibility, and a unified understanding of objectives and strategies (Cuker & Hájek, 2024; Dahlström & Åsberg, 2024).

Buijs and Langguth (2017) conducted a case study exploring strategic consensus building in a merged organisation, focusing on premerger influences and intervening circumstances that shape this process. They interviewed top managers at all levels of the organisation and from the corporate strategy department and discovered that consensus on strategic aims is critical to the organisation's progress. Their findings highlighted key facilitators of strategic consensus building: effective vertical communication, transparency in decision-making processes, and organisational agility to adapt to changing circumstances.

Kandalan et al. (2020) investigated the impact of leadership and mobility on consensus building in sensor networks, presenting analytical results through theorems and proofs. Their study demonstrated that a leader-follower model with mobile leaders improves the overall rate of consensus building compared to other models. The study showed significant improvements in consensus-building efficiency by employing a graph-colouring strategy to select leaders and

leveraging mobile leaders. This research emphasises the importance of leadership dynamics and mobility in accelerating decision-making processes within complex networks like sensor systems.

### **2.2.3 Partner Engagement on Performance**

Partnership engagement has become increasingly important for organisations to build a strong reputation and achieve sustainable development (Blackburn et al., 2018) (Stoker et al., 2020).

Researchers argue that establishing collaborative relationships with diverse stakeholders can provide excellent overall value, especially in sustainability. Effective partnership planning begins with identifying key groups or stakeholders that share common values, possess needed expertise, or creatively can enhance and expand organisational activities and services. Partnerships offer an increased opportunity for personal gratification, including increased personal involvement, control, and professional fulfillment (Hernandez et al., 2020).

Nevstad et al. (2021) investigated the influence of effective partnering characteristics on the performance of projects with numerous partners. They focused on adhering to time schedules, budgets, and technical requirements. Their research involved analysing nationwide surveys in the engineering consultancy sectors of Denmark and Norway, drawing data from 124 companies. The study found that shared project objectives and commitment are vital in achieving performance targets. Trust and collaborative problem-solving were critical for meeting deadlines and technical specifications, while effective communication was crucial for achieving technical standards. The results emphasised the necessity of project managers ensuring the presence of these five key partnering factors throughout the project to enhance its performance positively.

Vivek, Dalela, & Ahmed (2022) investigated partner engagement (PE) in commercial relationships, characterising it as interactions involving significant resources and social exchanges between separate entities with common goals. Based on Hunt and Morgan's Resource-Advantage

(R-A) theory, their research used in-depth interviews to empirically create a PE framework and investigate how environmental and relational elements influence PE interactions. The study highlighted the significant impact of each engagement episode on the relationship's future trajectory, emphasising the enduring effects of intense and deeply engaged business partnerships even during challenging periods. By shedding light on the dynamics of PE in fostering lasting collaborations, the research contributes insights into partnership management and advancements in theoretical understanding.

### **2.3 Theoretical Literature**

The Theory of Performance (ToP) suggests that organisational performance can be improved through shared goals, leading to the development of skills, knowledge, identity, and context (Harjanti, 2019). In the Garissa County Government, fostering shared goals among employees and departments improves coordination and resource utilisation, promoting overall performance (Chenhall et al., 2010). However, unmet expectations and lack of clarity can hinder success in achieving shared goals (Burbaugh, 2015). Stakeholder Theory complements ToP by aligning stakeholders' interests with organisational goals, fostering consensus, trust, cooperation, and overall performance (Van der Vegt & Kneisel, 2020). Encouraging interdependencies among team members cultivate shared goals, promoting information sharing, collaboration, and trust, all crucial components for high-performance levels (Raveendran et al., 2020; Fausing et al., 2015).

The significance of consensus building in improving organisational performance is emphasised in theoretical literature, pointing to factors such as employee skills, fairness in duty execution, and transparency (Ellstrand, 2016; Ingley & Walt, 2018). Scholars-like Hair et al. (2016) and Gaventa and Gregory (2013) underscore how consensus-oriented practices, including transparent communication and fair resource allocation, lead to enhanced public sector performance and more

robust organisational governance (Caplan, 2014; Mangena & Tauringana, 2015). Don Elger's Theory of Performance (ToP) suggests that involving stakeholders in decision-making promotes collaboration and trust, which is essential for effective governance in settings like Garissa County (Elger, 2011).

Partnership engagement, an essential aspect of Don Elger's Theory of Performance (ToP), highlights that organisational performance is determined by improving skills, motivation, and identity (Elger, 2011). ToP recommends stakeholder involvement in decision-making and implementation to drive quality improvement and capacity building (Kombe & Wafula, 2015; Locatelli et al., 2017). This collaborative approach fosters trust among stakeholders, including community members, enhancing project sustainability and outcomes. Freeman's Stakeholder Theory (1984) complements ToP by advocating for prioritising stakeholder interests across organisational realms, guiding decision-making to maximise value and ensure transparent governance. In Garissa County, these principles are essential for improving governance effectiveness and performance and promoting community inclusivity, trust, and accountability.

## **2.4 Theoretical Framework**

### **2.4.1 Theory of Performance**

This theory was introduced by Don Elger (2011), who perceives performance as a journey with the performance level representing the destination. According to this theory, the player can be an individual or a group of diverse entities collaborating towards a common goal (Elger, 2011). The theory also identifies key indicators of superior performance, including improvements in quality, capacity, motivation, identity, capability, and cost-effectiveness, which are all essential considerations. While certain factors influencing performance may be beyond control, others, such

as involving stakeholders in negotiations and implementation processes, can lead to favourable outcomes.

Moreover, the theory posits that achieving high levels of performance results in delivering quality outcomes that meet or better stakeholders' requirements and expectations. Supporting this idea, Neu (2013) argues that individuals can achieve remarkable feats through high-performance levels, emphasising the importance of stakeholder involvement. Increased performance levels are associated with lower costs through resource optimisation and waste reduction during product manufacturing. Furthermore, enhanced performance enables organisations to enhance their capability and capacity to generate additional output (Neu, 2013).

Within the framework of this study, this theory is relevant as it can improve project performance by encouraging more significant levels of performance when stakeholders are involved in contract management procedures, such as negotiation, decision-making, and implementation.

#### **2.4.2 Stakeholders' Theory**

This study is grounded in stakeholder theory, as proposed by Freeman (1984), which identifies the various groups considered stakeholders of an organisation. According to this notion, an organisation should maximise value for all parties involved, not just shareholders but also clients, staff, suppliers, and the community (Freeman et al., 2022). Stakeholder theory has garnered significant interest among theorists since the 1980s, as it challenges the idea that maximising shareholder wealth is the sole purpose of a company (Gathungu & Ratemo, 2013).

Freeman (2000) argues that value creation is a crucial driver for organisations, and this value should be shared among all stakeholders, not just shareholders and managers, but also societal groups affected by the firm's actions (Freeman et al., 2022). The theory is based on two essential questions: What is the company's purpose, and what is management's responsibility for

stakeholders? To reach their goals, executives must evaluate their business practices and relationships with various interest groups (Freeman, 2000).

The stakeholder model framework, introduced by Freeman (1984), visualises the relationships among different groups inside and outside the organisation. It depicts the organisation as the centre of a wheel, with the ends of the spokes surrounding the rim representing the stakeholders. This framework includes 11 stakeholders and highlights the interconnectedness between the organisation and its stakeholders (Freeman, 1984).

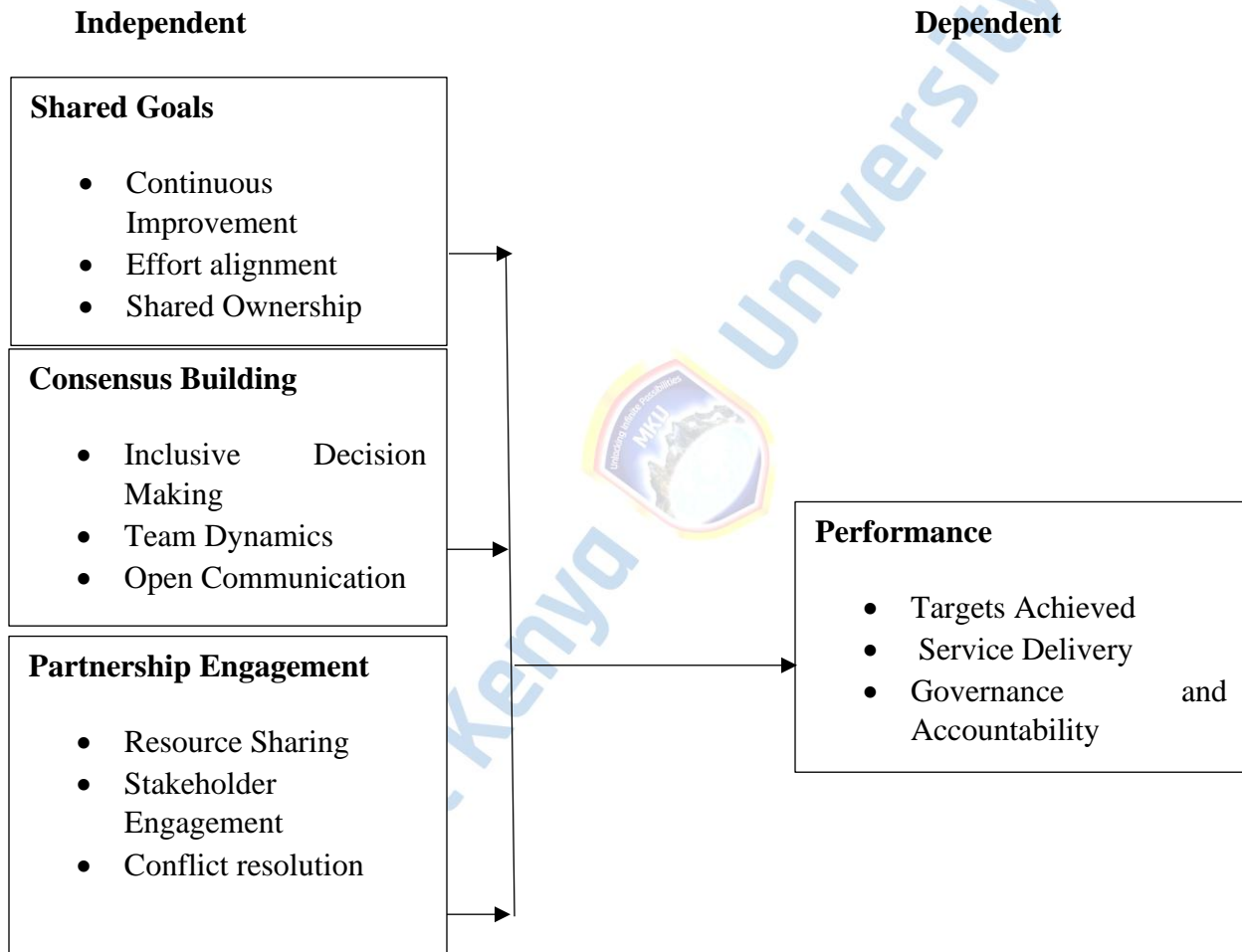
Stakeholder Theory is closely intertwined with business practices, value creation, and organisational management, addressing how managers fulfil their responsibilities (Laplume et al., 2018). It acknowledges that shareholders are essential stakeholders but emphasises that there are multiple stakeholders to consider beyond just financial performance. The theory can be viewed from three perspectives, according to Donaldson and Preston (2015): descriptive, instrumental, and normative, which focus on understanding the theory, demonstrating its impact on corporate performance, and defining stakeholder behaviour and motivation. This theory is crucial in understanding stakeholder management strategies and their influence on performance, which is a vital focus of this study.

## 2.5 Conceptual Framework

The relationship between the dependent variable, performance, and the independent variables, stakeholder management strategies, is depicted in Figure 1.

**FIGURE 1**

### CONCEPTUAL FRAMEWORK



Source: Researchers (2024)

## 2.6 Identification of Research Gaps

The research background concerning stakeholder management strategies and governmental performance in Kenyan counties reflects a variety of studies that contribute valuable insights while

exposing significant methodological gaps. Various researchers (Moulid et al., 2021; Kariuki, 2020; Waikenda, 2020; Kageha et al., 2020; Akhwaba et al., 2020) have highlighted the widespread adoption of stakeholder management practices across different counties in Kenya. However, there remains a notable disparity in methodology.

For example, Gichimu and Mutuku (2022) focused on how project performance in Nyeri County is affected by contract, communication, and conflict management. They primarily utilised quantitative methods like regression analysis, which may limit broader applicability. Similarly, Karama et al. (2019) explored stakeholder engagement's influence on devolved service delivery using a positivist approach, yet they needed to explore stakeholder dynamics in depth.

While these studies advance conceptual understanding, they underline significant methodological gaps. Particularly within the context of Garissa County, a pragmatic approach integrating quantitative and qualitative methods is needed.

## **2.7 Recap of Literature**

Studies have explored the influence of stakeholder management on project performance (Ayatah, 2012; Jäger & Zakharova, 2014; Kinyua, 2016; Stanley, 2020). There is an agreement that stakeholder management is instrumental in the performance of projects (Ayatah, 2012; Waikenda, 2020). Research on stakeholder involvement in enhancing acceptance of jumbo projects by Jäger and Zakharova (2014) showed that the involvement of stakeholders influenced the acceptance of projects. In contrast to the current study, the focus was on super projects, with 17 smaller projects having diverse management structures and variances in stakeholders' environments. Njogu (2016) investigated how stakeholder participation influenced project performance in National Environment Management Authority projects in Kenya, examining stakeholder involvement

across different project phases. However, that assessment did not sufficiently address critical issues in stakeholder management.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

In this chapter, the research methodology is presented in the following order, Research methodology, Research design, Location of the study target population, Sampling procedures and techniques, Sample population, Construction of research instruments, testing for validity and reliability, Testing of trustworthiness, Data collection methods and procedures, Proposed data analysis techniques and procedures and Ethical considerations

### **3.2 Research Methodology**

This study adopted a Pragmatic Approach to explore the Analysis of Stakeholder Management Strategies on the performance of the County Government of Garissa, Kenya. The Pragmatic Approach facilitated a comprehensive analysis by integrating quantitative data, such as performance metrics, and qualitative data obtained through interviews and focus groups (Sileyew, 2019).

### **3.3 Research Design**

According to The Sage Handbook of Qualitative Research Design, as cited by Ragin and Amoroso (2019), research design is a strategy for compiling and examining data to solve a researcher's inquiries. A mixed-method research design was used to integrate quantitative and qualitative approaches. The quantitative aspect entails conducting a descriptive survey to collect information on the targeted variables. This was considered suitable for identifying what, where, who, how, and when aspects, in line with the descriptive characteristics of the study (Blaikie & Priest, 2019). The qualitative component consists of focus group discussions to provide deeper insights into the research topic (Ragin & Amoroso, 2019).

### 3.4 Location of the Study

The study focused on the Garissa County Government, Kenya, located in the eastern part of the country.

### 3.5 Target Population

As Rahman et al. (2022) described, a target population refers to a specified group of individuals from which researchers draw comprehensive conclusions. Table 1 represents the study's target population consisting of 130 employees from Garissa County: the Ward Administrators, Deputy Directors, Directors, Chief Officers, and Chief Executive Committee Members. The focus group encompassed the Village Administrators and members of the public from Garissa County. This selection aligns with the Performance Management Framework tailored for County Governments and includes key stakeholders who receive services from the County.

*Table 1 Target Population*

<b>Strata</b>	<b>Population</b>	<b>Percentage</b>
Ward Administrators	30	23.08 %
Deputy Directors	30	23.08 %
Directors	30	23.08 %
Chief Officers	30	23.08 %
Chief Executive Committee Members	10	7.69%
<b>Total</b>	<b>130</b>	<b>100</b>

(Garissa County Human Resource department (2024))

### **3.6 Sampling Procedures and Techniques**

This study adopted two approaches: the census approach and purposive sampling. A census involves collecting data from every member of the population, ensuring that every individual's perspective is represented (Dehalwar & Sharma, 2023). The study targeted the entire population of interest, which consists of 130 employees from Garissa County. It was segmented into different categories: 30 Ward Administrators, 30 Deputy Directors, 30 Directors, 30 Chief Officers, and 10 Chief Executive Committee Members. This approach captures the diverse perspectives and experiences across the organisational hierarchy, providing a holistic view of the county's operations and ensuring comprehensive and accurate data collection by including every individual, thus eliminating sampling errors and potential biases.

A purposive sampling approach was employed for the qualitative focus groups to ensure diverse stakeholder representation. The focus groups involved Village Administrators and members of the public from Garissa County, chosen based on their knowledge and experience. A total of 2 focus groups was conducted, with each group consisting of 8-10 participants, as recommended by Zhu and Flaitz (2005) for more in-depth information through interaction.

### **3.7 Sample Population**

The sample population, as shown in Table 1, consists of various categories of individuals within Garissa County. These categories include Ward Administrators, Deputy Directors, Directors, Chief Officers, and Chief Executive Committee Members. Each stratum represents a subset of the overall population, and the sample is stratified based on these categories. 30 Ward Administrators, 30 Deputy Directors, 30 Directors, 30 Chief Officers, 10 Chief Executive Committee Members.

### **3.8 Construction of Research Instruments**

Questionnaires were utilised as the primary research instruments to gather data from the selected respondents. Leedy and Ormrod (2019) Questions on questionnaires may vary between closed-ended, open-ended, or a combination of the two. This study incorporated both open-ended and closed-ended questions. To assess the variables, a Likert scale from Strongly Agree to Strongly Disagree was utilised. According to Yamashita (2022). Likert scale allows respondents to response options that best describe their attitudes, beliefs, and experiences. Additionally, open-ended questions were integrated at the conclusion of each section to capture any supplementary information pertinent to the study.

Designing an effective focus group research instrument is crucial for conducting qualitative research. The instrument, such as a moderator's guide, was designed to facilitate productive discussions and gather the necessary insights to address the research objectives. The main discussion topics consisted of open-ended questions and probes to explore the key research areas in-depth, with a balance between structure and flexibility to allow for participation. The instrument includes participant information and moderator instructions. The focus group research instrument was thoroughly pilot tested and refined before the actual sessions to ensure the questions and activities effectively capture the rich, qualitative insights that can complement the quantitative findings of the study.

### **3.10 Testing for Validity and Reliability**

The research instruments were tested for validity and reliability to measure the intended variables accurately. Validity was assessed by reviewing existing literature and consulting with experts. Criterion validity was employed to ensure that the measurement accurately assesses the intended construct and not any other variable. To validate the instrument,

My supervisor, knowledgeable in the field, reviewed it to ensure alignment with the study objectives and verify that the questions prompted the anticipated responses. Reliability, as described by Rose and Johnson (2020), refers to the strength of a research investigation, particularly regarding the suitability of selected methodologies and their execution. Reliability was evaluated through a pilot study in Nairobi County. Pilot testing involves several key steps to evaluate and refine the reliability of a research instrument (Gani et al., 2020).

The study used Cronbach's alpha, computed using SPSS, to evaluate the instrument's reliability and internal consistency. Initially, the instrument was administered to a small, representative sample of 10 participants to test its consistency and comprehensiveness. Feedback was collected from the participants to identify any issues with the instrument. The test-retest approach was then used to evaluate the instrument's dependability. The same respondents took the test twice, with a two-week gap between administrations. Cronbach's alpha was used to analyse test scores from the two iterations to evaluate internal consistency and dependability. The proportion of the overall variance that can be assigned to a common source is indicated by Cronbach's alpha, which measures how closely linked the set of items in the instrument are. The dependability coefficient of 0.83 acquired after the computation showed an adequate reliability index. Kennedy (2022) states that a reliability index of  $\geq 0.70$  is deemed satisfactory. After that, a pilot study was conducted, and SPSS was used to correlate the results.

After undergoing a pilot test, the moderator's guide was improved in response to user input and professional advice. The internal consistency of the guide following the adjustments was evaluated using Cronbach's alpha. The results showed a coefficient score of 0.90, which indicates strong reliability among the guide's items.

### **3.11 Testing of Trustworthiness**

The research findings were trusted through rigorous data collection procedures and adherence to ethical considerations. The study used several techniques, such as peer debriefing, member verification, and triangulation of data sources, to ensure data consistency. These steps improved the reliability and trustworthiness of the study's conclusions.

### **3.12 Data Collection Methods and Procedures**

Data was acquired by distributing structured questionnaires to selected responders. The questionnaires were supplied via a drop-and-pick technique, with participants given two weeks to complete and submit their responses. The following methods and procedures were followed during the focus group data collection process. Participants were recruited based on their relevance to the research topic, utilising targeted invitations or referrals. Informed consent was obtained from each participant before the session, ensuring their understanding of the study's objectives and rights. A skilled moderator or facilitator guided the discussions, utilising a flexible and comprehensive discussion guide. The focus group sessions took place in comfortable and neutral venues, and audio or video recordings were made with participants' consent. An observer or note-taker documented non-verbal cues and interactions during the sessions.

### **3.13 Data Analysis Techniques and Procedures**

Data analysis entails reviewing the obtained information in a study and interpreting it to conclude (Hancock, Algozzine, & Lim, 2021). The data collected from the questionnaires underwent a cleaning process that involved error checking. We indexed the collected questionnaires and coded their content to streamline data entry. Quantitative data was analysed using SPSS to examine regression between variables. Percentages and frequencies were used to summarise and present the data. The findings were interpreted and discussed about the research objectives.

Additionally, qualitative data was analysed by elucidating themes derived from the research objectives and presenting descriptions. To examine the relationship, a regression analysis was used to measure how closely the independent and dependent variables are allied. The absolute value ranged from 0 to 1, with (0) indicating little to no linear relationship, (+1) indicating positive correlations, and (-1) indicating a negative correlation.

Thematic analysis was used to examine the focus group conversations, with verbatim transcriptions coded to reveal themes and patterns. The qualitative findings supplement and contextualise the quantitative data to better understand the research issue.

### **3.14 Ethical Considerations**

Ethical considerations are paramount, ensuring confidentiality, privacy, and respondents' well-being throughout the research. Approval was sought from the appropriate authorities, and all participants provided informed consent. Compliance with ethical rules and principles preserved participants' rights and confidentiality. The National Commission for Science, Technology, and Innovation (NACOSTI) approved the study, and all participants gave informed consent.

## CHAPTER FOUR: RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

### 4.1 Introduction

This chapter covers the presentation, analysis, and interpretation of data collected on the Strategic management strategies on the performance of Garissa County Government, Kenya. Descriptive and inferential statistics were used.

#### 4.1.1 Response Rate

A total of 130 questionnaires were distributed to respondents in the county. The respondents were randomly selected county employees. Of these, 107 (or 82%) were filled out and returned. However, after scanning through the 107 questionnaires for consistency and data cleaning, only 90 were found to be duly filled out and fit for further analysis. As presented in Table 2, the 90 questionnaires analysed represented a response rate of 69.23%.

*Table 2 Response Rate*

Strata	Total Population	Responses	(%)
Ward Administrators	30	25	83.33%
Deputy Directors	30	18	60 %
Directors	30	20	66.67%
Chief Officers	30	21	70%
Chief Executive Committee Members	10	6	60%
<b>Total</b>	<b>130</b>	<b>90</b>	<b>69.23%</b>

#### 4.1.2 Gender of Respondents

The respondents were requested to indicate their gender; the results are shown in Table 3.

**Table 3 Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Response Rate (%)</b>
Male	69	67.78
Female	29	32,22
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Research data, 2024**

The gender distribution among respondents reveals a notable disparity, with males comprising 67.78% of the study and females representing only 32.22%.

#### 4.1.3 Work Experience

The researcher sought to establish the years of service of the respondents as shown below.

**Table 4 Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Response Rate (%)</b>
I Year and less	0	0.0
1 Year	0	0.0
2 Years	0	0.0
3 Years	74	82.2
5 Years and more	16	17.8
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Research data, 2024**

The results presented in Table 4 show that most respondents had worked in the county for 3 years, accounting for 82.2%, while those with over 5 years of experience with the Garissa County Government constituted 17.8%.

#### 4.1.3 Role Involved in Garissa County

Table 2 indicates that Ward Administrators are the largest group among respondents, with a frequency of 25 and a response rate of 83.33%. Chief Officers follow closely with 21 respondents and a 70% response rate. Directors have a frequency of 20 and a response rate of 66.67%. Deputy Directors are also noted with 18 respondents and a 60% response rate. Finally, Chief Executive Committee Members, though fewer in number at 6 respondents and with a 60% response rate, contribute to the overall data.

#### 4.2 Shared Goals on Performance of Garissa County

The research sought to establish the influence of shared goals on the performance of the County Government of Garissa, Kenya. Eighteen research questions were posed to collect data on their perceptions about shared goals in Garissa County. The eighteen items were then grouped under the constructs in the conceptual framework.

##### 4.2.1 Continuous Improvement on Performance of Garissa County

Five statements were used to collect respondents' views on how continuous improvement has improved performance in Garissa County. Table 5 highlights the results.

**Table 5 Respondents' Agreement Levels on Continuous Improvement in Garissa County**

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Total Responses
Shared goals foster a culture of continuous improvement in the performance of Garissa County.	35.6	38.9	14.4	10.0	1.1	90

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Total Responses
Continuous improvement is actively encouraged within the county.	44.4	30.0	15.6	8.9	1.1	90
There are mechanisms in place to identify areas for improvement on an ongoing basis.	16.7	42.2	33.3	13.3	5.6	90
Efforts are made to implement changes and enhancements based on feedback and evaluation.	8.9	7.8	52.2	25.6	5.6	90
Overall, Garissa County is committed to continuously improving its processes and practices.	45.6	31.1	15.6	5.6	2.2	90

**Source: Research data, 2024**

Most respondents in Table 5 (52.2%) strongly agreed that shared goals facilitate alignment across departments and teams in Garissa County. Additionally, 40.0% of respondents strongly agreed that efforts among team members are aligned towards common objectives. However, only 34.7% strongly agreed that there is clarity regarding individual stakeholders' roles and responsibilities within the county. Moreover, 41.1% of respondents strongly agreed that stakeholders understand how their efforts contribute to the overall objectives. In contrast, only 22.2% of respondents

strongly agreed that efforts are coordinated effectively to maximise efficiency and productivity, while 47.8% held a neutral position

#### 4.2.2 Effort Alignment on Performance of Garissa County

Respondents were asked to indicate their response on effort alignment and Performance in Garissa County to establish the influence of effort alignment on performance. The findings are presented in Table 6.

**Table 6 Responses to Statements on Effort Alignment and Performance in Garissa County**

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Total Responses
Shared goals facilitate alignment of efforts across departments and teams towards achieving performance objectives within Garissa County?	52.2	37.8	8.9	1.1	0.0	90
Efforts across team members are aligned towards common goals and objectives.	40.0	34.4	15.6	7.8	2.2	90
There is clarity regarding individual stakeholders' roles and responsibilities within the county.	34.7	32.7	8.9	17.8	5.9	101
Stakeholders understand how their efforts contribute to the overall objectives.	41.1	33.3	16.7	5.6	3.3	90
Efforts are coordinated effectively to maximise efficiency and productivity.	22.2	20.0	47.8	7.8	2.2	90

**Source: Research data, 2024**

The findings in Table 6 show a general perception of effort alignment within Garissa County. 52.2% of respondents strongly agree that shared goals enhance alignment across departments, with 37.8% agreeing. For team members' alignment towards common objectives, 40.0% strongly agree, and 34.4% agree. Regarding clarity of roles and responsibilities, 34.7% strongly agree, while 17.8% disagree. Additionally, 41.1% strongly believe stakeholders understand how their efforts contribute to overall objectives, whereas 22.2% strongly agree that efforts are effectively

coordinated, with 47.8% remaining neutral, indicating communication gaps and a clear need for enhanced clarity in roles and improved coordination efforts.

#### 4.2.3 Shared Ownership on Performance of Garissa County

Table 7 summarises responses to Shared Ownership Statements in Garissa County.

**Table 7 Responses to Shared Ownership Statements in Garissa County**

<b>Statement</b>	<b>Strongly Agree (%)</b>	<b>Agree (%)</b>	<b>Neutral (%)</b>	<b>Disagree (%)</b>	<b>Strongly Disagree (%)</b>	<b>Total Responses</b>
Shared goals foster a sense of shared ownership and accountability for performance outcomes among stakeholders within Garissa County.	15.6	18.9	40.0	17.8	7.8	90
There is a shared sense of responsibility for the success of projects/initiatives within our County.	5.6	3.3	48.9	25.6	16.7	90
Stakeholders take ownership of both individual and collective outcomes.	5.9	3.9	33.3	33.3	23.5	90
Decisions and actions are made with consideration for the best interests of the county as a whole.	38.9	34.4	14.4	12.2	0.0	90
There is accountability for results and outcomes among stakeholders.	37.8	31.1	17.8	10.0	3.3	90
Overall, there is a strong culture of shared ownership within our county.	17.9	46.2	12.8	2.6	0.0	90

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Total Responses
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**Source: Research data, 2024**

Shared ownership within Garissa County reveals a mixed perception among respondents about accountability and collective responsibility. Table 7 indicates that 15.6% strongly agree that shared goals foster a sense of ownership and accountability, while 40.0% remain neutral. Additionally, only 5.6% strongly agree that there is a shared sense of responsibility for the success of projects and initiatives. When asked if stakeholders take ownership of both individual and collective outcomes, only 5.9% strongly agreed. In contrast, 38.9% strongly agreed that decisions consider the county's best interests. Additionally, 37.8% strongly agreed that accountability for results exists among stakeholders. Lastly, 17.9% strongly agreed that there is a strong culture of shared ownership.

**4.2.4 Obstacles to Shared Goals in Garissa County**

Table 8 illustrates participants' perceptions of the obstacles to shared goals in Garissa County.

*Table 8 Perceptions of the Obstacles to Shared Goals in Garissa County*

Obstacles	Frequency	Percentage
Financial Constraints	83	92.2%
Varying Priorities Among Stakeholders	81	90.0%
Misallocation of Resources	85	94.4%
Lack of Clarity in Roles and Responsibilities	43	47.8%

**Source: Research data, 2024**

Table 8 highlights several significant obstacles to achieving shared goals in Garissa County. Financial constraints are the most prominent issue, with 92.2% of respondents identifying this as a major barrier, indicating that insufficient funding is a critical challenge for stakeholders. Misallocation of resources follows closely behind, with 94.4% indicating improper resource distribution hampers progress. Additionally, varying priorities among stakeholders are reported by 90.0%, suggesting that differing objectives among parties create hurdles in collaborative efforts. Lastly, while a lack of clarity in roles and responsibilities is noted by 47.8%, representing a lesser concern than financial and resource-related issues.

### **4.3 Consensus-building on Performance of Garissa County**

The research sought to assess the role of consensus building on the performance of the County Government of Garissa, Kenya. Eighteen research questions were posed to collect data on their perceptions about shared goals in Garissa County. The thirteen items were then grouped under the constructs in the conceptual framework. Fostering agreement or common understanding among individuals or groups with diverse perspectives is essential because it facilitates collaboration, builds stronger relationships, and creates a more inclusive environment. When people feel heard and understood, they are more likely to engage positively and contribute to collective goals. (Cuker & Hájek, 2024; Dahlström & Åsberg, 2024).

#### **4.3.1 Inclusive Decision-Making in Garissa County**

The study sought Inclusive Decision-Making to give insight into performances. The findings are summarised in Table 9.

**Table 9 Perceptions of Inclusive Decision-Making in Garissa County**

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Total Responses
To what extent do you believe that inclusive decision-making processes contribute to the overall effectiveness of Garissa County's performance?	43.3	22.2	33.3	1.1	0	90
How much do you think inclusive decision-making fosters collaboration and cooperation among stakeholders, thereby enhancing the performance of Garissa County?	23.3	34.4	31.1	8.9	2.2	90
Do you perceive inclusive decision-making as essential for addressing diverse needs and viewpoints within Garissa County, ultimately leading to improved performance outcomes?	35.6	31.1	23.3	10.0	0	90
To what extent do you think that different stakeholders' participation in decision-making processes improves Garissa County's performance in terms of productivity?	15.7	32.6	40.4	6.7	4.5	90

**Source: Research data, 2024**

The findings in Table 9 reveal varying levels of support for inclusive decision-making processes within Garissa County and their perceived influence on performance. A significant 43.3% of respondents strongly agree that inclusive decision-making contributes to the county’s overall effectiveness, while 22.2% agree and 33.3% remain neutral, suggesting a generally positive perception but with a notable portion undecided. Regarding fostering collaboration and cooperation, 23.3% strongly agree and 34.4% agree, though 31.1% remain neutral, reflecting a moderate belief in the role of inclusivity in enhancing performance. Additionally, 35.6% strongly agree that inclusive decision-making is essential for addressing diverse needs and improving outcomes, with 31.1% agreeing. However, 23.3% are neutral, and 10.0% disagree, indicating some divergence in opinion. Lastly, when considering the influence of stakeholder participation on productivity, only 15.7% strongly agree, with 32.6% agreeing, while a large portion (40.4%) remain neutral, suggesting varied opinions on the productivity advantages of inclusivity.

#### 4.3.2 Team Dynamics in Garissa County

Focusing on consensus building, the study measured team dynamics by asking participants questions based on the information in Table 10.

**Table 10 Team Dynamics Responses**

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Population
How strongly do you believe that positive team dynamics contribute to the overall performance and productivity of Garissa County?	46.7	34.4	14.4	3.3	1.1	90

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Population
To what extent do you think positive team dynamics foster collaboration and innovation within Garissa County, thereby enhancing its performance outcomes?	36.7	22.2	3.3	3.3	0	90
Do you perceive positive team dynamics as crucial for creating a supportive work environment and achieving common goals, ultimately improving the performance of Garissa County?	41.1	27.8	20.0	10.0	1.1	90
How much do you believe that positive team dynamics contribute to employee morale and job satisfaction, consequently positively influencing the overall performance of Garissa County?	47.8	37.8	13.3	1.1	0	90

**Source: Research data, 2024**

The findings in Table 10 reveal strong support for the positive influence of team dynamics on Garissa County's performance. For productivity, 46.7% strongly agree and 34.4% agree, showing that over 80% of respondents recognise its benefits. Regarding fostering collaboration and innovation, 36.7% strongly agree and 22.2% agree, though 3.3% remain neutral or disagree. Regarding creating a supportive work environment, 41.1% strongly agree, 20% are neutral, and

10% disagree. The strongest consensus concerns employee morale and job satisfaction, with 47.8% strongly agreeing and 37.8% agreeing, reflecting over 85% positive responses.

### 4.3.3 Open Communication in Garissa County

Table 11 presents the responses regarding open communication within Garissa County. This table highlights the key findings related to participants' perceptions and experiences of open communication within the county.

**Table 11 Open Communication Responses**

<b>Statement</b>	<b>Strongly Agree (%)</b>	<b>Agree (%)</b>	<b>Somewhat Agree (%)</b>	<b>Disagree (%)</b>	<b>Strongly Disagree (%)</b>	<b>Population</b>
How strongly do you believe that open communication contributes to the overall performance and effectiveness of Garissa County?	32.22	41.11	23.33	2.22	1.11	90
To what extent do you think open communication fosters transparency and trust within Garissa County, thereby enhancing its performance outcomes?	18.89	32.22	34.44	8.89	5.56	90
Do you perceive open communication as essential for sharing information and fostering collaboration among different departments and stakeholders?	37.78	35.56	15.56	6.67	3.33	90

Statement	Strongly Agree (%)	Agree (%)	Somewhat Agree (%)	Disagree (%)	Strongly Disagree (%)	Population
How much do you believe that open communication enables timely feedback and problem-solving, positively impacting the overall performance of Garissa County?	13.33	32.22	42.22	11.11	1.11	90

**Source: Research data, 2024**

The data in Table 11 show that 32.22% of respondents strongly believe that open communication contributes to Garissa County’s performance and effectiveness, with 41.11% agreeing, while 23.33% are neutral and 3.33% disagree. Regarding transparency and trust, 18.89% strongly agree and 32.22% agree, though 34.44% are neutral, and 14.45% either disagree or strongly disagree. For collaboration, 37.78% strongly agree and 35.56% agree, with 15.56% neutral and 6.67% disagreeing. Regarding timely feedback and problem-solving, 13.33% strongly agree, 32.22% agree, but 42.22% are neutral, and 12.22% disagree. This reflects general support for open communication and highlights divided opinions on specific aspects.

**4.3.4 Influence of Consensus Building on the Overall Performance and Effectiveness of Garissa County**

Table 12 highlights the influence of consensus building on the overall performance and effectiveness of Garissa County.

**Table 12 Consensus Building on the Overall Performance and Effectiveness of Garissa County**

<b>Factors</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Requires Structured Communication	61	67.8
Encourages Diverse Perspectives	36	40.0
Fair Feedback	49	54.4
Faces Implementation Challenges	55	61.1
Empowers Stakeholders	68	75.6

**Source: Research data, 2024**

The findings in Table 12 indicate that 67.8% of respondents believe consensus-building requires structured communication, while 75.6% feel it empowers stakeholders. However, 61.1% acknowledge they are facing implementation challenges in this process. Additionally, 54.4% perceive the feedback as fair, and 40.0% believe consensus building encourages diverse perspectives. These results suggest a generally positive view of consensus building's influence on the general performance Garissa County, despite the recognition of certain challenges.

#### **4.4 Partnership Engagement on Performance of Garissa County**

To examine the influence of partnership engagement on the performance of the County Government of Garissa, Kenya, it is essential to recognise that effective stakeholder management is critical for project success, as many projects fail to achieve their objectives due to weaknesses in stakeholder engagement (Ebekozi et al., 2024). Thirteen research questions were developed to collect information on perceptions of partnership engagement in Garissa County. The thirteen questions were then organised using the constructs provided in the conceptual framework.

#### 4.4.1 Resource Sharing and Its Influence on the Performance of Garissa County

Respondents were asked to indicate resource sharing and its influence on the performance of Garissa County. The study findings are presented in Table 13.

**Table 13 Resource Sharing and Its Influence on the Performance of Garissa County**

Question	Strongly Agree (%)	Agree (%)	Somewhat Agree (%)	Disagree (%)	Strongly Disagree (%)	Population
To what extent do you believe that sharing resources contributes to the overall performance and effectiveness of Garissa County?	18.89%	53.33%	23.33%	4.44%	0%	90
How much do you think resource sharing facilitates efficiency and cost-effectiveness within Garissa County, thereby enhancing its performance outcomes?	32.22%	48.89%	14.44%	2.22%	2.22%	90
Do you perceive resource sharing as essential for optimising the utilisation of available resources and improving service delivery within Garissa County?	34.44%	43.33%	28.89%	3.33%	1.11%	90
To what degree do you believe that resource sharing fosters collaboration and cooperation	30.00%	42.22%	32.22%	6.67%	0%	90

Question	Strongly Agree (%)	Agree (%)	Somewhat Agree (%)	Disagree (%)	Strongly Disagree (%)	Population
among different entities within Garissa County, ultimately leading to improved performance?						

**Source: Research data, 2024**

The responses in Table 13 indicate a strong belief in the benefits of resource sharing for Garissa County's performance. Specifically, 18.89% of respondents strongly believe that sharing resources is beneficial, with 53.33% agreeing, indicating strong consensus on its importance. Regarding efficiency and cost-effectiveness, 32.22% strongly agree and 48.89% agree that resource sharing enhances performance outcomes. Furthermore, 34.44% strongly agree and 43.33% agree that resource sharing is essential for optimising available resources and improving service delivery, while 30.00% strongly believe it fosters collaboration among different entities, with 42.22% agreeing.

#### **4.4.2 Stakeholder Engagement on Performance in Garissa County**

Table 14 indicates the responses given regarding stakeholder engagement and its influence on performance in Garissa County.

**Table 14 Stakeholder Engagement on Performance in Garissa County**

<b>Question</b>	<b>Strongly Agree (%)</b>	<b>Agree (%)</b>	<b>Somewhat Agree (%)</b>	<b>Disagree (%)</b>	<b>Strongly Disagree (%)</b>	<b>Population</b>
How strongly do you believe that stakeholder participation improves Garissa County's overall performance?	42.22%	36.67%	15.56%	5.56%	0%	90
To what extent do you think stakeholder engagement fosters transparency and accountability within Garissa County, thereby enhancing its performance outcomes?	38.89%	41.11%	20.00%	10.00%	1.11%	90
Do you perceive stakeholder engagement as essential for understanding community needs and priorities, ultimately leading to improved performance in Garissa County?	47.78%	34.44%	16.67%	2.22%	1.11%	90
How much do you believe that stakeholder engagement promotes collaboration and cooperation among	28.89%	37.78%	16.67%	8.89%	10.00%	90

Question	Strongly	Agree	Somewhat	Disagree	Strongly	Population
	Agree	(%)	Agree (%)	(%)	Disagree	
different entities within Garissa County, consequently positively impacting its overall performance?						

**Source: Research data, 2024**

The findings in Table 14 show that 42.22% of respondents strongly agree that stakeholder participation enhances performance, with an additional 36.67% agreeing. Only 15.56% somewhat agree, and 5.56% express disagreement. Regarding transparency and accountability, 38.89% strongly believe stakeholder engagement is beneficial, and 41.11% agree; however, 20.00% are neutral, and 10.00% disagree. For understanding community needs, 47.78% strongly agree, 34.44% agree, and a minority of 2.22% disagree. On collaboration among entities, 28.89% strongly agree, 37.78% agree, 16.67% somewhat agree, and 18.89% disagree (8.89% disagree, 10.00% strongly disagree).

#### **4.4.3 Conflict Resolution in Garissa County**

Respondents were asked to indicate their opinions on conflict resolution responses and their influence on performance in Garissa County, to ascertain the influence of conflict management on stakeholder management strategies. The results are presented in Table 15

**Table 15 Conflict Resolution Responses on Performance in Garissa County**

Question	Strongly Agree (%)	Agree (%)	Somewhat Agree (%)	Disagree (%)	Strongly Disagree (%)	Population
To what extent do you believe that effective conflict resolution processes by stakeholders contribute to the overall performance and effectiveness of Garissa County?	15.56%	25.56%	47.78%	10.00%	1.11%	90
How much do you think efficient conflict resolution mechanisms by stakeholders foster a positive work environment and productivity within Garissa County, enhancing its performance outcomes?	33.33%	31.11%	33.33%	11.11%	2.22%	90
Do you perceive effective conflict resolution by stakeholders as essential for maintaining harmony and cooperation among different departments and stakeholders, ultimately leading to improved performance in Garissa County?	36.67%	38.89%	21.11%	2.22%	1.11%	90
Do you perceive shared learning and evaluation as essential for continuous	28.89%	37.78%	16.67%	8.89%	7.78%	90

Question	Strongly	Agree	Somewhat	Disagree	Strongly	Population
	Agree (%)	(%)	Agree (%)	(%)	Disagree (%)	
improvement and innovation within Garissa County, ultimately leading to improved performance?						

**Source: Research data, 2024**

The findings in Table 15 reveal a strong consensus among respondents that effective conflict resolution processes and shared learning are essential for improving performance in Garissa County. A significant portion, 47.78%, believes that conflict resolution contributes greatly to the county's effectiveness, with 33.33% affirming its role in fostering a positive work environment and productivity. Similarly, 38.89% agree that it is key for maintaining harmony and cooperation among departments. Furthermore, 37.78% highlight the importance of shared learning for continuous improvement and innovation.

#### **4.4.4 Partnership Engagement on Performance and Effectiveness of Garissa County**

Based on the open-ended option, respondents were asked to name their perception of the influence of partnership engagement on the performance and effectiveness of Garissa County, which is presented in Table 16

***Table 16 Perception of Partnership Engagement on Performance and Effectiveness of Garissa County***

Themes	Frequency	Percentage
Collaborating with various stakeholders fosters a culture of teamwork	74	82.2%
Brings ownership of initiatives	79	87.8%

Themes	Frequency Percentage	
Challenges in terms of coordination and alignment of objectives among diverse stakeholders	65	72.2%

**Source: Research data, 2024**

The findings in Table 16 on partnership engagement in Garissa County indicate a strong positive perception among respondents. Specifically, 82.2% believe that collaborating with various stakeholders fosters a culture of teamwork, while 87.8% feel that such engagement promotes ownership of initiatives. However, 72.2% acknowledge challenges in coordinating and aligning objectives among diverse stakeholders. These partnerships have led to the provision of essential equipment, the cleaning of major towns, and the supply of seedlings, significantly enhancing the county's overall performance and effectiveness.

**4.5 Performance of Garissa County**

Five research questions were posed to collect data on their perceptions about performance in Garissa County. The five items were then grouped under the constructs in the conceptual framework. The findings of the performance of Garissa County Government Responses are presented in the table below.

**Table 17 Performance of Garissa County Government Responses**

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Population
Garissa County Government consistently achieves its set targets and objectives.	14.44%	13.33%	22.22%	28.89%	32.22%	90

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Population
Garissa County Government provides timely delivery services to its constituents.	10.00%	15.56%	34.44%	21.11%	17.78%	90
Garissa County Government demonstrates governance and accountability in its operations.	16.67%	18.89%	26.67%	15.56%	22.22%	90
Garissa County Government completes projects within the designated timeframe.	11.11%	20.00%	25.56%	31.11%	12.22%	90

**Source: Research data, 2024**

Table 17 presents respondents' varied perceptions of Garissa County Government's performance. The data indicate that 14.44% strongly agree and 13.33% agree that the government consistently achieves its set targets and objectives, while 22.22% remain neutral. A larger proportion of respondent's express dissatisfaction, with 28.89% disagreeing and 32.22% strongly disagreeing. Regarding timely service delivery, only 10.00% strongly agree and 15.56% agree, while 34.44% remain neutral. Meanwhile, 21.11% disagree and 17.78% strongly disagree, suggesting mixed views on the government's efficiency. Regarding governance and accountability, 16.67% strongly agree and 18.89% agree that the county government demonstrates these qualities, but a significant portion, 26.67%, are neutral. On the negative side, 15.56% disagree and 22.22% strongly disagree. Lastly, when asked about the completion of projects within the designated timeframe, 11.11%

strongly agree and 20.00% agree, while 25.56% remain neutral. However, 31.11% disagree and 12.22% strongly disagree, indicating concerns about project delays.

#### 4.5.1 Explanations for Dissatisfaction with Garissa County Government's Performance

Participants' explanations for dissatisfaction with the Garissa County Government's performance are presented in Table 18.

**Table 18 Explanations for Dissatisfaction with Garissa County Government's Performance**

Explanation	Frequency	Percentage (%)
Projects are not completed because every governor wants his own projects.	76	84.44
Scarce resources and different priorities for each governor lead to inefficiencies.	63	70.00
Wastage of resources and embezzlement of funds are prevalent issues affecting performance.	81	86.66
Abuse of office contributes to the mismanagement of projects and resources.	67	74.44

**Source: Research data, 2024**

Table 18 indicates that 84.44% of respondents believe that projects are incomplete because every governor wants his projects. 70.00% think that scarce resources and different priorities for each governor lead to inefficiencies. Additionally, 86.66% perceive that wastage of resources and embezzlement of funds are prevalent issues affecting performance, while 74.44% believe that abuse of office contributes to the mismanagement of projects and resources.

#### 4.5.2 Satisfaction with the Performance of Garissa County Government

The researcher sought to find out Satisfaction with the Performance of Garissa County Government. Findings were documented in Table 19

**Table 19 Satisfaction with the Performance of Garissa County Government**

Satisfaction Level	Frequency	Percentage (%)
Very satisfied	21	23.33%
Satisfied	34	37.78%
Dissatisfied	27	30.00%
Very dissatisfied	5	5.56%
<b>Total</b>	<b>90</b>	<b>100%</b>

**Source: Research data, 2024**

Table 19 indicates the level of satisfaction with the performance of the Garissa County Government. The data reveals that 23.33% of respondents are very satisfied, and 37.78% are satisfied, resulting in over half (61.11%) expressing a positive outlook on government performance. In contrast, 30.00% of participants expressed dissatisfaction, and 5.56% reported very dissatisfied, highlighting public concerns regarding government effectiveness.

#### **4.6 Thematic Analysis of Focus Group Findings on Shared Goals in Garissa County**

In analysing the focus group findings, key themes emerged regarding shared goals, alignment of efforts, and ownership of county projects. The analysis considers the participants' specific word choices, the context in which they made their statements, and the overall trends that became evident throughout the discussion.

##### **4.6.1 Theme 1: Absence of Shared Goals**

The participants strongly believed that there were no shared goals between the county government and stakeholders. One participant expressed frustration, saying, "*We do not have any shared goals.*" This sentiment was echoed by others who described issues such as "*poor service delivery,*" "*ineffective time management and resource allocation,*" and "*lack of communication.*" The tone of

their responses reflected dissatisfaction with the county's operations, particularly regarding its failure to involve stakeholders in decision-making. Participants emphasised that they often felt left uninformed about projects, which seemed to be imposed on them without consultation.

#### **4.6.2 Theme 2: Misalignment of Efforts**

Participants highlighted the necessity for a strong connection between the county government and stakeholders. One participant remarked, "*There is a lack of alignment; they do not listen to our problems or our need for projects.*" Another echoed this sentiment, stating, "*There is a lack of public participation; they focus on their needs, not ours.*" These comments reflect a sense of disempowerment and frustration, indicating that the County government's priorities do not align with those of the community, which further contributes to the perception of a lack of shared goals.

#### **4.6.3 Theme 3: Lack of Shared Ownership**

Participants also discussed the need for shared ownership in the county's projects. One participant commented, "*They do not include underrepresented communities in decision-making processes.*" This exclusion was seen as a critical issue, as it prevents stakeholders from feeling invested in the success of projects. Another participant pointed out, "*They do not keep stakeholders informed about the progress of projects,*" reinforcing the feeling of disconnection. The participants' words like "exclude" and "don't keep us informed" suggest that the stakeholders feel marginalised and excluded from crucial county processes.

#### **4.6.4 Theme 4: Recommendations for Improvement**

The participants offered specific recommendations to enhance alignment and involve stakeholders more effectively. One suggestion was to "*initiate projects through ward administrators to encourage collaboration between the community and the lower levels of administration.*" Another participant recommended "*reducing nepotism in county hiring to ensure representation from all*

*communities and to minimise corruption and favoritism.*" These recommendations were clear, based on personal experiences, and reflected the group's desire for a more inclusive and transparent approach to governance.

#### **4.7 Thematic Analysis of Focus Group Findings on Consensus Building in Garissa County**

The analysis of the focus group findings on consensus building revealed four critical themes relating to inclusivity, communication quality, conflict resolution mechanisms, and suggestions for improvement.

##### **4.7.1 Theme 1: Lack of Inclusivity in Decision-Making**

Participants expressed significant frustration regarding the county government's need for greater inclusivity in decision-making. One participant stated, "*They do not involve us in decision-making; they just make their own decisions and approve them.*" Another added, "*It is poor; they don't include us in what they do.*" These comments highlight the perception that the county government makes unilateral decisions without consulting or involving the public or other stakeholders. The lack of public participation in important decisions was a recurring concern, with participants feeling that their voices and needs are often ignored.

##### **4.7.2 Theme 2: Poor Team Dynamics and Communication Quality**

Communication between the county government and stakeholders emerged as a significant issue raised by participants. One participant remarked, "*They have poor communication with the people; there is no feedback.*" Another suggested that the county should "*incorporate the National Government Administration Officers (NGAOs)*" to enhance communication and ensure more effective information flow between the county and the community. A third participant stated, "*We need to be sensitised by the county,*" emphasising the necessity for better engagement and

information-sharing. These comments reflect a widespread belief that the county's communication strategies need improvement, which has led to a breakdown in trust and collaboration.

#### **4.7.3 Theme 3: Ineffective Conflict Resolution and Consensus Mechanisms**

During discussions on conflict resolution mechanisms, participants expressed that the current systems are largely ineffective. One participant stated, "*We have public meetings, but they primarily serve the county's agenda and do not engage the community.*" Another remarked, "*They hold chiefs' barazas, but even those do not always include everyone or address our concerns.*"

These comments indicate that, although there are formal mechanisms like public meetings, they are viewed as biased and inadequate for fostering genuine consensus or addressing the community's needs.

#### **4.7.4 Theme 4: Recommendations for Improving Consensus Building**

Participants offered several recommendations to improve the consensus-building process in the county. One participant emphasized the need for inclusivity, stating, "*They need to include everyone and ensure open communication.*" Another highlighted the importance of public participation, saying, "*They should listen to the people's views during public participation and take them into account.*" Additional suggestions included reducing nepotism and ensuring fair representation in decision-making to prevent corruption and favoritism.

### **4.8 Thematic Analysis of Focus Group Findings on Partnership Engagement in Garissa County**

This thematic analysis explores participants' perceptions regarding partnership engagement in Garissa County, highlighting stakeholder involvement, governance, and accountability issues.

#### **4.8.1 Theme 1: Disparity between Expectations and Reality**

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Participants expressed significant dissatisfaction with the county government's engagement, noting a disconnect between their expectations and the actual outcomes. One participant stated, "*Our expectations from the county and what we received are not aligned,*" highlighting unmet community needs such as improved healthcare facilities, employment opportunities for Early Childhood Service (ECS) teachers, and access to clean water. This sentiment highlights a perceived inadequacy in the government's responsiveness to community demands, indicating a crucial gap in the effectiveness of partnerships.

#### **4.8.2 Theme 2: Limited Stakeholder Involvement in Decision-Making**

The focus group discussions revealed frustration regarding the limited involvement of stakeholders in important decision-making processes. A participant remarked, "*The county does not involve us in crucial decisions,*" emphasising concerns about nepotism and favoritism in hiring practices. Participants alleged that "*people employ their girlfriends,*" which leads to unqualified individuals occupying essential positions. This theme reflects a broader sentiment of exclusion and highlights the need for more inclusive decision-making mechanisms within the county.

#### **4.8.3 Theme 3: Governance and Accountability Concerns**

Participants expressed serious concerns regarding the county's governance style. One participant remarked, "*The governor runs the affairs of the county without involving the people.*" There were widespread allegations of self-serving practices, such as prioritising budget allocations for personal gain. Another participant stated, "*They prioritise budget allocations for their proxy projects to enrich themselves,*" indicating a deep-seated distrust in the governance structure. This theme highlights the urgent need for increased accountability and transparency in local governance.

#### **4.8.4 Theme 4: Lack of Conflict Management Strategies**

The discussions uncovered ineffective strategies for managing stakeholder relationships and conflicts. Participants agreed that the governance model, heavily influenced by the governor, operates like a business entity. One participant described how stakeholders are "*bribed to silence them so that they cannot raise grievances,*" illustrating the harmful influence of such practices on open communication and trust. This theme underlines the urgent need for structured conflict management strategies that prioritise stakeholder voices.

#### **4.8.5 Theme 5: Recommendations for Strengthening Partnership Engagement**

Despite their frustrations, participants offered constructive recommendations for improving partnership engagement between the county and stakeholders. There was a strong call for increased "*transparency and accountability*" and for promoting "*inclusive decision-making and public participation*" in budgetary allocations based on community needs. One participant emphasised that public engagement should reflect "*the needs of the people.*" These recommendations highlight a desire for a more equitable partnership framework that prioritises community interests.

### **4.9 Thematic Analysis of Focus Group Findings on the Performance of Garissa County**

This thematic analysis explores participants' perceptions regarding Garissa County's performance, focusing on service delivery, governance, and accountability.

#### **4.9.1 Theme 1: Overall Poor Performance in Service Delivery**

Participants expressed widespread dissatisfaction with the county's ability to meet its service delivery objectives. One individual remarked, "*It is poor because the development agenda that the county promised has not materialised,*" stressing the gap between expectations and reality. Healthcare concerns were particularly pronounced, with comments such as "*hospitals do not have medications,*" highlighting a critical shortage of medical supplies. Additional issues included

inadequate water supply, poor drainage systems, and ineffective waste disposal facilities. One participant observed the failure to remunerate contracted casual labourers, resulting in "*unclean towns*." Moreover, participants criticised the practice of nepotism in hiring unqualified individuals, which they believed undermined the efficacy of services. This collective feedback indicates a significant level of discontent regarding the county's performance in delivering essential services.

#### **4.9.2 Theme 2: Governance and Accountability Challenges**

The focus group discussions illuminated a consensus on the urgent need for enhanced governance and accountability within Garissa County. Participants identified "*high levels of corruption in employment and the prevalence of ghost workers*" as key issues impeding trust in local governance. One participant stated, "*County revenue should be transparent and digitised*," advocating for clearer financial accountability. Additionally, concerns about the quality-of-service delivery in hospitals and water management were raised, with participants citing unsatisfactory treatment processes and ineffective project execution. This highlights a critical demand for a governance structure that promotes transparency and accountability, essential for rebuilding public trust and ensuring effective delivery of service.

#### **4.9.3 Theme 3: Factors Influencing County Performance**

The analysis identified both positive and negative factors affecting the county's performance. Negative influences were largely attributed to "*corruption and nepotism in employment and tenders*." However, some participants recognised positive developments, such as improved accessibility to resources, with one noting, "*At least resources have been brought closer to the community*." Others highlighted improvements in employment opportunities: "*Although not sufficiently, employment is considerably better*." Nonetheless, concerns persisted regarding the "lack of accountability and transparency" and bureaucratic inefficiencies that obstruct timely

service provision. This theme illustrates the complexity of perceptions surrounding county performance, balancing frustrations with an acknowledgment of incremental progress.

#### **4.9.4 Theme 4: Recommendations for Enhanced Performance**

Participants offered several recommendations aimed at improving Garissa County's overall performance. Key suggestions included enhancing "*public participation, transparency, and accountability*" in governance processes. One participant stressed the importance of focusing on target goals while maintaining objectivity in mission statements, advocating for "*zero tolerance for corruption in tenders and appointing individuals based on merit rather than nepotism.*" These recommendations reflect a clear desire for a governance framework that prioritises community needs and fosters collaborative decision-making.

#### **4.10 Multiple Linear Regression Analysis**

Regression analysis is a statistical technique used to understand the relationships between variables. It allows researchers to examine how a dependent variable responds to one or more independent variables. Bluman (2014) emphasises that when a test indicates a significant linear relationship exists between the variables, a direct cause-and-effect relationship between them is possible.

In this analysis, we use the Garissa County Government's Shared Goals Consensus Building and Partnership Engagement performance. The emphasis is on modeling the relationship between response and explanatory variables through linear models. The results presented in Table 20 present the fitness of the regression model used to explain the study phenomena.

**Table 20 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.894	0.799	0.784	0.474

**Table 21 ANOVA**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	31.476	3	10.492	46.901	0.000
Residual	7.963	86	0.093		
Total	39.439	89			

**Table 22 Coefficients**

<b>Variable</b>	<b>Unstandardised Coefficients</b>	<b>Standardised Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>		
(Constant)	1.230	0.224	5.500	0.001
Shared Goals	0.348	0.105	3.314	0.011
Consensus Building	0.398	0.097	4.108	0.004
Partnership Engagement	0.365	0.091	4.010	0.005

#### **4.10.1 Interpretation of Results**

The multiple linear regression analysis results indicate that the model accounts for approximately 79.9% of the variance in performance ( $R^2 = 0.799$ ), with an adjusted  $R^2$  of 0.784, suggesting a solid fit (see Table 20). The model was statistically significant,  $F(3, 86) = 46.901$ ,  $p < 0.001$ , confirming that at least one predictor variable significantly contributes to performance (see Table 21). The regression equation is expressed as follows:

**Performance=1.230+0.348×Shared Goals+0.398×Consensus Building+0.365×Partnership Engagement**

The coefficient for Shared Goals shows a robust positive link with performance. This shows leaders who effectively set and convey shared goals might improve team alignment and motivation. Clear shared goals provide team members with a consistent direction, encouraging teamwork and dedication to accomplishing joint goals. By prioritising Shared Goals, organisations can establish a more focused and cohesive work environment, eventually leading to performance (Aihara et al., 2023).

Similarly, the coefficient for Consensus Building is 0.398 ( $p = 0.004$ ), indicating a significant beneficial impact on performance. Consensus building actively involves team members in decision-making, fostering a sense of ownership and investment in the results. This interactive method promotes team members' acceptance, and the quality of decisions produced. When team members are respected and valued, they are more likely to participate successfully, improving overall performance (Martina et al., 2018).

Finally, the coefficient for Partnership Engagement is 0.365 ( $p = 0.005$ ), implying a significant positive effect on performance. Partnership Engagement emphasises the value of collaboration and cooperation among team members and stakeholders. Leaders may improve problem-solving abilities and innovation by developing solid relationships based on varied perspectives and expertise. Engaged partnerships foster an environment where individuals are encouraged to show their best efforts, driving performance improvement (Akhwaba et al., 2020).

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents a summary of the key findings, conclusions drawn from the research, and recommendations for practice and further research: the study analysed stakeholder management strategies and their influence on the performance of the Garissa County Government. The focus was on shared goals, consensus building, and partnership engagement. The chapter also highlights the practical implications for authorities, service users, and other stakeholders, alongside suggestions for future research.

#### 5.1 Summary of the Findings

The study aimed to explore the influence of shared goals, consensus building, and partnership engagement on the performance of the Garissa County Government. Descriptive and inferential analyses were applied to understand how these factors shape performance. The specific findings for each objective are summarised below:

##### 5.1.1 Shared Goals on Performance

The study examined the influence of shared goals on the performance of the County Government of Garissa, Kenya, focusing on continuous improvement, effort alignment, and shared ownership as critical indicators. Findings revealed that shared goals significantly enhanced the performance of Garissa County, especially those promoting effort alignment and continuous improvement, contributing positively to performance. However, role definitions, financial constraints, and communication gaps hindered fully realising these benefits. Stakeholders expressed dissatisfaction with their exclusion from decision-making processes, which affected shared ownership and accountability.

Focus group discussions revealed a disconnect between Garissa County and its stakeholders concerning shared goals, particularly in service delivery and communication. Participants expressed frustration over excluding marginalised communities from decision-making processes, contributing to a misalignment between governmental initiatives and community needs. This disconnect undermined public participation and weakened the sense of shared ownership of projects, leaving stakeholders feeling alienated and disengaged from governance.

Regression analysis supported these findings, demonstrating a positive relationship between shared goals and public sector performance. These results were consistent with existing research, which showed that shared goals enhanced knowledge sharing, strengthened team dynamics, and fostered collaboration across organisational boundaries.

### **5.1.2 Consensus Building on Performance**

The study aimed to assess the role of consensus building in enhancing the performance of the County Government of Garissa, Kenya, focusing on inclusive decision-making, team dynamics, and open communication. Descriptive results revealed that many respondents strongly agreed that consensus building improved overall performance; however, a significant portion remained neutral, indicating uncertainty about its influence. While consensus building positively influenced performance by fostering inclusive decision-making and improving team dynamics, the effectiveness of these processes could have been improved by better communication and weak conflict resolution systems.

The thematic analysis highlighted four main issues: a lack of inclusiveness in decision-making, poor communication quality, ineffective conflict resolution mechanisms, and suggestions for improvement. Participants expressed frustration with the county government's unilateral decision-making, feeling excluded from discussions that affected their lives. They advocated for improved

engagement and information-sharing to rebuild trust between the government and stakeholders. Additionally, existing conflict resolution processes were perceived as inadequate, with public meetings seen as serving the county's agenda rather than addressing community concerns.

Regression analysis confirmed that consensus building positively predicted performance in Garissa County. These findings aligned with previous research linking effective consensus building to enhanced communication, transparency, and organisational adaptability to changing circumstances. Generally, the study emphasised the need for greater inclusivity and engagement in decision-making processes to enhance the county's performance and better serve its constituents.

### **5.1.3 Partnership Engagement in Performance**

This study examined the influence of partnership engagement on the performance of the County Government of Garissa, Kenya, focusing on resource sharing, stakeholder engagement, and conflict resolution. The findings highlighted the critical role of resource sharing and stakeholder involvement in enhancing performance, with most respondents identifying these elements as essential for fostering efficiency and collaboration. Most participants believed that stakeholder engagement significantly improved performance and transparency, while effective conflict resolution was vital for maintaining a positive work environment.

The thematic analysis of focus group discussions revealed considerable challenges related to stakeholder expectations, involvement in decision-making, governance accountability, and conflict management. Participants strongly desire increased transparency and inclusivity in decision-making processes to improve collaboration and trust.

Regression analysis confirmed a positive relationship between partnership engagement and performance, with a coefficient of 0.365 and a p-value of 0.005. This suggested that enhancing partnership engagement could improve Garissa County's performance outcomes. The findings

aligned with existing empirical research, which indicated that shared project objectives and stakeholder commitment were crucial for meeting performance targets.

## **5.2 Conclusions of the Study**

The study's objective is to analyse the strategic management strategies that affect the performance of the Garissa County Government, Kenya. The findings from descriptive and inferential statistics reveal a statistically significant relationship between shared goals, consensus building, and partnership engagement; based on the findings, the study concludes that shared goals influence performance in Garissa County governance in Kenya. The study identifies that shared goals concepts, namely continuous improvement, effort alignment, and shared ownership, positively influence performance. Furthermore, it concludes that despite the county government's efforts to initiate shared goals, focus group discussions highlight several significant challenges. These include the absence of clearly defined shared goals, poor alignment of efforts, a lack of shared ownership, and inadequate communication between the county government and its stakeholders.

The study finds that consensus building positively influences the performance of Garissa County governance in Kenya, with key constructs including inclusive decision-making, team dynamics, and open communication. The findings indicate a statistically significant relationship between consensus building and performance, highlighting its positive influence. Focus group discussions reveal critical issues such as a lack of inclusivity in decision-making, poor communication between the county government and stakeholders, ineffective conflict resolution mechanisms, and a need for greater stakeholder involvement. Participants express feelings of exclusion and highlight the inadequacy of existing methods.

The study finds that partnership engagement positively influences the performance of Garissa County governance in Kenya, with constructs including resource sharing, stakeholder engagement,

and conflict resolution. Partnership engagement is vital in improving performance, primarily through resource sharing and active stakeholder involvement. However, the study identifies challenges related to governance, such as corruption and misalignment of objectives between stakeholders and the county government, which remain significant barriers to effective partnership engagement.

### **5.3 Recommendations for Practice**

Several recommendations are proposed to address the identified challenges and improve the performance of the Garissa County Government. To enhance the performance of the Garissa County Government, a consolidated approach emphasising stakeholder inclusion and transparent communication is essential. Establishing a structured stakeholder engagement framework, including regular forums and workshops, will ensure that marginalised communities have a voice in decision-making. Forming a Community Advisory Committee would further facilitate diverse representation and ensure that various perspectives are integrated into planning and execution.

Addressing governance challenges such as nepotism, corruption, and ineffective conflict resolution should be a priority. Implementing training programmes for government officials on ethical governance and conflict management can build trust within the community. Establishing community mediation committees will also encourage grassroots involvement in resolving disputes, fostering collaboration between officials and residents.

A detailed financial analysis is crucial to identify mismanagement affecting participatory initiatives. Assessing budget allocations and exploring alternative funding sources, such as NGO partnerships, will enhance resource management. Conducting financial audits of past projects can reveal insights into resource misallocation, allowing for more effective future planning.

Finally, promoting collaborative partnerships with non-governmental organisations and private sector actors can significantly enhance service delivery. The county government can better respond to community needs by aligning shared objectives and fostering cooperation. Actively seeking feedback from diverse groups will promote inclusivity and accountability, ensuring that the voices of all constituents are heard and respected.

#### **5.4 Recommendations for Further Research**

This research examines only three aspects of stakeholder management strategies (shared goals, consensus building, and partnership engagement) out of the many available. Future research could explore additional dimensions of stakeholder management strategies. Further investigation is also needed to examine the influence of corruption, mismanagement, and governance challenges on stakeholder relationships and performance outcomes in Garissa County. Additionally, while this study focuses on the public sector, a similar study could be conducted in the private sector to compare findings.

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## APPENDICIES

### APPENDIX I: QUESTIONNAIRE FOR KEY INFORMANTS

I am a student at MKU conducting field research. My research focuses on "**Analysis of Stakeholder Management Strategies on the Performance of Garissa County Government, Kenya.**" Please note that all responses provided will be handled with the highest level of confidentiality and solely utilised for research purposes. Kindly refrain from including your name on the questionnaire.

#### SECTION A: GENERAL VIEWS OF STAKEHOLDER MANAGEMENT STRATEGIES

1. Gender? Male(  ) Female(  )
2. How long have you worked with the Garissa County Government?  
 1 Years and Less(  ) 1 Year(  ) 2 Years (  ) 3 Years (  ) 5 Years and more
3. What role are you involved in Garissa County Government ?.....

#### SECTION B: SHARED GOALS

4. How aligned do you perceive shared goals to be with the strategic objectives and priorities of the County Government of Garissa? Highly aligned (  ) Moderately aligned (  ) Neutral (  )Slightly aligned (  )Not aligned at all(  )
5. To what extent have the following features of Shared Goals been used to improve performance in Garissa County? *Please indicate your agreement with each statement by placing a check (√) next to the responses that best reflect your perspective:*

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Continuous Improvement:					
Shared goals foster a culture of continuous improvement in the performance of Garissa County?					

Continuous improvement is actively encouraged within the county.					
There are mechanisms in place to identify areas for improvement on an ongoing basis.					
Efforts are made to implement changes and enhancements based on feedback and evaluation.					
Overall, Garissa County is committed to continuously improving its processes and practices.					
<b>Effort Alignment:</b>					
Shared goals facilitate alignment of efforts across departments and teams towards achieving performance objectives within Garissa County?					
Efforts across team members are aligned towards common goals and objectives.					
There is clarity regarding individual stakeholder's roles and responsibilities within the county.					
Stakeholders understand how their efforts contribute to the overall objectives.					

Efforts are coordinated effectively to maximise efficiency and productivity.					
<b>Shared Ownership:</b>					
Shared goals foster a sense of shared ownership and accountability for performance outcomes among stakeholders within Garissa County?					
There is a shared sense of responsibility for the success of projects/initiatives within our County.					
Stakeholders take ownership of both individual and collective outcomes.					
Decisions and actions are made with consideration for the best interests of the county as a whole.					
There is accountability for results and outcomes among stakeholders.					
Overall, there is a strong culture of shared ownership within our county.					

6. In your opinion, what are the primary obstacles associated with shared goals on the overall performance and efficiency of Garissa County?

.....

.....

## SECTION C: CONSENSUS BUILDING ON PERFORMANCE OF GARISSA COUNTY

7. Please check the option that most accurately represents your opinion to indicate how satisfied you are with the following statements:

<b>Consensus Building</b>	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>Inclusive Decision Making</b>					
To what extent do you believe that inclusive decision-making processes contribute to the overall effectiveness of Garissa County's performance?	39	20	30	1	0
How much do you think inclusive decision-making fosters collaboration and cooperation among stakeholders, thereby enhancing the performance of Garissa County?	21	31	28	8	2
Do you perceive inclusive decision making as essential for addressing diverse needs and viewpoints within Garissa County, ultimately leading to improved performance outcomes?	32	28	21	9	0
To what extent do you think that different stakeholders' participation in decision-	14	29	36	6	4

making processes improves Garissa County's performance in terms of productivity?					
<b>Team Dynamics</b>					
How strongly do you believe that positive team dynamics contribute to the overall performance and productivity of Garissa County?	42	31	13	3	1
To what extent do you think positive team dynamics foster collaboration and innovation within Garissa County, thereby enhancing its performance outcomes?	3433	20	3	3	0
Do you perceive positive team dynamics as crucial for creating a supportive work environment and achieving common goals, ultimately improving the performance of Garissa County?	37	25	18	9	1
How much do you believe that positive team dynamics contribute to employee morale and job satisfaction, consequently positively influencing the overall performance of Garissa County?	43	34	12	1	0
<b>Open Communication</b>					

How strongly do you believe that open communication contributes to the overall performance and effectiveness of Garissa County?					
To what extent do you think open communication fosters transparency and trust within Garissa County, thereby enhancing its performance outcomes?					
Do you perceive open communication as essential for sharing information and fostering collaboration among different departments and stakeholders, ultimately leading to improved performance?					
How much do you believe that open communication enables timely feedback and problem solving, consequently positively impacting the overall performance of Garissa County?					

8. How do you perceive the influence of consensus building on the overall performance and effectiveness of Garissa County?

.....

.....

**SECTION C: PARTNERSHIP ENGAGEMENT ON THE PERFORMANCE OF GARISSA COUNTY**

9. Please check the option that most accurately represents your opinion to indicate how satisfied you are with the following statements:

<b>Partnership Engagement</b>	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>Resource Sharing</b>					
To what extent do you believe that sharing resources contributes to the overall performance and effectiveness of Garissa County?					
How much do you think resource sharing facilitates efficiency and cost-effectiveness within Garissa County, thereby enhancing its performance outcomes?					
Do you perceive resource sharing as essential for optimising the utilisation of available resources and improving service delivery within Garissa County?					
To what degree do you believe that resource sharing fosters collaboration and cooperation among different entities within Garissa County, ultimately leading to improved performance?					

<b>Stakeholder Engagement</b>					
How strongly do you believe that stakeholder participation improves Garissa County's overall performance?					
To what extent do you think stakeholder engagement fosters transparency and accountability within Garissa County, thereby enhancing its performance outcomes?					
Do you perceive stakeholder engagement as essential for understanding community needs and priorities, ultimately leading to improved performance in Garissa County?					
How much do you believe that stakeholder engagement promotes collaboration and cooperation among different entities within Garissa County, consequently positively impacting its overall performance?					
<b>Conflict Resolution</b>					
To what extent do you believe that effective conflict resolution processes by stakeholders contribute to the overall performance and effectiveness of Garissa County?					

<p>How much do you think efficient conflict resolution mechanisms by stakeholders foster a positive work environment and productivity within Garissa County, thereby enhancing its performance outcomes?</p>					
<p>Do you perceive effective conflict resolution by stakeholders as essential for maintaining harmony and cooperation among different departments and stakeholders, ultimately leading to improved performance in Garissa County?</p>					
<p>Do you perceive shared learning and evaluation as essential for continuous improvement and innovation within Garissa County, ultimately leading to improved performance?</p>					

10. How do you perceive the influence of partnership engagement on the overall performance and effectiveness of Garissa County?

.....

.....

**SECTION E: PERFORMANCE OF COUNTY GOVERNMENT OF GARISSA**

11. Please tick the box that most accurately represents your opinion to indicate whether you agree or disagree with the following statements:

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Garissa County Government consistently achieves its set targets and objectives					
Garissa County Government provides timely delivery of services to its constituents.					
Garissa County Government demonstrates governance and accountability in its operations.					
Garissa County Government completes projects within the designated timeframe.					

Please explain any response that you choose or strongly disagree with in the table below

- i.....
- ii.....
- iii.....

12. What is your level of satisfaction with the performance of the Garissa County Government?

Very satisfied ( ) Satisfied ( ) Dissatisfied ( ) Very dissatisfied ( )

If dissatisfied or very dissatisfied, explain why?.....

## **APPENDIX II: FOCUS GROUP MODERATOR'S GARISSA COUNTY**

### **1. INTRODUCTION (5 MINS)**

- i. Welcome participants and introduce the purpose of the focus group.
- ii. Explain the format and ground rules.
- iii. Obtain consent for audio/video recording.

### **2. SHARED GOALS (15 MINS)**

- i. To what extent do you feel the county government and stakeholders have shared goals when it comes to performance and service delivery?
- ii. How well aligned are the efforts of the county government and stakeholders towards achieving these shared goals?
- iii. In what ways do the county government and stakeholders demonstrate a sense of shared ownership in reaching the desired performance outcomes?
- iv. What could be done to further strengthen the alignment of goals and efforts between the county and stakeholders?

### **3. CONSENSUS BUILDING (20 MINS)**

- i. How inclusive is the decision-making process between the county government and stakeholders?
- ii. Can you describe the team dynamics and quality of communication between the county and stakeholders?
- iii. What mechanisms are in place for the county and stakeholders to resolve conflicts and find consensus?

iv. What are some ways the consensus building process could be improved?

**4. PARTNERSHIP ENGAGEMENT (20 MINS)**

i. To what degree do the county government and stakeholders actively engage and share resources with each other?

ii. How would you characterise the level of stakeholder involvement and representation in county affairs?

iii. What strategies does the county use to manage relationships and resolve conflicts with stakeholders?

iv. How can the partnership and engagement between the county and stakeholders be strengthened?

**5. PERFORMANCE OF GARISSA COUNTY (20 MINS)**

i. In your opinion, how well is the county performing in terms of achieving its targets and service delivery goals?

ii. What aspects of governance and accountability need the most improvement in the county?

iii. What do you see as the key factors influencing the county's performance, both positively and negatively?

iv. What recommendations would you provide to the county to enhance its overall performance?

v. Wrap-up (10 mins)

**6. SUMMARISE THE KEY POINTS DISCUSSED**

i. Thank participants for their time and valuable insights

ii. Remind them of the confidentiality of the discussion

**APPENDIX III: LETTER OF AUTHORISATION**

To Whom It May Concern,

.....

NAIROBI

Date: .....

Dear Sir/Madam,

**RE: ANALYSIS OF STAKEHOLDER MANAGEMENT STRATEGIES ON PERFORMANCE OF COUNTY GOVERNMENT OF GARISSA**

My name is Ismail Salat, a student at Mount Kenya University pursuing a Master of Business Administration degree with a Strategic Management Option. As part of my degree requirements, I am conducting fieldwork research in partial fulfillment for the award of a master’s degree. I have identified your organisation/ward for data collection and kindly request your permission.

The researcher aims to gather valuable insights for the study's success while treating participant information with utmost confidentiality and ensuring anonymity. No identifying details was shared. The collected data was securely saved and accessible only to the research team. Participation is entirely voluntary, and participants may withdraw without consequence.

Sincerely,

Ismail Salat

**APPENDIX IV: AUTHORISATION LETTER**



REF: MKU/ISERC/4462  
TO: ISMAIL SALAT

Date: 01 October 2024

REG: MBA/2023/41033

Dear Sir/Madam,

**RE: ANALYSIS OF STAKEHOLDER MANAGEMENT STRATEGIES ON PERFORMANCE OF COUNTY GOVERNMENT OF GARISSA, KENYA**

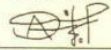
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3184**. The approval period is **01/10/2024 - 30/09/2025**.

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 V: CONSENT FORM

### CONSENT FORM

#### RESEARCH TOPIC

ANALYSIS OF STAKEHOLDER MANAGEMENT STRATEGIES ON PERFORMANCE OF COUNTY GOVERNMENT OF GARISA.

Researcher: ISMAIL SALAT ONKE

Program: **Master of Business Administration**

University: **Mount Kenya University**

Dear [Participant's Name],

I kindly request your participation in a research study conducted by a student pursuing a Master of at Mount Kenya University. The purpose of this study is to research .....Your involvement in this study is entirely voluntary, and you have the right to withdraw at any time without any negative consequences. Your decision to participate or withdraw will not impact your relationship with Mount Kenya University or any other entity involved.

I want to assure you that your privacy and confidentiality will be strictly maintained throughout the study. Your personal information and responses will be treated with utmost care and will only be accessible to the researcher and, if necessary, the research supervisor(s). Your identity will remain anonymous unless you choose to disclose it willingly.

Your participation in this study will not provide you with any immediate benefits. It is important to note that your viewpoints and opinions may not necessarily align with those of other parties involved in the study. However, we encourage you to freely express your own viewpoint. If at any point you feel that a particular subject is sensitive and may pose a risk to your personal or professional safety, please let the researcher know, and appropriate measures will be taken to ensure your anonymity and well-being.

Should you require any additional assistance or information, please feel free to contact the researcher, ....., who will be more than willing to address your concerns and provide any necessary clarification.

By signing this consent form, you indicate your understanding of the purpose and nature of this study and your voluntary participation. You also confirm that you have had the opportunity to ask questions and have received satisfactory answers.

Participant Information:

Name: [Participant's Name]

Signature: \_\_\_\_\_

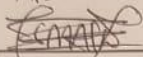
Date: \_\_\_\_\_

Researcher's Statement:

I, ISMAIL SALAT, as the researcher, affirm that I believe the participant has provided informed consent to participate in this study.

Researcher Information:

Name: ISMAIL SALAT

Signature: 

Date: 2<sup>nd</sup> September 2024

For further information or inquiries, please contact:

Chairman,

MKU ERC,

P.O Box 342-01000, Thika.

## APPENDIX VI: RESERCH BUDGET

ITEM	COST (KSH)
Internet	7,000
Photocopy & Printing	10,000
Binding	5,500
Stationary	3,000
Focus group Moderator	20,000
Focus Group Members Facilitation	100,000
Transport	48,000
Miscellaneous	10,000
<b>Total</b>	<b>203,500</b>

**APPENDIX VII: RESERCH WORK PLAN**

MARCH -MAY	JUNE	OCTOBER 2024	NOVEMBER 2024
			Submit for exam
		Data Collection and Report	
	Seminar and ERC Clearance		
Proposal development			

# APPENDIX VIII: SIMILARITY INDEX REPORT

## Salat ismail

### ANALYSIS OF STAKEHOLDER MANAGEMENT STRATEGIES ON PERFORMANCE OF COUNTY GOVERNMENT OF GARISSA, KEN...

RESEARCH PROJECT  
BCOM  
Mount Kenya University

#### Document Details

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