

**INFLUENCE OF IMPLEMENTATION OF DEVOLUTION ON
PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN
KERICHO COUNTY, KENYA**

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DECLARATION

This research project report is my original work and has not been presented for any award in any other university. No part of this project may be reproduced without permission of the author,

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DEDICATION

I dedicate this research project to my beloved wife, Beatrice Ngetich, and children; Eliana Chebet and Reuel Kipkurui, and my parents; Mrs Martha Chepkwony and Mr. James Maina for their prayers, provision of school fees, and moral support during the time of my studies.

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ABBREVIATIONS AND ACRONYMS

AusAID	Australian aid
BMP	Best management Practice
B2B	Business to Business
CIPS	Chartered Institute of Purchasing and Supply
HR	Human Resource
HRM	Human Resource Management
ICT	Information and Communications Technology
KeRRA	Kenya Rural Roads Authority
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
PPMS	Procurement Performance Measurement System
SPSS	Statistical Package for the Social Sciences
UNAIDS	United Nations Programme on HIV/AIDS
Yrs	Years

ABSTRACT

Implementation of devolved government functions has been appreciated in many countries in the world. However, there seems to be indications that full implementation of devolution process as a growth strategy is still a challenge to many countries including Kenya. The purpose of this study was to examine the Influence of Implementation of Devolution on Performance of Road Construction Projects in Kericho County. The objectives that guided this study included: To establish the influence of devolved procurement on the performance of road construction projects in Kericho County, to establish the influence of devolved resources on the performance of road construction projects in Kericho County, to establish the influence of devolved organizational leadership on performance of road construction projects in Kericho County and to establish the influence of monitoring and evaluation on the performance of road construction projects in Kericho County. The study utilized the institutional theory and systems theory in explaining behaviors on project success in the county. The target population was 120, which was also the sample size. Stratified and simple random sampling procedures were used to select the respondents for the study within Kericho county, department of public works, roads and transport. A questionnaire was used as data collection instrument whose validity and reliability was tested prior to the collection of data. The data was then analysed by descriptive statistics methods and presented in tables, pie charts and bar graphs showing frequencies, percentages and averages. The study established that Kericho County has strategic procurement plan of which the respondents agree that is not aligned with the county's vision and mission. The study also revealed that the top management supports the strategic implementation as strategies and tactics have seen to help achieve procurement goals. Respondents confirm that Kericho County has put in place some measurement to help assess the progress of procurement performance. However, the findings show that processing of finances after a contract completion is not quite fast and contractors complain. The study established that devolution of finances has enhanced allocation of adequate resources towards road construction projects and local contractors are now more interested in the road construction and maintenance tenders than before. However, there is no easy access to road construction materials as well as no enough supervisors for road construction projects and not well equipped with appropriate equipment within the Kericho County. The study also revealed that Kericho County is not yet efficient and effective in service delivery, which is a huge room for improvement. The study shows that there is public accessibility to leadership under devolution and county managers have provided good guidance on performance of road construction projects. The study established that county examines the procurement cycle to prevent fraud and has a close supervision of buys done as a method for controlling expenses and Road Construction Projects are assigned special supervisors to monitor and report on the projects progress. The study recommends that contractors should only take the number and sizes of projects that they can deliver in time and that they should consider political and business condition risks in their cost estimation to overcome delays in conveyance exuding from terminations and materials deficiency. Advisors should be more interested with arrangement cost by using multi criteria examination and picking the most monetary criteria to improve their execution and to fabricate proprietor's satisfaction. Proper leadership styles should be exercised for accountability and improved performance in delivery of service. This study will be of importance to industry players in developing road construction sector policies and frameworks. It will also help county and national governments, including corporations in delivery of quality and timely services. The study concluded that all the factors investigated under devolution had some influence on the performance of Road Construction Projects in Kericho County.

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Devolution refers to a central initiative by Governments that wish to take economic resources and political powers to the lower community level thereby bringing services and development close to its citizens. Many governments globally are characterized by devolution (Rodriguez-Pose and Gill, 2003). It involves devolving of functions, like decision making, finance and management, from the national government to the County governments (Simiyu and Mweru, 2014).

Among the most important arguments on devolution and decentralization is that it enhances economic efficiency by optimizing information flow, bring public services closer to the people and reduce development cost. Furthermore, devolution creates democratic space for institutions of governance to thrive (Deweese, Lobao and Swanson, 2003).

There are several countries in the world that are run through devolved units, with levels of success differs. For instance, in the United Kingdom, devolution of power did not involve the community, which changed the emphasis on governance and reduced the local authority access to funds (Willett and Giovannini, 2014). Other most notable successful experiences with devolution are the US and India with about 200 and 60 years of experience respectively.

In the case of Africa, after gaining independence, many countries embraced the one-party system in what they referred to as democracy by consensus. However, this system of government would be contested later due to oppression from very powerful government leaders. Further, after independence, African leaders started realizing that they had difference in ideologies. These factors, among many others led to the struggle for multi-party democracy in many countries (Haughton, Counsell and Vigar, 2008).

The Constitution of Kenya 2010 led to the creation of 47 counties that are managed by political leaders such as governors and Members of County Assemblies (Khaunya, Wawire and Chepng'eno, 2015). The constitution also establishes several institutions/bodies to oversight counties to enhance accountability. Such bodies include the senate and the auditor general 's office (Ndung'u, 2014).

In various parts of Kenya, devolution has been found to impact on performance in various ways. According to Simiyu and Mweru (2014) devolution impacts financial welfare and performance of the people of Kimilili constituency. In addition, Ndung'u (2014) argues that devolution influences economic development potentialities and performance in various parts of Kenya.

The ability of organizations to decentralize strategies has become a central concern in many organizations today. Counties have now embraced a devolved arrangement of government with one national government and forty-seven province governments. The national government concentrates primarily on strategy definition while the area governments are to a great extent harping on arrangement execution. The transition to devolved governments Act 2012 has the potential to be useful in helping the counties institutionalize as it decentralizes the planned change focusing on facilitating and coordinating the transition to devolved system of government. This process will help determine the extent to which devolved projects at the local levels are implemented. In another investigation Mwabu and Kibua (2008) contemplated administration procedure as standardized and the variables that are affecting the systematization procedure.

The Constitution of Kenya article one hundred and seventy-six sub section two requires the County Government to decentralize its capacities and arrangement of its administrations to the degree that is productive and practical (Othieno, 2012). Kenya is currently undergoing a national change, from the centralized government structure to the devolved government structure based in counties. This is done with the desire to mitigate the inefficient delivery of public services in Kenya brought about by the formerly highly centralized government system (Mitullah, 2013).

1.2 Statement of the Problem

Road construction is a critical sector in the country has been decentralized to the county government though the devolution is still undergoing the process of adoption. This process has majorly focused on the policy and regulations, resources, participation by the community as well as the procurement of services and products. Such have not been articulated and the county still finds its way to stability where they will all be running with better infrastructure.

The study by Mwabu and Kibua (2008) was done earlier than the official start of the full-scale implementation of devolved governance while the study by Rummery and Greener, (2012) focused on a small unit of devolution. There is little literature on devolution that focuses on Road Construction Projects in all counties most especially Kericho (Kivuva, 2011; Mitullah, 2013).

Devolution has in the recent been seen to decentralized resources of which Kericho County has been the beneficiary. The county has been known for long to produce coffee, tea, and maize among other food staff that have been commercialized. However, the roads have been impassable for some time and so hindering the products and services from reaching the market on time. Kericho Governor Prof. Paul Chepkwony confirms to have given priority to water, ICT, energy, agriculture and above all road sector which he believes will boost the economic growth of between 20 and 30 percent over the next three years in Kericho County. His government has made development on roads, which include; 450 kilometers of new murrum roads that have been built at a cost of Sh450 million. Information, communication and technology infrastructure is also being given priority, with plans to digitize county government offices.

Despite all these developments, the county still experiences some problems like impassable roads and projects taking too long to complete. A simple chat with a county roads engineer reveals that the county government still struggles with important issues like monitoring and evaluation of the systems and processes. However, only a detailed and all-inclusive research study will give the true picture of the status of the project performances in the county level.

1.3 Purpose of The Study

The purpose of this study is to establish the influence of the implementation of devolution on the performance of the road construction projects in Kericho County.

1.4 Objectives of The Study

This study focuses on the following objectives;

1. To assess the influence of devolved procurement on the performance of road construction projects in Kericho County.
2. To establish the influence of devolved resources on the performance of road construction projects in Kericho County.
3. To establish the influence of devolved organizational leadership on performance of road construction projects in Kericho County.
4. To establish the influence of monitoring and evaluation on the performance of road construction projects in Kericho County.

1.5 Research Questions

This study seeks to answer the following basic research questions;

1. How has devolved procurement influenced performance of road construction projects in Kericho County?
2. How has devolved resources influenced performance of road construction projects in Kericho County?
3. How has devolved organizational leadership influenced performance of road construction projects in Kericho County?

4. How has monitoring and evaluation influenced performance of road construction projects in Kericho County?

1.6 Significance of The Study

It is anticipated that from this investigation, Kericho department of Public Works, Roads and Transport, and even Kenya Rural Roads Authority top management will be able to transform the structures, procedures and performance to effectively play its enabling role in development agenda of rural roads in the county given that most of the roads handled by the authority have been substantially devolved to county governments.

Government arrangement producers might have the capacity to get bits of knowledge into zones that need more consideration regarding fruitful technique usage in infrastructure development to enhance service delivery in the devolved public sector. Policies like public private partnerships and road concessionaire and annuity will be informed by this kind of study.

I hope that this examination will contribute to the current vault of information on strategy implementation of devolved government system. Future researchers and researchers can utilize this examination as a reason for additionally inquire about on strategy implementation in devolved government units with a view to enhancing service delivery and performance.

The community might benefit from this study as they will be able to tell what is being done right with respect to the constitution and what rightfully belongs to them under the devolved administration. The people of Kericho county will come to light and will be able to tell what is rightfully for them and what is not in terms of the devolved functions of the government.

1.7 Basic Assumptions of the Study

This research accepted that the participants would be accessible and that they would give honest responses. This study also assumed that respondents had a good understanding of the implementation of devolution strategy on the performance of road construction projects in Kericho County. Another assumption is that the respondents will freely answer the questionnaires without for confidentiality.

1.8 Limitations of the Study

The investigator came across some limitations; the cost incurred during the research was quite involving owing to the location of the study area away from the University of Nairobi. It also needed an adequate amount of time to reach targeted respondents and to get a good questionnaire return rate. To overcome the limitations, the researcher contracted a research assistant to help with the dissemination of the questionnaire. The researcher also sought financial aid from self and family. By this, the target respondents were reached and the objectives of the study were met.

1.9 Delimitation of The Study

This research was conducted in Kericho County. The study only looked at the implementation of devolution on the performance of the road construction projects by paying special focus to procurement, resources, organizational leadership and monitoring and evaluation practices. Some projects put up by Kericho County are not complete while others are done by the national government. This research studied the projects initiated from year 2012 around the time the devolution started taking effect.

1.10 Definitions of Terms

Implementation of Devolution: This involves putting the public facility on improvement which is decentralized to the area of management.

Performance of Road Construction Project: Looking at the outcome of a road project using the progress made within a specific period and under changing conditions.

Monitoring and Evaluation: An occasional however exhaustive appraisal of the general advance and worth of a 'venture'. The term utilized for conclusive evaluation of whether the BMP has accomplished its predefined objectives.

Organization Leadership: The focus on organization approach towards what is best for individuals and group simultaneously.

Procurement: Procurement includes the procedure of determination of sellers, foundation of installment terms, vital verifying, choice, the transaction of agreements and real obtaining of merchandise and additionally benefits.

1.11 Organization of The Study

The study is arranged into preliminary pages (Declaration, Dedication, Acknowledgement, Abstract, Abbreviations and Acronyms.) and five chapters; Chapter one carries introduction, the statement of the problem, purpose of study, objectives, limitations, delimitations and the assumptions of the research. Chapter two dwells on implementation of devolution strategy and the performance of the road construction projects. It covers logical framework and theoretical approaches to the variables of the study. Chapter three blueprints the general technique that was

utilized as a part of the investigation. This incorporates the exploration plan, the targeted population of the investigation, information gathering strategies, and information examination and introduction, and moral contemplations. Chapter four focuses on the data analysis, presentation, and interpretations. Data will be presented in tables. The interpretations are based on the research presented. Chapter five presents the synopsis of the discoveries, conclusions and proposals. Additionally, examinations have been highlighted to show the areas of improvement for this study and for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews past studies on the influence of devolved procurement, devolved resources, devolved organizational leadership, and monitoring and evaluation on projects performance. The clear appreciative of the past study enables the understanding of the gaps that happens as well as builds onto this study. This section looks at procurement and performance, resources and performance of road construction projects, organizational leadership and performance of road construction projects, monitoring and evaluation influencing performance, theoretical framework, conceptual framework, explanation of relationships of variables in the Conceptual Framework, gaps in literature reviewed and summary of literature reviewed.

2.1 Devolved Procurement and Performance of Road Construction Projects

It is possible to achieve green purchase supplier evaluation and the relationship of green purchasing practice and performance of projects (Baines et al, 2005). Gershon, (2004) looked to distinguish events to convey abilities in the utilization of benefits inside the association and underscored that huge holds in acquisition were expected to be acquired through improved supply side administration trying to impart and oversee likely request deliberately with the supply part and further professionalization of the obtainment work inside associations (Uyarra and Flanagan, 2010) Adoption of ICT in procurement support activity for the purchase of works, goods and services for all parts of the value chain (Porter, 1980). Procurement exercises go for envisioning prerequisite, finding and procurement of purchases and their transportation to the firms, and examining the position of provisions as a present resource (Leenders and Fearon, 2000). Redesigning in appropriation of ICT in acquirement strategies reduces operational costs,

improving supply chain management and organizational performance (Hardaker and Graham, 2000).

Lancioni, (2000), have revealed the importance of Information Communication Technology in procurement to improve employees' productivity, increase real time response, influence achievement of lean procurement, enhance procurement service delivery and improve procurement efficiency attaining overall organizational performance. Effective procurement ethics offer a high-level accountability, transparency and worth for money (Lyson, 2000). Efficient and successful procurement exercises are those that meet needs of customers to achieve best condition and value regarding assigning of scarce resources (Ntayi, 2009).

The practice needs labor force with successful management abilities that develop clear and professional terms with full knowledge of an aggressive process negotiation and checking skill. Hunja (2003), posited that procurement structure adhere to purchasing ethics ensure effective quality and service delivery to shareholders. The sound exercises require that those responsible for executing procurement should ensure that the goals are clear and that value is sustained (Walker and Sidwell, 1996).

Various procurement performance measurement systems (PPMS) have been documented by different scholars but no single system is universally accepted. Each firm needs to carefully select a procurement performance system that uniquely supports the realization of its objectives. Handfield (2009), asserts that present procurement and supply chain performance metrics systems contain a multiplicity of measures which fall into two major types: effectiveness metrics and efficiency measures.

Efficiency is measured against budgeted price where the result is service or product cost. Effectiveness of procurement on the other hand considers gauges such as; delivery management, supplier quality, flexibility of suppliers, supplier profile, material quality defects, inventory incoming on-time, documentation, order cycle time among others. All these measures are projected to evaluate strategic procurement impact to profit, customer satisfaction and supplier relations (CIPS, 2010). It is critical to have such performance measures to help an organization to; support better decision making, improve communication amongst the procurement partners, provide opportunity for performance feedback that will be used to prevent or correct problems identified in the process, with a view of motivating and directing behaviors towards the desired result.

A segment of the key execution pointers to gage in a supplier relationship consolidate; Quality thing offered to the total transports, on-time movement requested and avowed, supplier rating score, supplier advancement, level of pay from existing and new things/organizations, contract consistence. It is fundamental for procurement, especially in the circuitous spend classes, to track purchaser steadfastness and engagement. One of the parts to do this is buyer unwaveringness audit process (Marika, 2010). It is point of fact in top arrangement for every relationship to find out how the clients feel about the products and ventures offered by the organization. Consumer loyalty list could be of significance particularly where an association means to benchmark its administrations.

2.2 Devolved Resources and Performance of Road Construction Projects

Human Resource is the hugest resource for any firm and it is the wellspring of finishing high ground. Controlling HR is exceptionally attempting when appeared differently in relation to

managing progression, for its sensible association, connection requires powerful HRM framework. HRM structure ought to be kept up by sound HRM hones. HRM rehearses propose honest to goodness exercises encouraged at running the pool of HR and guaranteeing that advantages are utilized towards satisfaction of dynamic want. HR are the wellspring of satisfying high ground on account of its capacity to change over substitute assets (cash, strategies, machine and material) into yield. The contender can duplicate assorted assets like capital and development however the HR are phenomenal (Huselid, 1995).

Khatri (1999) suggested that individuals are a champion among the most basic parts giving adaptability and flexibility to affiliations. Rundle (1997) fights that one requires reviewing that individuals (boss), not the firm, are the versatile structure in portraying how the firm will reply to the powerful condition. Two or three specialists have seen that overseeing individuals is harder than coordinating headway (Barney, 1991; Lado and Wilson, 1994). Regardless, those affiliations that have known how to deal with their HR well would have slant over others for quite a while to go ahead the grounds that sourcing and sending HR feasibly is abusive and takes much time (Wright, 1994).

The applicable administration of HR needs solid Human Resource Management structures. Story (1995) characterizes HRM as a strategy to business administration, which tries to get upper hand, created indicating how HRM rehearses prompt comprehensive corporate execution. HRM can enable organizations to improve definitive direct in such zones as staff competency, obligation and versatility, which along these lines prompts better staff execution (Koch and McGrath, 1996). To develop a sound HRM structure, the affiliation should have productive Human Resource Management practices. HRM sharpens suggest various leveled hones composed at managing the social occasion of HR and defending that the benefits are utilized towards the

fulfillment of administrative goals (Schuler and Jackson, 1987; Schuler and MacMillan, 1984; Wright and Snell, 1991). HRM practices may balance beginning with one organization then onto the next and starting with one state then onto the next.

According to Chandler and McEvoy (2000), one of the holding up request in HRM research is whether there is a one plan of procedures or practices that infers an "inside and out unrivaled approach" to regulating people. Theories on basic practices or high obligation hypotheses propose that by and large, certain HRM works out, either unmistakably or in mix relate to upgraded administrative execution. Scientists have furthermore discovered that those inside and out induced workers, liberally adjusted, working in a domain of trust and shared trait, convey higher yield grabs and cut down unit rates (Boxall, 1996; Lowe and Oliver, 1991; Pfeffer, 1994).

A couple of attempts have been delivered utilizing time to time by specific researchers to perceive the sort of HRM sharpens in not at all like sections. At first, Pfeffer (1994) perceived 16 practices, which mean best practice. This was later cleaned to the going with seven practices: Self-managed teams/team working, Employment security, Selective hiring, and High remuneration dependent upon authoritative execution, Extensive preparing, Sharing data and Reduction in status contrast. In another exploration, Redman and Matthews (1998) distinguish "HRM package" of vital practices which empower benefit organization's quality designs, these being, Careful choice and enrollment, for instance, "zero imperfections enlistment", "add up to quality enrollment", Extensive compensation frameworks, "right first time enlistment" for instance, rewards, accessible for staff willing to have numerous aptitudes, working as a team and adaptable occupation outline, for instance, cheering a feeling of cohesiveness, engaged occupations, realizing what's all the more, Training, for instance, customer service staff having

upgraded social aptitudes and social, Employee relationship, for instance, instructing staff on critical assortments in the firm., Performance assessments with associations with startling costs, structures, for instance, collection of client response to, perceive the contribution by delegates well past their regular commitments, which in this way is presumably going to provoke a competitive advantage.

2.3 Organizational Leadership and Performance of Road Construction Projects

One of the most known designs for requesting and considering administration includes three styles – value-based, transformational and free enterprise authority. The present research utilizes appealing initiative strategy to recognize the authority style of open administrators. In this strategy, authority is conjectured by the behavioral regions from free enterprise style, through value-based initiative and to transformational administration (Bass and Avolio, 1993). The strategy is picked due to its advancement in administration consider and the adequacy affirmed through research discoveries.

Laissez-faire Style: An avoidant leader may either not meddle in work issues of subordinates or may thoroughly maintain a strategic distance from obligations as a bigger and is probably not going to put in quality to construct a relationship with them. Free enterprise style is connected with uselessness, disappointment and insufficiency (Deluga, 1992). Value-based Style: Transactional pioneers' emphasis for the most part on the physical and the security necessities of subordinates. The affiliation that movements between the pioneer and a disciple is set up on managing reward structures (Bass, 1985; Bass and Avolio, 1993). Esteem based kind of authority communicates, "Utilizing a carrot or a stick, value-based administration is generally considered as instrumental in devotees' objective achievement (Bass, 1997). There are three systems in

value-based authority – Contingent prize, whereby subordinates' introduction is connected with unexpected prizes; Vigorous Management by exemption, whereby heads screen adherents' moves and make balancing activity if deviations jump out at guarantee comes about accomplished; Inactive Management by special case, whereby pioneers stop to mediate until the point when inconveniences end up noticeably genuine (Bass, 1997).

Transformational Style: Transformational leaders motivate subordinates to invest extra exertion and to go outside what they expected earlier (Burns, 1978). The associates of transformational pioneers feel put stock in, dedication and appreciation, regard toward pioneers and are roused to perform additional part practices (Katz and Kahn, 1978). Transformational pioneers achieve the best showing from subordinates since they can convince their subordinates to raise their abilities for advance and build up subordinates' imaginative basic intuition limits (Bass, 1985). This administration style has likewise been found to prompt propelled levels of hierarchical guarantee and is related with specialty unit execution (Barling et al., 1996). The initiative issues used to direct transformational, free enterprise value-based sort of authority in this exploration are from the Multifactor Leadership Questionnaire that was set up by Bass and Avolio (2004) grounded on hypothesis of transformational administration.

2.4 Monitoring and Evaluation and Performance of Road Construction Projects

The operational game plans of an M&E framework are noteworthy from numerous perspectives; one is the prerequisite to guarantee the validity, objectivity and thoroughness of the M&E data that the plan produces (Mackay, 2006). Khan (2003), concurs that the thoughts of outline of a M&E framework should address issues regarding the targets of the framework, validity of data, skilled expert, its administration, dispersal and reusing into the arranging technique with

exceptional weight on group commitment. M&E structures ought to be worked such that there is a requirement for comes about data at each equivalent that information is accumulated and analyzed. Besides, clear parts, formal hierarchical and other political lines of expert must be demonstrated (Kusek and Rist, 2004).

There is frequently a requirement for some major help for M&E, for example, a different evaluation unit, which in any event wants one individual who is within victor distinguished to ensure the structure is actualized and created. Moreover, the procedures must be unfailing with the guidelines at the core of the organization and work in arrangement of the arrangement (Rick, 2001). There are twelve instruments of a pragmatic checking and appraisal in particular: structure and regulatory situation for M&E structures; Human skill for M&E frameworks; M&E enterprises; M&E designs; Costed M&E work strategies; correspondence, Advocacy and culture for M&E structures; occasional studies; Routine observing; Databases valuable to M&E frameworks; Helpful supervision and measurements examining; Evaluation and study; utilizing data to make strides scores (UNAIDS, 2008).

Taut (2007) study, "self-assessment limit working in an extensive worldwide improvement organization", demonstrate low hierarchical readiness for information from assessment. Furthermore, applicants thus depicted an absence of open, clear, and basic intra-hierarchical dialog and an absence of formal game plans and methodology to rouse reflection and learning as an authoritative propensity. In the meantime, there was high sharpness of the feasible for appraisal to be utilized as a device for instruction and demand voiced for such assessments.

The use of M&E data is overwhelming to the execution and supportability of a M&E structure and relies upon the nature and strength of claim for M&E data (Mackay, 2007). Convenience requires that authorities and evaluators attempt the assessment with the aim to utilize its outcomes; that they embrace the evaluation when the outcomes can expressively illuminate basic leadership methods; and that examinations be available (Rist, Boily and Martin, 2011). Otieno (2012) consider demonstrates that a noteworthy number of the participants were associated with operation of the looking at and assessing brings about routes, for example, investment in basic leadership of the undertaking, reshaping of the task, change, support for additional assets, program inclusion of the venture and venture locale. Be that as it may, the low association of venture individuals in venture control after the balance of the actualizing office added to the tremendous negative effect of the present low level of supportability of the undertaking execution.

Motivating forces should be acquainted with empower the utilization of execution data implying that achievement should be recognized, issues should be handled, dispatchers must not be restrained, authoritative learning is prized, and efficient funds are shared (Kusek and Rist, 2004). The outer demand for data on outcomes and impacts assumes an indispensable part in empowering estimation of those parts of development work and in keeping the structure legitimate by and large. However, where interior or outer request is needing, or where execution prove isn't connected to the compensation framework, the motivating forces for creating and utilizing execution data are lacking and, of course, M&E frameworks are frail (Thomas, 2010).

AusAID (2000) report demonstrates that criticism amid venture operation from nearby task staff and the shot for beneficiaries to impact reasonable updates to extend activities added to the

nature of observing data in missions. Also, to enhance presentation data great pattern information joined with continuous interview with recipients gives a firm premise whereupon to make judgments about fitting and auspicious intercessions, and later about the accomplishment of real advancement targets. Standard information and requirements appraisals give the data required against which to survey upgrades caused by venture execution after some time in this manner focusing on the end goal to assess the effect a task has on the lives of recipients, one must be acquainted with the circumstance of the recipients previously venture usage (Hunter, 2009).

2.5 Theoretical Framework

A theoretical framework is a gathering of interrelated ideas like a hypothesis. It gives a point of view or focal point through which to look at a theme. This investigation is tied down on institutional theory and systems theory. These two theories have been used to explain the various aspects of this study and best represent the issued studied by the researcher.

2.5.1 Institutional Theory

Institutional hypothesis manages the huger what's more, more grounded parts of social structure. It considers the procedures by which structures, including graphs; benchmarks, gauges, and date-books, wind up no ifs ands or buts settled as genuine measures for social direct. It examination concerning how these parts are made, diffused, gotten and balanced over space and time; and how they fall into rot and lack of regard. In spite of how the obvious subject is security and demand in social life, understudies of foundations must go to accord and congruity and despite strife and change in social structures. This hypothesis is based on the idea of authenticity as opposed to productivity or viability as the essential hierarchical objective (McAdam and Scott, 2004).

The environment is conceptualized as the progressive field, addressed by foundations that may join regulatory structures, authoritative workplaces, courts, specialists, proficient standards, intrigue gatherings, general assessment, laws, tenets, and social esteems. Institutional hypothesis expect that an association adjusts to its condition. McAdam and Scott, (2004) are a bit of the institutional researchers who confirm that the organized condition can unequivocally affect the progression of official arrangements in an affiliation, every now and again more essentially than showcase weights. Both this law and the provisions of the constitution 2010 that classifies some roads as county roads as Act of Parliament 2007 forms a state corporation guide KeRRA. The Kenya Roads Board provides regulatory oversight in terms of funding and technical skills capacity building, while the Ministry of Infrastructure and Transport focuses on policy formulation for transport. This theory aptly applies in execution of the authority strategic plan (McAdam and Scott, 2004).

2.5.2 Systems Theory

System theory advocates that all organizational components be interrelated and integrated. According to Woodside (2010), frameworks hypothesis groups frameworks as open or shut contingent upon the nearness or nonattendance separately of the frameworks communication with the encompassing condition. Woodside (2010), describes an open system as one that interacts with its environment, the larger system of which it is apart. The interaction represents the exchange of energy or information. The model used to describe an open system theory as input-process-output, with a feedback loop from the environment into the system information received from the output and then a feedback to the input.

According to Woodside (2010), open system thinking pay regard for open limit between the association and its specific circumstance. Building up a plan that adequately deals with the trades of crude materials, individuals, and makers over this limit is in an open frameworks viewpoint, considered to survival and success. To survive and develop they are instigated to adjust or control an evolving situation. Open system thinking is helpful in reminding us of interdependencies both between subsystems as well as between the association and what exists past its limits. He additionally recognizes a shut framework from an open framework by determining that a shut framework viewpoint is one in which associations are considered as self-ruling viably closed from the outside world. A shut framework concentrates solely upon the association without thought of its reliance upon or ability to impact components containing its context.

2.6 Conceptual Framework

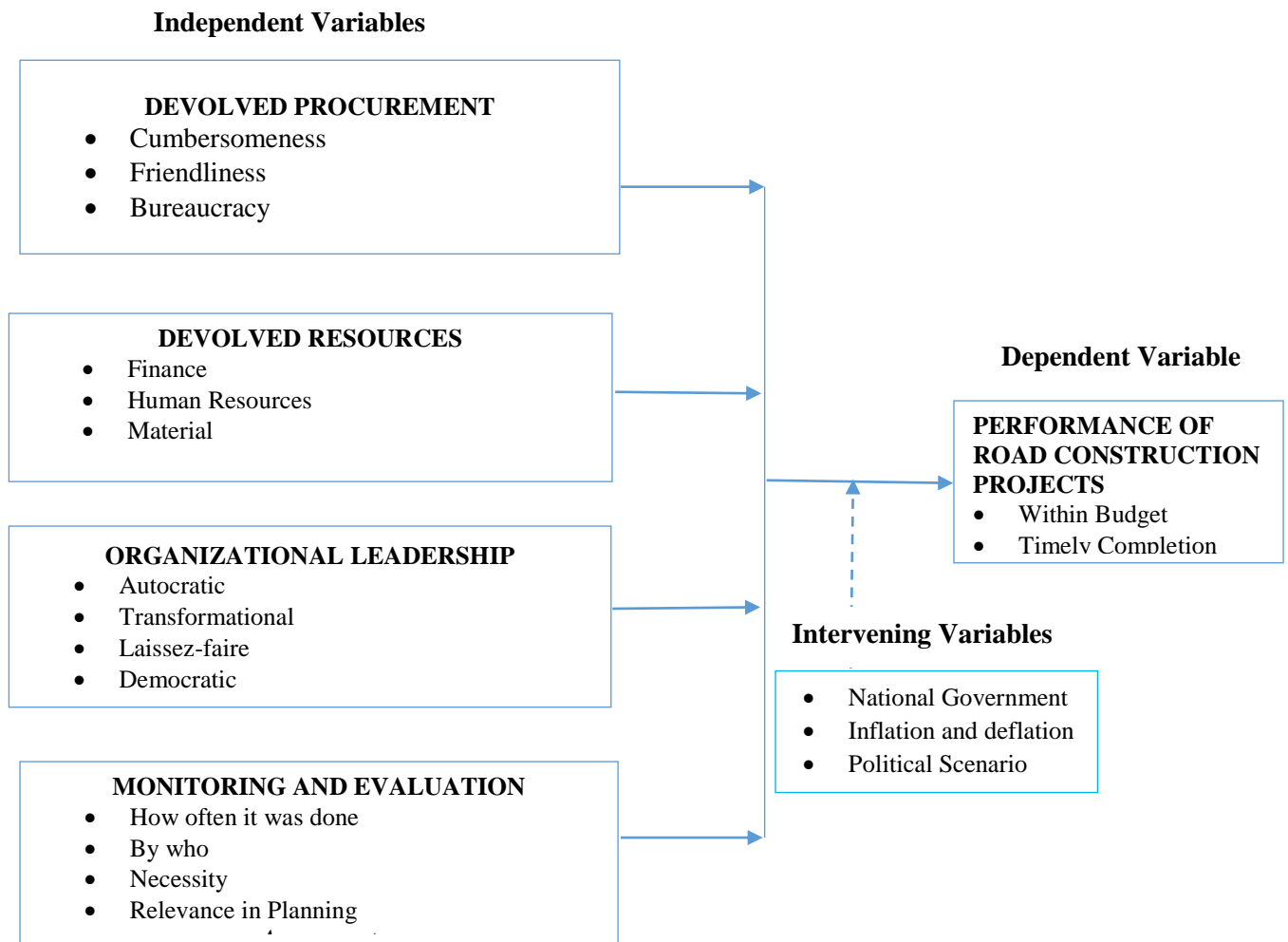


Figure 1: Conceptual Framework

2.7 Gaps in Literature Reviewed

Personnel are key factor in strategy implementation in any organization as confirmed by Musyoka (2011) in study on strategy implementation at Jomo Kenyatta Foundation, Obara (2006) study on challenges faced by Ministry of Finance in strategy implementation and Olson, Slater, and Hult (2005) study on strategy and structure of firms for 200 senior managers of different firms in United States.

However, while the first two researchers didn't look at the structure of decision making in the government entities, the later focused on firms with centralized and decentralized structures in decision making in firms.

Resources are a prerequisite for successful strategy implementation in firms as confirmed by Evans (2007) in a study on strategy implementation in the ministry of provincial administration in Kenya. Hitt, Ireland, and Hoskisson (2005), describes assets regarding physical, human and authoritative capital, which incorporates capital gear, the abilities of individual representatives, licenses, accounts and skilled administrators. Musyoka (2011), says that system usage is inseparably associated with hierarchical change.

However, Magambo (2012) study contradicts the above finding. Inadequate staffing, absence of best administration responsibility, hierarchical culture and structure were never in any capacity a test to the execution of systems out in the open enterprises in Kenya. The above studies have been conducted in centralized organized systems and none mentioned executing strategy in a devolved or decentralized organized system. Therefore, a research gap can be discerned.

2.8 Summary of Literature Review

The literature review has focused on the theories of the study, empirical and conceptual framework. The variables have been discussed in the process, which has made it possible for the conceptual framework to be understood. Performance, which is the dependent variable, is the result of the implementation of the devolution strategy. The study has focused on objectives which are meant to come up with the approach of achieving performance. These objectives include; to establish the influence of devolved procurement on the performance of road

construction projects, to explore the influence of devolved resources on the performance of road construction projects, to determine the influence of devolved organizational leadership on performance of road construction projects and to establish the influence of Monitoring and Evaluation on the performance of road construction projects in Kericho County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research procedure. The accompanying is talked about; investigate configuration, target populace, test size and examining strategies, information gathering instrument, pilot testing of the instruments, legitimacy of the instrument, unwavering quality of the instrument, information accumulation methodology, information examination systems, moral contemplations and operational definition of the variables.

3.2 Research Design

The research embraced descriptive review explore outline. A distinct research configuration decides furthermore, provides an account (Mugenda and Mugenda, 2003). Graphic outline is perfect as the investigation is done in a constrained topographical extension and henceforth is strategically less demanding and more straightforward to lead thinking about the impediments of the examination (Mugenda, 2008). The population of interest is the Kericho County staff in the department of public works, roads and transport.

3.3 Target Population

A population is an all-around characterized set of individuals, components, gathering of objects, households that a researcher targets for investigation (Mugenda, 2003). Mugenda and Mugenda, (2003), characterized an examining outline as a rundown, registry or file of cases from which a specimen can be chosen and in this study, the sampling frame are Government officials, construction workers, and independent construction experts/consultants. In this research, the

target population will be project team selected by the contractor, and county government with a target population of 120 (County government of Kericho development plan, report, 2016).

Table 3.1: Target Population

Target Population	Frequency
Government officials	38
Construction workers	52
Independent construction experts/consultants	30
Totals	120

Source: (County government of Kericho development plan, report, 2016)

3.4 Sample size and Sampling Procedures

Stratified sampling also, basic irregular examining methods were connected in the choice of respondents. In the first place, the administrative levels in Kericho County were dealt with as strata whereupon the respondents would be chosen. Stratification was utilized on the grounds that the populace is organized into different non-homogenous units, consequently the requirement for test assorted variety. Also, 50% sample was drawn from every stratum through basic arbitrary inspecting. Krejcie and Morgan (1967), which suggests that the researcher can adopt 50% of the target population which gives a reliable information. As per Kothari (2008) an agent test is one which is no less than 10% of the populace along these lines the decision of half was considered as delegate. The principle preferred standpoint of basic irregular testing is that it disposes of predisposition in determination of respondents (Kothari, 2008).

As all individuals from the populace have an equivalent possibility of turning into an examination member, this is said to be the most productive inspecting method. To lead this inspecting technique, the specialist characterized the populace to start with, recorded down every one of the individuals from the populace, and after that chose individuals to make the specimen. For this reason, a self-regulated study poll in Likert design was given to the respondents to reply. The population was divided into sub populations using stratified random sample of different departments.

Table 3.2: Sample Size

Population	Frequency
Government officials	19
Construction workers	26
Independent construction experts/consultants	15
Totals	60

Source: (Author, 2017)

3.5 Data Collection Instrument

Data from the objective respondents was gathered through organization of an organized survey. The investigation gathered essential and auxiliary information. Essential information gave an introduction of the real data to fulfill the point of the examination. This essential information was accumulated utilizing both open finished and shut finished surveys. The polls were self-managed to the 60 respondents picked for investigation. Exact and hypothetical writing from books, diaries and the web were sourced for collecting the secondary data.

3.5.1 Pilot Testing of The Instruments

Piloting of the instruments is a mock study to help in assessing the suitability of data collection instruments and identifies any difficulty that could be experienced during the actual study. The study tool was pre- tested at Eldoret town constituency with 10 respondents. Eldoret was chosen because it has almost similar characteristics with Kericho County as regards the agribusiness nature. This gave feedback to the researcher on whether all the areas required in the study had been captured well and amendments were made on the study tools in readiness for the actual study.

3.5.2 Validity of The Instrument

Creswell (2005) defines the concept as the extent the outcomes from exploration epitomize the subject under investigation. Also, from the objective respondents was gathered through organization of an organized survey. The investigation gathered essential and optional information. Essential information gave an introduction of the genuine data to achieve the point of the investigation. This essential information was assembled utilizing both open finished and shut finished surveys. The polls were self-regulated to the 60 respondents picked for examination. Exact and hypothetical writing from books, diaries and the web were sourced for. This study is assumed to have mistaken in the process of its development and analysis. The content validity was achieved by seeking expert opinion from the supervisors while conducting a pilot study, and adjusting any unclear/ambiguous questions achieved face validity.

3.5.3 Reliability of The Instrument

Reliability is how much an examination instrument produces steady and reliable outcomes (Greener, 2008). In this investigation, an unwavering quality test was utilized to set up the

capacity of the survey to create steady outcome by internal consistency techniques. This was achieved by use of Cronbach's Alpha. Coefficient of 0.7-0.8 demonstrates satisfactory dependability and 0.8 or higher showed great unwavering quality (Robinson, 2009). As per Mugenda and Mugenda (2003), an unwavering quality coefficient of 0.8 or more demonstrates that the instruments are dependable. This reliability has been achieved in this research.

3.6 Data Collection Procedures

The study examined factors affecting road construction projects in the devolved government of Kericho County by giving questionnaires to the Government Officials, Construction Workers and Independent Construction Experts/consultants in Kericho County. Upon approval of the research proposal, the researcher applied for an approval letter from the University of Nairobi and a study authorization from NACOSTI to conduct research in Kericho County through the office of County Commissioner and County Education Officer. In addition, the researcher sought permission from the construction companies operating in the region. Respondents were notified of their participation in providing information required for the final study.

3.7 Data Analysis Techniques

Descriptive statistics as frequencies, rates and inferential insights was utilized for investigation in the examination (Mugenda and Mugenda, 1999). SPSS PC programming (version 18) was utilized to arrive at correlations and regressions that aided in the conclusions and recommendations made.

3.8 Ethical Considerations

As this exploration utilized human individuals and examination on advancement sharpens, certain issues were tended to. The possibility of these issues was fundamental for ensuring the assurance and likewise the security of the individuals. These issues were recognized early to deflect issues that would have risen in the midst of the investigation methodology. Among the basic issues that were seen as included consent, characterization and data affirmation.

3.9 Operational Definition of The Variables

The subject of undertaking achievement is at the core of task administration and it is critical to take note of that several factors impact the extent of venture success. In this study, the key variables are independent and dependent. The independent variables included procurement, resources, organizational leadership and monitoring and evaluation while dependent variable is the performance of road construction projects. Table 3.3 is the operationalization table that summarizes these variables.

Table 3.3: Operationalization of Variables

Objectives	Variables	Indicator	Instruments	Analysis Tool
To assess the influence of devolved procurement on the performance of road construction projects in Kericho County.	Independent variable	Procurement Cumbersomeness Friendliness Bureaucracy	Questionnaire	Descriptive statistics Inferential Statics
To establish the influence of devolved resources on the performance of road construction projects in Kericho County.	Independent variable	Resources Finance Human Resources Material	Questionnaire	Descriptive statistics Inferential Statics
To investigate the influence of devolved organizational leadership on performance of road construction projects in Kericho County	Independent variable	Organizational Leadership Autocratic, Transformational, Laissez-faire Democratic	Questionnaire	Descriptive statistics Inferential Statics
To establish the influence of monitoring and evaluation on the performance of road construction projects in Kericho County.	Independent variable	Monitoring and Evaluation How often it was done By who Necessity Relevance	Questionnaire	Descriptive statistics Inferential Statics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATIONS AND INTERPRETATIONS

4.1 Introduction

This chapter covers the outcomes of the research, analysis, presentations and interpretation of the results for the study on “Influence of Implementation of Devolution on Performance of Road Construction Projects in Kericho County, Kenya”. The primary sub headings incorporate instrument return rate, statistic qualities of the respondents; general information, strategic procurement, resources, organizational leadership and monitoring and evaluation.

4.2 Return Rate of The Questionnaire

The study targeted all stake holders involved in the roads infrastructure development. We delivered 60 questionnaires to respondents with an additional 10% of to cater for non-response. Of the delivered questionnaire 61 were returned translating to 100% return rate. Table 4.1 illustrates the response rate across the targeted population.

Table 4.1: Instrument Return Rate

Targeted Category	Number Targeted	Number responded	Return Rate (%)
Government officials	19	19	100
Construction workers	26	26	100
Independent construction experts/consultants	15	15	100
Totals	60	60	100

This means that all the targeted respondents responded to the questionnaires as presented in the questionnaire.

4.3 Demographics of the Respondents

This research has considered the gender of the participants, their academic qualification, and the number of years of the respondents has worked with Kericho County. Demographic gives the general background of the participants took part in the research.

Table 4.2: Demographics of the Respondents

Variables		Frequency (n)	Percentage (%)
Gender	Male	32	53.3
	Female	28	46.7
Age bracket	18-28 years	9	15
	29-39 years	29	48.3
	40-50 years	22	36.7
Education level	PhD	5	8.4
	Masters	14	23.3
	Degree	21	35.0
	Diploma	9	15.0
	O level	11	18.3
Experience (years)	Less than 1years	19	31.7
	1-5 years	6	10
	6-10 years	30	50
	11-20 years	5	8.3

The study interviewed 32(53.3%) males and 28% females. Of the respondents, majority 29(48.3%) were between the ages of 29-39 years. Similarly, many (35%) had a degree level of

education. The study established that 19(31.7%) study participants had job experience of below 1year. From the respondents, 2 (3.3%) had a PhD, 18 (30%) had Master’s degree, 34 (56%) had bachelor’s degree as 6 (10%) had diploma level.

4.4 Strategic Procurement and Performance of Road Construction Projects

The researcher wanted to establish from the respondents whether Kericho County has a strategic procurement plan in place and its influence on performance of the road construction projects performance. Table 4.3 shows the results of the study on devolved strategic procurement. Based on Likert-scale, responses were subjected into weight where the highest weight was assigned 5 and the lowest assigned 1 to the extent to which they agreed or disagreed with the following statements. (Scale of 1-5 where 1= Very small extent; 2 = Small extent; 3 = Moderate; 4 = great extent; 5 = Very great extent).

Table 4.3: Strategic Procurement and Performance of Road Construction Projects

Devolved Procurement	Very great extent %	Great extent %	Moderate %	Small extent %	Very small extent %	Average
Kericho county has a strategic procurement plan in place	14.2	2.5	20.6	61.7	1.0	2.72
Goals in the procurement plan are well aligned with the county’s vision and mission.	8.4	2.0	19	70	1.7	2.43
The county’s top management supports the implementation of the strategic procurement plan.	8.3	5.0	5.0	76.7	5.0	2.35
There are strategies and	10.0	2.0	43.0	45.0	0.0	2.75

tactics to help achieve procurement goals.

The strategies and tactics are based on the county's strengths and opportunities available.	5.0	10.0	15.0	61.7	8.3	2.42
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The county has put in place a precise measurement to help assess the progress of procurement performance.	5.0	2.0	18.0	70.0	5.0	2.35
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Processing of finances after a contract completion is quite fast and contractors do not complain	5.0	16.7	23.3	46.7	8.3	2.63
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The findings showed that Kericho county strategic procurement plan is not understandable to many respondents (61.7) and they agree to a small extent of its existence. It was noted that goals in the strategic plan are aligned to the county vision and mission to a small extent. Similarly, on average many respondents agreed to a small extent (2.35) that the county has put in place strategies and tactics to help achieve procurement goals. Many on average (2.42) agreed to a small extent that strategies and tactics are based on the county strengths and opportunities available. It was also agreed to a small extent that the county has put in place a precise measurement to help assess the progress of procurement performance.

4.5 Resources and Performance of Road Construction Projects

The research made an effort to establish how factors surrounding devolved resources influenced the performance of road construction projects in Kericho County. The findings are indicated in table 4.4.

Table 4.4: Resources and Performance of Road Construction Projects

Devolved Resources	Very great extent %	Great extent %	Moderate %	Small extent %	Very small extent %	Average
There is easy access to road construction materials in Kericho County	5.0	2.0	36.7	48.0	8.3	2.43
Kericho county has enough supervisors for road construction projects within the county	5.0	7.0	16.3	70.0	1.7	3.38
Devolution of finances has enhanced allocation of adequate resources towards road construction projects	5.0	2.0	18.0	70.0	5.0	2.35
The county roads department is well equipped with appropriate equipment	6.7	3.0	5.0	70.0	15.3	2.02
The County is efficient and effective in-service delivery	5.0	3.3	10	70	11.7	2.02
Local contractors are now more interested in the road construction and maintenance tenders than before	5.0	3.0	10	70.3	11.7	2.13
In Kericho County, there are enough contractors showing interest in the local road construction and maintenance tenders	7.3	1.0	2.0	76.3	13.3	2.12

The study participants agreed to a small extent that there is ease of access to construction materials in the county as shown by a mean of 2.43. However, they were positive about the county

having enough road supervisors with an average value of 3.38. Devolution of finances to a small extend has enhanced the allocation of adequate resources towards road construction (2.35). There was poor rating of the county roads department being well equipped with appropriate equipment and the county being efficient and effective in-service delivery as shown by the mean of value of 2.02. Most of the responses showed that there were change to a small extend brought about by devolution so far as regards to devolved resources.

4.6 Organizational leadership and Performance of Road Construction Projects

The research made an effort to investigate the influence of the organizational leadership in the county on the performance of road construction projects in Kericho County.

Table 4.5: Organizational leadership and Performance of Road Construction Projects

Organizational Leadership	Very great extent %	Great extent %	Moderate %	Small extent %	Very small extent %	Average
The new management under devolution has enabled quicker decision making by the organization	5.0	1.0	34.0	51.7	8.3	2.42
Devolved Leadership Influence on organization Development Planning	2.0	3.0	2.0	88.0	5.0	2.10
There is public accessibility to leadership under devolution in organization	4.0	2.2	1.0	86.1	6.7	2.08
Our manager has provided us with powers to do what we are able to do and report back on our progress	6.3	2.0	11.7	76.7	3.3	2.33

We are required to wait on our manager to decide every step and move that we make	4.6	2.1	1.0	89.0	3.3	2.17
All of us are responsible of our work place	4.9	1.1	10.0	76.7	8.3	2.17
Is communication to the contactors clear	8.0	2.0	6.7	73.3	10.0	2.27

The organizational leadership as demonstrated in table 4.5 that the new management under the county to a small extent enable quicker decision making and devolved leadership to a small extent influenced organization development plan. Public accessibility to leadership under devolution in organization is very low (2.08) though to a small extent managers do delegate some powers to their juniors. Similarly, communication to the contactors is not very clear (2.27). Many respondents were not willing to take responsibility of their work place (2.17). It is encouraging that many respondents reported that they need not to wait on their manager before they make a decision.

4.7 Monitoring and Evaluation and Performance of Road Construction Projects

The research made an effort to investigate the effect of M&E on the performance of road construction projects in Kericho County. Table 4.6 shows the summary of the responses.

Table 4.6: Monitoring and Evaluation and Performance of Road Construction Projects

Monitoring and evaluation	Very great extent %	Great extent %	Moderate %	Small extent %	Very small extent %	Average
In Kericho county, evaluations of the	5.0	8.3	50.3	28.3	8.1	2.90

procurement system are conducted regularly						
Examination of the procurement cycle to avert frauds	6.4	3.3	10.0	78.0	2.0	2.30
Suppliers are evaluated in Kericho county occasionally ensuring quality of goods and services	8.3	3.3	3.3	80.0	5.0	2.35
In Kericho county, impediments in the procurement process are allayed in a well-timed mode	6.0	5.1	8.3	78.0	2.6	2.42
In the county, close supervision of purchases is carried out to cut down on costs	8.3	1.3	20.0	70.0	1.1	2.45
In Kericho county, road projects are assigned special supervisors to monitor and report on the projects progress	5.0	3.3	1.7	70.0	20.0	2.03
Road completion progress reports are delivered on time	5.0	5.0	20.0	60.0	10.0	2.30

The study finding showed improvement (2.9) to evaluations of the procurement system conducted regularly and examination of the procurement cycle to avert frauds (2.30). Suppliers are evaluated occasionally ensuring quality of goods and services to a small extent (2.35). In addition, the mean value of 2.45 reflects good improvement on supervision of purchases is carried out to cut down on costs in the county. Mitigated of obstacles in the procurement process in a timely manner showed

improvement to a small extent (2.42). In the same manner, road completion progress reports are delivered on time, table 4.6 shows the responses.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter describes the synopsis of the discoveries, talk of outcomes and deductions deduced from the investigation and in addition proposals in light of the examination discoveries. It also relates this work with other findings from the past researches and gives recommendations for more research.

5.2 Summary of the findings

The outcomes of the investigation are outlined in this section. Each of the themes in the objectives have been summarized and a short discussion follows, then recommendations and suggested areas for further study.

5.2.1 Devolved Procurement and Performance of Road Construction Projects

The study established that Kericho County has strategic procurement plan of which the respondents agree that is not aligned with the county's vision and mission. The main finding shows that top management supports the strategic implementation as strategies and tactics are seen to help achieve procurement goals. This is in agreement with Frese (2013), who emphasizes that planning requires an interactive process that demands swift re-thinking as the environment shifts.

It is encouraging that strategies and tactics are grounded on the Kericho County's strengths and opportunities available as revealed by the findings. Respondent confirms that Kericho County has put in place a precise measurement to help assess the progress of procurement performance. This is much in agreement with Handfield (2009), who states that contemporary procurement and supply chain performance measurement systems contain a variety of procedures.

5.2.2 Devolved Resources and Performance of Road Construction Projects

The study established that devolution of resources, especially finances has enhanced allocation of adequate resources towards road construction projects and local contractors are now more interested in the road construction and maintenance tenders than before. This is consistent with Ameh (2011) opinion that lacking assets prompt time invade and satisfactory financing ensures sensible income. The study noted a small improvement on ease to access of road construction materials, in addition to sufficient road supervisors which does assist in supervising the myriads of roads projects under construction by the county. Contrary, to Latham (1994) that clients should have a significant role to play in setting demanding standards and maintaining upon improvements, we found that county roads department is not well equipped with appropriate equipment and tools to mount necessary verifications. In addition, the county is not yet efficient and effective in-service delivery as devolution strategy starts getting adopted according to our findings.

5.2.3 Organizational Leadership and Performance of Road Construction Projects

The researcher noted that the establishment of devolved leadership has had some and particularly in the delegation of power to make informed decision without waiting for managers authority. This finding concurs with Mwangi, (2015) who illustrated that suitable organization structure helps the

venture association group to accomplish superior in the undertaking through increases in productivity and adequacy. Despite devolution structure there is public low accessibility to leadership under devolution in organization. In addition, there is no willingness for workers to take responsibility at work places, workers need to be encouraged and empowered to take responsibility and report back to management given that managers delegate power to their juniors. The study also confirms that the county department of roads needs to enhance communication to contractors to ventilate issues relating to their contracts and rules of engagement.

5.2.4 Monitoring and Evaluation and Performance of Road Construction Projects

The study discovered regular reviews of the procurement systems to be of great importance in monitoring of road projects and guides in the identifications and mitigation of any arising obstacle in the procurement process. Examination of procurement cycle as often as possible to prevent fraud was low and needs serious consideration due to the sensitivity involved with financial matters. It was encouraging that proper supervisory services were done with a sole aim of controlling cost since this is a department which benefit from bigger county allocations. Periodic Supplier evaluation carried out by the county to ensure quality goods and services will in the long-term bear fruits. More needs to be done when it comes to special supervision to monitor and report progress as well as delivering the roads completion reports on completion.

5.3 Discussion

It was established that the county had enough roads supervisors but with less equipped roads department to facilitate their supervisory role. Roads supervision is very important to ensure value for money is realized. A good indicator of progress was noted in periodically provider assessment to guarantee great nature of merchandise and enterprises and additionally moderate obstructions in

the acquirement procedure in a convenient way. More needs to be done to enhance public accessibility to county services together with creating utmost responsibility among workers in a holistic way. Examination of procurement cycle with the sole aim of preventing fraud requires strengthening given the current risky financial environment. Equally important is special supervision needs enhancement to meet the expectation of producing good reports necessary for making quotation, assessing completion and costing roads at every stage of construction.

5.4 Conclusion

The study has found out that devolution has yet to impact the efficiency of the county in service delivery, and subsequently to impact the lives and livelihoods of its people, and eventually for the constitution to realize its goals in devolution as a strategy for development. The research carried out in Kericho County shows that although devolution has been embraced, the real fruits are yet to be achieved in road construction industry. There is still much needed to realize the desired efficiency in future implementation of road construction and maintenance projects.

The leadership styles that have been exhibited in the past have not really brought out the real approach needed for the performance to be effective. This requires all the county players, policy makers and the community to adopt the laid down procedures or customize the existing policies to match county needs

5.5 Recommendations

The county should invest more on county department of roads to provide necessary supervision to contractors and help them complete the roads according to the contract specifications.

Examination of procurement cycle needs to be done with an aim of minimizing fraud but at the same time making consideration of other factors that will cushion contractors from losses if the system is not efficient.

Proper leadership styles should be exercised for accountability and improved performance and to realize recommended delivery of service. Specific road construction projects supervisors must be put in place to ensure improved delivery on roads related projects such as new roads opening and maintenance of the existing ones. Supervisors' reports must be given a priority to enhance response from the relevant county government offices.

Public access to county offices should be improved to meet the constitutional mandate of the county to serve its populace.

5.6 Suggested Areas for Further study

The researcher recommends that auxiliary investigations be made on the relationship that exists between devolution and performance measurement framework and modeling system to gauge the performance of structure firms and projects.

Furthermore, future studies should be done on the external factors influencing project implementation within the county.

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APPENDICES

Appendix I: Letter of Introduction

Eric Kiplangat Ngetich,
P.O. Box 42857-00100,
Nairobi, Kenya.

October 20, 2017

Dear Respondent,

I, Eric Kiplangat Ngetich, Reg No. L50/84854/2016, am a post-graduate student at the school of continuing and distance education, University of Nairobi. As part of the program, I am conducting a research project whose title is “*Influence of Implementation of Devolution on Performance of Road Construction Projects in Kericho County*”. You have been selected as part of this study and you are requested to fill in the following questionnaire. I would be most grateful if you could spare some few minutes of your precious time to answer all the questions that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality.

Yours Faithfully,
Eric Ngetich

Thank you for your co-operation.

Appendix II: Questionnaire

PART A: GENERAL INFORMATION

1. Indicate your gender

Male Female

2. Indicate your age bracket

18-28yrs

29-39yrs

40-50yrs

50> yrs

3. What is your highest level of academic qualification?

PhD Masters Bachelors

Diploma Others

Other (Specify) _____

4. How long have you been working with Kericho county?

Less than 1 year 1-5yrs

6-10yrs 11-20yrs

21>yrs

PART B: STRATEGIC PROCUREMENT

Please indicate the extent to which Kericho county implements/practices the following activities relating to strategic procurement planning, 1= Very great extent, 2= Great extent, 3= Moderate extent, 4=Small extent and 5= Very small extent

		1	2	3	4	5
5	Kericho county has a strategic procurement plan in place.					
6	Goals in the procurement plan are well aligned with the county’s vision and mission.					
7	The county’s top management supports the implementation of the strategic procurement plan.					
8	There are strategies and tactics to help achieve procurement goals.					
9	The strategies and tactics are based on the county’s strengths and opportunities available.					
10	The county has put in place a precise measurement to help assess the progress of procurement performance.					
11	Processing of finances after a contract completion is quite fast and contractors do not complain					

PART C: RESOURCES

Kindly indicate the extent to which Kericho county implements/practices the following activities relating to strategic procurement planning, 1= Very great extent, 2= Great extent, 3= Moderate extent, 4=Small extent and 5= Very small extent

		1	2	3	4	5
12	There is easy access to road construction materials in Kericho County					
13	Kericho county has enough supervisors for road construction projects within the county					
14	Devolution of finances has enhanced allocation of adequate resources towards road construction projects					

15	The county roads department is well equipped with appropriate equipment					
16	The organization is efficient and effective in-service delivery					
17	Local contractors are now more interested in the road construction and maintenance tenders than before					
18	In Kericho County, there are enough contractors showing interest in the local road construction and maintenance tenders					

PART D: ORGANIZATIONAL LEADERSHIP

Kindly indicate the extent to which Kericho county implements/practices the following activities relating to strategic procurement planning, 1= Very great extent, 2= Great extent, 3= Moderate extent, 4=Small extent and 5= Very small extent

		1	2	3	4	5
18	The new management under devolution has enabled quicker decision making by the organization					
19	Devolved Leadership Influence on organization Development Planning					
20	There is public accessibility to leadership under devolution in organization					
21	Our manager has provided us with powers to do what we are able to do and report back on our progress					
22	We are required to wait on our manager to decide every step and move that we make					
23	All of us are responsible of our work place					
24	There is clear communication from the county's roads department to the contactors					

PART E: MONITORING AND EVALUATION

Please indicate the extent to which Kericho county implements/practices the following activities relating to strategic procurement planning, 1= Very great extent, 2= Great extent, 3= Moderate extent, 4=Small extent and 5= Very small extent

		1	2	3	4	5
25	In Kericho county, reviews of the procurement system are done at regular intervals					
26	The county examines the procurement cycle to prevent fraud					
27	Supplier evaluation in Kericho county is periodically undertaken to ensure good quality of the goods and services					
28	In Kericho county, obstacles in the procurement process are mitigated in a timely manner					
29	In the county, close supervision of purchases is done as a way of controlling costs					
30	In Kericho county, Road Construction Projects are assigned special supervisors to monitor and report on the projects progress					
31	Road completion progress reports are delivered on time					



Thank you for your cooperation

Appendix III: Sample Photos from Kericho County Roads

Kamasian-Kwa Sambu -Melit Road

	
Sign Board	Good Murrum Road Maintained

Tebesonik-Siongi Road-Most Sections Impassable During Rains

	
Muddy Earth Sections	Muddy Earth Sections

Appendix IV: Authorization Letter from The University of Nairobi



UNIVERSITY OF NAIROBI
OPEN DISTANCE AND e- LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

17th November, 2017

REF: UON/ODeL/NLC/27/7

RE: ERIC KIPLANGAT NGETICH - REG NO.L50/84854/2016

The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "**Influence of Implementation of Devolution on Performance of Road Construction Projects in Kericho County, Kenya.**"

Any assistance given to him will be appreciated.

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE



Appendix V: Location of Kericho County on The Map Of Kenya



Source (internet)

Appendix VI: Authorization Letter From NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787, 0735404245
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/88116/20312**

Date: **4th December, 2017**

Eric Kiplangat Ngetich
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of implementation of devolution on performance of road construction projects in Kericho County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Kericho County** for the period ending **4th December, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Kericho County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kericho County.

The County Director of Education
Kericho County.

**THIS IS TO CERTIFY THAT:
MR. ERIC KIPLANGAT NGETICH
of UNIVERSITY OF NAIROBI, 42857-100
NAIROBI, has been permitted to conduct
research in Kericho County**

**Permit No : NACOSTI/P/17/88116/20312
Date Of Issue : 4th December,2017
Fee Received :Ksh 1000**

**on the topic: INFLUENCE OF
IMPLEMENTATION OF DEVOLUTION ON
PERFORMANCE OF ROAD
CONSTRUCTION PROJECTS IN KERICHO
COUNTY, KENYA**

**for the period ending:
4th December,2018**



**Applicant's
Signature**

**Director General
National Commission for Science,
Technology & Innovation**

SP KALEWA

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the License and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This License does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this License including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation
**RESEARCH CLEARANCE
PERMIT**

Serial No.A **16737**

CONDITIONS: see back page