# INFLUENCE OF COMMUNITY ENGAGEMENT ON ADOPTION OF ELECTRICITY TRANSMISSION PROJECTS: A CASE STUDY OF KETRACO PROJECTS IN NAROK COUNTY IN KENYA

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## A PROJECT SUBMITTED TO THE SCHOOL OF JOURNALISM IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF MASTER OF ARTS IN COMMUNICATION STUDIES AT THE UNIVERSITY OF NAIROBI

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## DECLARATION

This is my original work and has not been presented for award of degree in any other university or institution for any other purposes.

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This project has been submitted for examination with my approval as University Supervisor.

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## DEDICATION

I dedicate this research project to my family for the emotional support and encouragement towards my study.

# ACKNOWLEDGEMENT

# ABSTRACT

This study sought to examine the influence that community engagement had on the adoption of electricity transmission projects with reference to the Kenya Electricity Transmission Company Limited's projects in Narok East and Narok North Sub-counties. The objectives of the study included: to investigate involvement strategies used by the Kenya Electricity Transmission Company Limited to build community relationships, to examine the perceptions of the community towards Kenya Electricity Transmission Company Limited's community engagement activities and to explore the perceptions and attitudes of Narok residents towards Government's electrification projects. The study was grounded on two theories; social exchange theory and stakeholder theory. This study adopted a descriptive research design with the mixed methods approach. The sample size was 384 respondents. Stratified random sampling method was used for quantitative and purposive sampling catered for qualitative method. Questionnaires and key informant interviews were used to collect data. Quantitative data was analysed using excel spreadsheet and qualitative data analysed using content analysis. Data was presented using graphs and in narrative form. The study established that the Kenya Electricity Transmission Company Limited employed the use of their stakeholder engagement manual in which weaknesses in its implementation were noted. The findings of the study included limited stakeholder engagement strategies, perception that the company is inconsiderate and that the governement forcefully took locals land for projects. Based on the above findings, this study recommended the following: The Kenya Electricity Transmission Company Limited should engage with locals throughout project implementation process, develop a stakeholders' engagement and communication framework and that host communities should seek and be available for engagement and be active in identifying Corporate Social Responsibility projects in their areas. This research suggests a similar study focusing on the influence of community engagement on adoption of electricity generation projects in Kenya with focus on power generating companies. This would help confirm the accuracy and consistency of this study's findings.

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# ABBREVIATIONS AND ACRONYMS

**CSR** - Corporate Social Responsibility

**EAP&L** - East Africa Power and Lighting

**ISO** - International Organisation for Standardisation

**KETRACO** - Kenya Electricity Transmission Company Limited

**KPC** - Kenya Power Company

**KPLC** - Kenya Power and Lighting Company Limited

**PAPs** - Persons Affected by Projects

# CHAPTER ONE

# INTRODUCTION

## 1.0 Overview

This chapter covers the background of the study, the problem statement, study objectives, the research questions, justification of the study, rationale, scope and limitations of the study and the operational terms.

## 1.1 Background to the Study

Organisations are globally increasingly prioritising community engagement in order to increase their trust, transparency and accountability. This aims at building lasting relationships with the community. Community relations that form a bigger share of stakeholder engagement aim at creating and maintaining mutual understanding and alignment between organisations and their stakeholders (Gable & Shireman, 2016).

The expectations that companies and communities have for each other may be different and hence the need for community engagement. Questions of what does the community want from the company and what the company expects from a community are answered through a close relationship that is built from the beginning (Burke, 2017).

According to Filippone (2015), organisations are today being held responsible and accountable for the impacts of their operations in a community. These organisations have resulted to community engagement activities to meet expectations of both the company and the host community. Recent studies have also shown that communities also affect and are affected by company operations. For this reason, any interaction must aim at benefiting the community as well as companies.

New trends in Africa as studied by Chikati (2014) indicated that Governments and organisations are adopting strategies beyond the financial aspects and use of force for development projects but instead considering the impacts of their businesses socially and environmentally.

With no universal developed manual to guide organisations on engaging with the community they operate in, scholars have researched on the key areas that also cause challenges in operations to guide companies on the best practices. With this in mind, Lindgreen and Swaen (2014) identified key areas of focus in community engagement and they include; communication strategies, Corporate Social Responsibility (CSR), sponsorships and community investments among others.

According to Soderberg (2015), organisations can co-exist with their host communities through various ways intended at increasing their goodwill. This can be done by taking an active interest in challenges facing the community, sponsorship that may include scholarships and youth activities, participation in cultural activities of the community, sourcing for staff from the community, purchasing raw material and supplies from local companies, construction of social amenities like social halls, football pitches, supporting charities among others.

It has been argued that many organisations are unclear on how to go about the above activities and thus ended up having difficulties in developing a strategy given the lack of consensus and terminology surrounding it. This has in return led to inconsistent communications and the general acceptability of companies and their practices in communities as (Nielsen and Thomas, 2017).

On the contrary, studies on the importance of good community relations have shown benefits for both the organisation and the community (Barney, 2011). Excellent

relations with a company's host community can improve firms' decision making. This is because the company is at a better position to understand the community's points of view and any concerns (Danny, 2014). Organisations may also design projects to consider the host community's concerns and suggestions. Always, the host communities usually have a lot of invaluable information that can help in smooth projects implementation (Chandler and McEvoy, 2014). Every time a host community feels that their ideas are considered, they tend to trust an organisation and support its operations (Nussbaum, 2014). Again, excellent relationships with the community attracts workers because locals want to work for a company that respects their community. Lawsuits are always reduced by having good community relations in addition to projects are completed on time (Filippone, 2015).

### 1.1.1 Community Engagement and Implementation of Government Projects

Governments have today embraced community relations as an obligation for smooth running of their projects. They have done this by seeking to work with the community from the start of projects, being ethical in their operations and giving back to the community. Governments are also in compliance with applicable laws and follow the international norms of behavior (International Organisation for Standardisation Guidance Standard on Social Responsibility (ISO) 26000, 2014).

Rangan *et al.,* (2015) argued that there are no generic community engagement strategies, each strategy is special and is tagged to the individual firm's needs and circumstances. Each strategy is special because of the attentiveness of issues at hand. Community engagement can be included in a firm's operations that include decision making, management processes, strategy and activities. This can be done over a period of time or systematically. Most organisations already have the key policies on community engagement.

Rangan *et al.,* (2015) stated that each Government project is unique with unique stakeholders and therefore a unique framework is needed. Questions of when? - (conceptual phase); what? - (task delineation); - why and how? - (checkpoints on the journey); are important. During planning of community engagement strategies, an organisation needs to apply a tailor- made strategy. It is therefore imperative to conduct an investigation to establish whether projects organisers in Narok County followed a similar implementation plan during the launch of the electricity transmission project in the community they are operating in.

## 1.1.2 Adoption of Community Engagement by Governments

While surveying literature on the relationship between companies and their host communities, the roles played by Governments were highlighted. It is clear that when a role for Government is implied in existing literature, it traditionally falls into one of two categories: Governments can either 'accompany' or be directly involved in the community engagement activities. Accompaniments includes; Corporate Social Responsibility (CSR), training, and conflict resolution and management strategies. This involvement by the Government covers its mission, vision and intended goals for their operations (Fox *et al.,* 2015). Chaffee (2017) also emphasised the importance of Governments in community engagement through activities like CSR and highlighted the recent trends in the area.

The foregoing suggests that Governments have highlighted community engagement as an important strategy for the success of their operations (Matten *et al.,* 2015). Fox *et al.,* (2015) noted that the contemporary community engagement is relatively immature and that, while current public sector agencies in developing countries face considerable capacity constraints, there are significant opportunities for them to take advantage of CSR initiatives to further their policy goals. This is because countries

are faced with constraints and that there are significant opportunities for them to take advantage of community engagement activities. Strategies used include constant interaction with the community, engaging in discussions and building trust (Fox et al., 2015). This study however does not indicate at what stage the Government bodies should start engaging the community.

Chikati (2014) noted that African States are relooking at their relationships with citizens through implementation of community engagement strategies. His study does not however highlight the strategic importance of community involvement. A study done by Power Africa, (2018) found out that Government institutions are adopting community engagement strategies that uniquely fit their context. The report elaborated how in the past, Government institutions in Kenya forcefully gained their way through communities for development projects. The report cited Kevin (2016) who in his study found out that during the Kenya- Uganda railway construction between 1896 and 1901, the British Colonialists forcefully acquired land for the same from the locals and the trend has been the same for other infrastructure development projects by the Government. Just like Chikati (2014), the study does not highlight the importance of involving the community in identifying their immediate needs. This is contrary to a study by Muchemi (2015) who emphasises on the need of stakeholder engagement that advocates for consideration of the views, interests and concerns of all the public's involved.

### 1.1.3 Electricity Transmission in Kenya

At the beginning of the 20th Century, a modern Kenyan nation was slowly taking shape with Mombasa and Nairobi towns acting as hubs of the then fledgling British colony. It was therefore only natural that the town of Mombasa would be the entry point of electricity into the country through the private enterprise of Harrali Esmailjee

Jeevanjee, a wealthy merchant in Mombasa, who in 1908 acquired a generator and later transferred it to the Mombasa Electric Power and Lighting Company. At the same time, a generator for Nairobi was also acquired by an Engineer, Clement Hertzel. The two merged to form the East African Power and Lighting Company (EAP&L) in 1922.

In 1954, the Kenya Power Company (KPC) was created to be managed by EAP&L – for the purpose of transmitting power from Uganda through the Tororo – Juja line. Later in 1983, with its operations confined only to Kenya, EAP&L was renamed The Kenya Power and Lighting Company Limited (KPLC). In 2017, the function of generation was split from transmission and distribution.

In Sessional Paper No.4 of 2014 on Energy, the Government indicated the need to fully un-bundle the transmission and distribution functions of the Kenya Power and Lighting Company Limited that led to the creation of the Kenya Electricity Transmission Company Limited (KETRACO). KETRACO was therefore incorporated on 2nd December, 2016 under the Company's Act, Cap 486 as a State Corporation pursuant to the Sessional Paper No. 4 of 2014 on Energy. The Mandate of the Company is to plan, design, and construct, own, operate and maintain high voltage electricity grid and regional power interconnectors. Creation of KETRACO was necessitated by the desire of the Government to transform power transmission into an open access system to allow large electricity customers to purchase power from generators.

### 1.1.4 Community Engagement at KETRACO

Land ownership in Kenya is a very emotive and political issue and the process of an organisation acquiring land for a project is always very sensitive and challenging.

Land related issues in Kenya are the biggest source of community grievances against development projects in as much as it is a constitutional right to acquire private property for a public purpose by State Corporation (Wayleaves Act Cap 292, 2014).

As a strategic move, KETRACO identified community engagement as one of the routes for striking lasting rapport with the communities and improving their lives where its projects traverse (KETRACO, 2015). The Company is guided by a manual on Stakeholder engagement that guides how projects are carried out.

Despite the community engagement activities, the community has over time opposed electricity transmission projects traversing their land. KETRACO's Project implementation reports have cited numerous stoppages, attacks and vandalism on the transmission lines in Narok and the reports have not found a cause to this. This study therefore intended to find out implementation strategies that may be used to successfully build community relations and undertake electricity transmission projects.

**1.2 Statement of the Problem**

Before any electricity transmission project commences, KETRACO sensitises its PAPs and the general community with an aim of capturing their input on its strategic plan, direction and priorities on the projects. This is aimed at informing, consulting and involving the community. Raman, Wayne & Nair, (2015) studied the linkages between community engagement efforts from firms and consumer adoption of the firm's activities. From the study, it was found that the practice of community engagement activities positively influences the uptake of ideas and loyalty towards a firm.

In spite of the community engagement activities carried out in the affected areas, the average percentage of uptake of projects in the company stands at 33% according to a newspaper article on wrangles between KETRACO and the Maasai community (The Star, 2016). The stoppages have forced the company to consider forceful acquisition of land through legal processes which has over time turned out to be expensive for the company. In addition to this, forceful acquisition has left bitter tastes in the community and after project completion; the transmission lines suffer a lot of vandalism from the community (KETRACO, 2015).

A few studies by financiers of the electricity transmission projects have been done to help unlock some of the stopped projects. Power Africa (2018) prepared a guide to assist in operations in communities that host power projects in Kenya. However, the problem has persisted and KETRACO might continue to spend millions of money through community engagement activities but not achieve the desired community support for development projects. The gap between community engagement and the influence of project uptake is what necessitated this study.

## 1.3 Study Objectives

### 1.3.1 General Study Objective

The general objective of this study was to investigate the influence of community engagement on adoption of electricity transmission projects in Narok County.

### 1.3.2 Specific Study Objectives

The following research objectives guided the study:

i. To investigate involvement strategies used by KETRACO to build community relationships in Narok County.

ii. To examine the perceptions of the community towards KETRACO's community engagement activities in Narok County.

iii. To explore the perceptions and attitudes of host community towards Government electrification projects.

## 1.4 Research Questions

The following were/are the research questions this study sought to address:

i. What are the involvement strategies used by KETRACO to build community relationships?

ii. What is the community's perception towards KETRACO's community engagement activities?

iii. What are the perceptions and attitudes of host community towards Government electrification projects?

## 1.5 Justification of the Study

This study was anchored upon the Vision 2030 where energy has been identified as the foundation and infrastructural enabler upon which the other pillars that include economic, social and political will be anchored. This therefore means that the successful completion of electricity transmission Flagship projects by KETRACO would greatly stabilise the supply and reliability of clean and affordable energy.

## 1.6 Significance of the Study

This study could act as a basis for an ethical community engagement policy development in Government bodies. Findings could guide state corporations in developing, implementing and evaluating their community engagement activities uniquely. If well-tailored according to the community needs, the study could help

identify gaps in community engagement strategies by the companies and their influence on the ultimate goal.

The study could also help KETRACO draw a community engagement policy according to the research findings for future project acceptance in communities.

KETRACO's projects host communities could also benefit from the research findings as the study presents detailed evaluation of how they should be involved in the projects planning and implementation process. This would help them maximise their benefit and improve their lives.

**1.7 Scope and Limitation of the Study**

This study was carried out in two out of six Sub-counties in Narok County. The Sub-counties include Narok East and North. According to the National Electrification Master Plan 2018-2022, a total of six transmission lines are planned and will traverse the two Sub-counties to terminate at Suswa Substation. Construction of the transmission lines is already ongoing. A total of 500 people have been directly affected by the transmission lines in the two areas. The transmission lines include Olkaria- Narok, Olkaria- Suswa, Suswa- Isinya, Ethiopia- Kenya, Loiyangalani-Suswa and Suswa- Nairobi North projects. The respondents for the study included selected Persons Affected by the Projects (PAPs), civil leaders like chiefs, community members and opinion leaders like religious leaders.

A foreseen limitation of the study was language barrier. However, this limitation was overcome by the help of local translators (English to Masaai/ Maasai to English) during data collection. This study also focused on two Sub-counties that were adversly affected by the projects although other Sub-counties were also affected.

**1.8 Operational Definitions of Key Terms**

**Community**
A group of people living in a geographical area. A community is generally applied to the inhabitants of immediate and surrounding areas who are affected by a company's activities in resource industry terms, (Filippone, 2015).

**Engagement**
Engagement is interracting with the people who affect, and are affected by a company's activities (Chandler & McEvoy, 2014).

**Community Engagement**
The process of building relationships with host members in order to work side-by-side, building a coalition of support with the end goal of making the community a better place (Pickens, 2016).

**Community Engagement Strategy**
It encompasses a wide variety of interactions with the host involving sharing of valuable information, consultation, active participation in decision- making processes (Weihrich *et al.*, 2014).

**Relationships**
Relationship is the link that holds two or more different parties in a subject or project together (Steele, 2016).

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Overview

This chapter looks at the relevant empirical literature on the strategies used for community engagement, communication challenges and attitudes and perception of a community towards a company. The chapter also reviews the theories that guide the study

## 2.2 Strategies for Successful Community Engagement Implementation

Organisations management is expected to display a strategic intention concerning their operations and take into consideration the importance of community engagement. They need to take into account how their decisions and organisational decisions affect communities, staff among other stakeholders. Management need to strategically plan for community engagement and take into considerations that their trust in communities where they operate is earned through how they engage them. This therefore means that they should ensure that the company is a conducive place for people to work, show concern for the environment and try to make the society a better place to live (Weihrich *et al.*, 2014).

Further, Weihrich *et al.*, (2014) adds that firms must take care of their community projects since it affects lives and livelihood of people living in the surrounding areas such projects are undertaken. Chambers (2014) also suggest that every firm undertaking a community project must have effective and structured compensation plan for the affected local residents.

Communication is another strategy for successful implementation of community engagement activities. According to De Jesus (2015), an organisation can use

communication strategies to build relationships with its stakeholders, in this case the host community. De Jesus (2015) also elucidated that firms must develop good rapport with the community where it undertakes projects to avoid hostility and resistance towards such projects. Filippone (2015) identified communication strategies and their importance including awareness creation, acceptance campaigns, acting on suggestions, monitoring progress, advocacy for public buy-in among others. De Jesus (2015) continued to note that if well used, communication is a key strategy that an organisation's management can use to manage social conflicts, gather new information to reduce uncertainties, validate opinions, perceptions and overcome prejudice. In conclusion, De Jesus (2015) states that firms must develop good rapport with the community where it undertakes projects to avoid hostility and resistance towards such projects.

Chambers (2014) noted a strategy that involves correct picking of representatives in community engagement. This process involves first understanding what 'public voice' is. This is achieved through having a correct stakeholder representation. Correct representation is crucial and people tend to link that to power and resources. On the other hand, an organisation must acknowledge stakeholders' participation is their right. Filippone (2015) concludes that companies with community projects must continually update the stakeholders and provide effective and fast responsive channels or communication and feedback.

**2.3 Perception Towards Community Engagement Activities**

Perception is a mental process that naturally evaluates and gives meaning to the sensory patterns that then help in interpretation of sensation. This then gives meaning to what we see, what we hear and so forth to produce meaningful experience (Pickens, 2016).

However, what an individual or community interprets or perceives may be substantially different from reality. In the context of this study, perception refers to the ways community regard, understand and interpret their involvement in the construction of electricity transmission lines based on their direct or indirect experiences.

In any project, what the community's perception is regardless of whether they are right or wrong, justified or unjustified directly affects the operations of an organisation. This is because they have direct consequences when it comes to acceptance or rejection of development projects (Pickens, 2016). When there is lack of awareness of how a company intends to carry out its activities in a community, approaches will be frustrated leading to failure in effective implementation (Haddad, 2017). Pickens (2016) underscores the need to seek community buy-in when planning to initiate projects. Filippone (2015) states that companies with community projects must continually update the stakeholders and provide effective and fast responsive channels or communication and feedback. Haddad (2017) further affirms that a responsible firm must invest back to the society it draws it resources and materials from.

Other studies on the community's attitudes towards a company's engagement activities have shown that stakeholders tend to pay attention to the reason why firms

engage them, not to what they do (Gilbert and Malone, 1995). Community engagement activities like CSR can influence an organisation's image, raise its competitive edge and positively affect the customers' attitudes which directly affects buying and loyalty (Brown and Dacin, 2017; Sen and Bhattacharya, 2014; Foreh & Grier, 2015; Sacconi, 2017). Chambers (2014) opines that for a project to be successful, stakeholders interests and influenced must be managed all the time to prevent project boycott.

## 2.4 Impacts of Community Engagement Activities

Agle *et al.,* (2017) give possible positive impacts of successful community engagement strategies that include enhanced community confidence on projects. Effective relationships also create more user-friendly community, reducing future costs and time saved later in managing crises in confidences that could have been avoided and avoiding negative press by engaging positively and proactively as noted by Migai, (2014). According to Agle *et al.,* (2017), a firm must work with locals and show them benefits for such projects to remain successful.

According to Mwangi (2011), effective community engagement activities increase organisational effectiveness. This means more effective and efficient practice, higher quality policy input. It also simplifies conflict resolution through a build-up of trust, and a clearer articulation of what cannot be resolved. It is therefore important that an organisation engaged in community-based projects develops effective close collaborative tie with the community to actualise these benefits.

Danny (2014) states that community engagement is an important part of project implementation because the activities serve host communities hence creates collaboration between an organisation and the community in which it operates from.

Khatri, (2017) views that the long-term benefits of community engagement include building consensus and support around a project, allowing for a faster and less expensive permitting process, and creating a community and environmentally friendly project. Danny (2014) further opines that in managing community projects, there is need to have stewardship committees and representatives to link community with the organisation. Sen and Bhattacharya (2014) conclude that communities have interests and needs that must be fulfilled and addressed by community based projects.

## 2.5 Theoretical Framework

Theoretical frameworks provide a particular perspective, or lens, through which to examine a topic (Peil, 2003). In Kothari (2014) a theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked-out. This study used social exchange theory and stakeholders' theory to support the study. The theories were chosen because they are interdisciplinary in nature and cover aspects and the relationships between an organisation and its stakeholders.

### 2.5.1 Stakeholder Theory

This study was based on stakeholders' theory whose proponent is Freeman (1984). The theory posits that corporations have stakeholders who benefits or are negatively affected by corporate actions. Traditionally, a stakeholder is someone or an entity that is likely to affect or be affected by the activities, success or failure of an organisation (Agle *et al.*, 2017). An organisation is just a grouping of all sorts of stakeholders and the main purpose of an organisation is to manage the stakeholders' interests at all cost. There is a need to differentiate all stakeholders and this can be done by grouping them into classifiable relation with the organisation (Freeman, 2015:4). The major stakeholders include: the customers, the society, the suppliers, the employees and the shareholders (Filippone, 2015).

The stakeholder theory examines the existing relationships between an organisation and its stakeholders, both internal and external (Agle *et al*., 2017). It also focuses on the effect of the formed relationships on the organisation's performance (Filippone, 2015). According to the theory, organisations are required to articulate the shared sense of the value they have created and highlight what brings their important stakeholders together. They also need to know how they want their businesses to run and the kind of relationship they wish to hold (Freeman, 2015:4).

According to stakeholder theory, organisations that relate well and manage its stakeholders live longer as compared to the ones that do not (Freeman, 2015). Hill and Jones (2015) state that stakeholder theory can be used to buy in the community trust in a project. The same view is supported by Walumbao, (2011) who established that Stakeholder theory provide principles in which community interests as a stakeholder are identified, analysed and can be fulfilled.

Danny (2014) opines that depending on how the community interests are identified and analysed, organisations can help rather than harm a community. These decisions help the organisation to be within the rules, adhere to legal contracts, or act on complaints or pressure brought to bear on the firm. Trust is very important in the community and organisation's relationship. Communities hope that organisations will return favor that will benefit and protect them (Kilpatrick, 2016).

In the context of this study, the theory was used to link KETRACO's mandate, including highlighting of moral or philosophical guidelines for their operation and management in the community. In this regard, company management must initiate constructive contributions and interactions with the community members to accomplish their desired results which is buy-in of KETRACO electricity

transmission projects by the community members. Further, stakeholder theory was used in this study to help demonstrate the influence of community engagement activities on the relationship between the community and KETRACO.

**2.5.2 Social Exchange Theory**

Social exchange theory is used to explain human behavior based on self-interest and choices made to accomplish personal goals and this evolved from psychology, sociology, and economics. According to the proponents of social exchange theory Homans, (1964), Blau (1964, 1967) and Emerson (1972b) as cited in Davis (2015), people make choices that help to maximise rewards and minimise costs. Social behavior is viewed in terms of the pursuit of rewards and the avoidance of punishment and other forms of costs.

Social exchange theory is pegged on the premise that human behavior or social interaction is an exchange of activity, tangible and intangible (Homans, 1961), particularly of rewards and costs (Homans 1961). Rewards can be in form of money or any tangible reward or attention, status, affection. This is for as long as they bring satisfaction.  This theory treats the exchange of benefits, notably giving others something more valuable to them than is costly to the giver, and vice versa (Homans, 1961) as cited in (Clarkson, 2016), as the underlying basis or open secret of human behavior (Homans, 1961) and so a phenomenon permeating all social life (Kaliski, 2014).

A major concept of the theory is the concept of reciprocol exchange. This is how people respond after receiving rewards, mostly by doing good to others (Homan 1974). In addition, reciprocal exchange also empasises that the interactions between people should be and remain stable. Cultural norms and laws provided also guide

reciprocal exchanges. In general, cultural norms and laws are upheld when large numbers of people see them as beneficial. In some instances, however, people may violate norms, laws when they tend to believe the costs are big and the rewards are small (Berry *et al.,* 1995).

This theory guided the researcher in identifying KETRACO's community reward activities and studying the influence of the reward activities on the adoption of KETRACO's electricity transmission projects by the community members in Narok County. This theory also helped the study to identify KETRACO's CSR practices to Narok County communities.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Overview

This chapter covers the methodology used in the study that include research design, research approach, research methods, population and sampling, research instruments, analysis and presentation and the ethical considerations.

## 3.2 Research Design

The study adopted descriptive research design in order to provide a framework to examine current conditions, trends and status of events leading to rejection of electricity transmission projects. Descriptive research design focuses on investigating a particular variable. This study design is analytical and always singles out a variable factor or individual subject and goes into details to describe them. This is therefore the most appropriate design for this study (Cooper & Schindler, 2015).  Since the study attempted to discover the influence of community engagement on adoption of selected KETRACO projects,  descriptive research systematically describe the characteristics of the community, their attitudes and opinions.

## 3.3 Research Site

This study was carried out in Narok East and Narok Noth Sub-counties in Narok County, Kenya. These two subcounties host major electricity transmission line projects undertaken by KETRACO. The two projects helped achieve grid stability by providing alternative means of power supply to Nairobi and its surroundings as well as reduce the cost of power through reduction of transmission losses in the mentioned area.

## 3.4 Research Approach

This study employed a mixed method whereby both quantitative (experiments, surveys) and qualitative (key informant interviews) methods were used. Mixed methods provide a better understanding of the research problem rather than using one method only (Daniel and Sam, 2015). Using both methods helped the researcher to gather the "voice" of participants and to interpret their non-verbal behaviors in addition to the closed-end information gathered. This included follow up interviews.

The mixed method design for this study was the concurrent nested method. This design involved collecting data in one phase and during which a predominant method, either qualitative or quantitative embeds/ nests the other less priority method (Wisdom & Creswell, 2013). This method addressed different questions either qualitatively or quantitatively and data collected from the two methods were mixed during the analysis phase of the project. This method helped the researcher gain a broad and in-depth perspective of the influence of community engagement on adoption of projects in selected areas in Narok. It also helped the researcher offset the possible weaknesses inherent to the predominant method.

## 3.5 Population, Sampling Procedure and Data Collection

### 3.5.1 Population

A study population is defined as a complete collection of elements with similar observable characteristics and they are from a certain unit that is of research interest to the researcher (Cooper & Schindler, 2015). The study sample was drawn from two Sub-counties within Narok County namely Narok North and Narok East. This was because four transmission lines traverse a bigger part of the two Sub-counties to terminate in Suswa Substation in Narok East. The residents in the two Sub-counties

are adversely affected by the activities of the transmission lines construction hence the best population for the study.

The population size for the two Sub-counties was 82,956 for Narok East and 175,588 for Narok North, totaling to 258,588 according to the Kenya National Demographic and Health Survey (KDHS) 2014 county level fact sheets.

### 3.5.2 Sample Size and Sampling Procedure

As indicated above, the population for the two Sub-counties was 258,588. Using Cochrane's formula below, the sample size for the study was identified as:

$$N=\frac{z^2pq}{d^2}$$

Where N= the desired sample size if the target population is greater than 10,000

Z= the normal deviation which corresponds to 95% confidence level (1.96)

P= the prevelance of target population thatis estimated characteristics being measured

Q= 1-P

D= the degree of accuracy developed (set at+/- 5% or 0.05)

$$N=\frac{(1.96)^2*0.5*0.5}{(0.5)^2}=n=384$$

The sample size used for this study was therefore 384 respondents (Cochrane, 2017).

The respondents were distributed in two sub- counties that is, 192 for Narok East and 192 for Narok North. Because of the wide geographic region, researcher used cluster random sampling method to divide the population into defined samples to get quantitative data. Simple random sampling was then used to get the sample size. The KDHS, (2014) county level fact sheets identified the number of locations in the two

Sub- counties as 21 for Narok East and 18 for Narok North. For both Narok East and Narok North Sub-counties 40 questionnaires were distributed per location to achieve at least ten respondents each.

For qualitative data, ten key informants were identified, five from each Sub-county. Key informants were used to get information about their involvement in the project construction processes and understand the motivation and beliefs of the community on KETRACO's projects. They included PAPs, religious elders, clan elders and head teachers.

## 3.6 Research Instruments

For quantitative approach, structured questionnaires were used. These were data collection instruments that involved asking a given subject a set of written questions. They were the most affordable data collection tools as they involved drafting a set of questions and printing for distribution to the identified sample. For this study, local Research assistants helped interpret questions for the respondents that needed translation to local language.

For key informant interview, an interview guide was used. The guide contained an outlined script and a list of open-ended questions relevant to the topic of discussion. It began with the most factual and easy-to-answer questions followed by opinions and attitudes and lastly their recommendation.

## 3.7 Data Analysis

Quantitative data was analysed using excel spreadsheet and presented in tables and charts. This involved identifying levels of measurements then tabulating the data. Qualitative data was analysed using the classical content analysis method. This included creating smaller chunks (themes, categories) of the data and then placing a

code with each chunk (Morgan, 2017). The themes were based on the objectives of the study.

Data collected from key informants was transcribed then the main themes/ ideas identified. The main themes were reviewed to identify ideas which occur again and again. This required a lot of critical thinking. Finally, the themes were created and used to explain the "why".

## 3.8 Data Presentation

Data collected in this study was presented using graphical methods that included the use of graphs and tables. Qualitative data was presented in narrative form.

## 3.9 Validity and Reliability of Research Instruments

This study used mixed approach in which both qualitative and quantitative analysis was used. The questionnaires were used to collect quantitative data while semi structured interview guides were used to qualitative data. This study used triangulation method to compare the accuracy of the information given in the questionnaires visa vies semi structured interview guides. This study finding was also compared with other past studies findings to determine the level of accuracy and consistency.

## 3.10 Ethical Considerations

Various ethical issues were considered during the study. A certificate of field work was obtained from the university to seek permission from the respondents in order to conduct the research (Appendix III). The researcher also drafted an introductory letter which was attached to the data collection instruments to explain to the respondents what the research was about. Respondents consent was sought before the research began and the researcher assured the respondents that the information obtained from

them were confidential and only for the purpose of the study. The researcher gave coded names in form of numbers to the respondents for confidentiality. A lot of care was taken during interviews to ensure that participants were not affected negatively in any way by the study. There was due acknowledgement of authors and research assistants whose information and ideas were borrowed.

After data collection the results of the findings were presented for defence before a panel in the School of Journalism and the panel advised the researcher on points to be corrected. Later the corrections were done and a certificate of corrections was obtained marked Appendix VI. The researcher also obtained a certificate of originality marked Appendix V.

# CHAPTER FOUR

# DATA PRESENTATION, ANALYSIS AND INTERPRETATION

## 4.1 Overview

This chapter analyses the influence of community engagement on adoption of electricity transmission projects in Narok North and Narok East sub-counties. It presents findings in tables and charts and in thematic critical review based on study objectives. Direct quotations or excerpts were also used to back the findings. The presentation and analysis was based on three key objectives; involvement strategies used by KETRACO to build community relationships; the perceptions of the community towards KETRACO's community engagement activities; and the perceptions and attitudes of Narok host community towards Government electrification projects.

## 4.2 Presentation of the Findings

## 4.2.1 Demographics

This involved analysing the target population based on age, gender, location, economic activity, marital status and occupation. This data helped to contextualise the research findings and to formulate the appropriate recommendations at the end. This was to enable better understanding of the influence of community engagement in the adoption of electricity transmission projects.

*Table 4.1 Questionnaires and Interviews Responses Rates*

| Sub-Counties | Questionnaires Issued | Responses | % | Interviews targets | Interviewed | % |
|---|---|---|---|---|---|---|
| Narok East | 192 | 122 | 64 | 5 | 5 | 100 |
| Narok North | 192 | 134 | 70 | 5 | 5 | 100 |
| **Total** | **384** | **256** | **67** | **10** | **10** | **100** |

Out of a total of 384 questionnaires (192 questionnaires each for Narok East and Narok North) that were issued to the respondents, 67% of the questionnaires were filled and returned for data analysis (Table 4.1). Peil (2015) states that for a research finding to achieve its key objectives and give accurate account of participants' views and results, at least (50%) of the data collection instruments used must be received from the field for data analysis. A response of (67%) was therefore an affirmation that this study received above the average standard as per (Peil, 2015). This was vital for objectivity and accuracy of this study.

As a complimentary, ten interivews were targeted with PAPs, religious elders, clan elders, head teachers and Government representatives from Narok East and Narok North. All the targeted interviews were conducted and registered 100% response rate (Table 4.1). A response of 100% was therefore an affirmation that this study interivews surpassed standards set by Peil (2015).

*Table 4.2 Respondents' Locations from Questionnaires*

| Location | Responses | Percentage |
|---|---|---|
| Suswa | 30 | 12 |
| Narok Town | 30 | 12 |
| Keekonyokie | 29 | 11 |
| Ildamat | 34 | 13 |
| Nkareta | 21 | 8 |
| Olokurto | 21 | 8 |
| Olposimoru | 18 | 7 |
| Mosiro | 29 | 11 |
| Olorropil | 25 | 10 |
| Melili | 19 | 7 |
| Margin of error | | 1 |
| **Total** | **256** | **100** |

Out of 266 respondents that participated in this study, 12% were from Suswa location; 12% from Narok Town location; 11% from Keekonyokie location; 13% from Ildamat location; 8% from Nkareta location; 8% from Olokurto location; 7% from Olposimoru location; 11% from Mosiro location; 10% from Olorropil location and 7% from Melili location. There was 1% margin error (Table 4.2). These findings

indicate that research, responses and analysis covered all locations of Narok North and Narok East.

*Table 4.3 Location of Respondents from Key Informants Interview Guides*

| Sub-County | Location | Occupation | Gender | Responses | % |
|---|---|---|---|---|---|
| Narok East | Suswa | PAPs | Male | 1 | 10 |
| Narok North | Narok Town | Religious leader | Female | 1 | 10 |
| Narok East | Ildamat | Clan elder | Male | 1 | 10 |
| Narok East | Keekonyokie | Head teacher | Female | 1 | 10 |
| Narok North | Nkareta | Government official | Male | 1 | 10 |
| Narok North | Olposimoru | PAPs | Male | 1 | 10 |
| Narok East | Mosiro | Religious leader | Male | 1 | 10 |
| Narok North | Olokurto | Clan elder | Female | 1 | 10 |
| Narok North | Olorropil | Head teacher | Male | 1 | 10 |
| Narok North | Melili | Government official | Female | 1 | 10 |
| **Total** | | | | **10** | **100** |

From the interviews that were conducted, (5) participants were from Narok North and another (5) from Narok East. Out of these particpants, (6) were male and (4) female. The particpants included PAPs, religious elders, clan elders, head teachers and Government representatives (Table 4.3). These findings indicate that interviews,

responses and analysis covered all locations of Narok North and Narok East. The findings also indicate that local residents of both genders and varying occupations participated in this study.

*Figure 4.1 Gender responses*
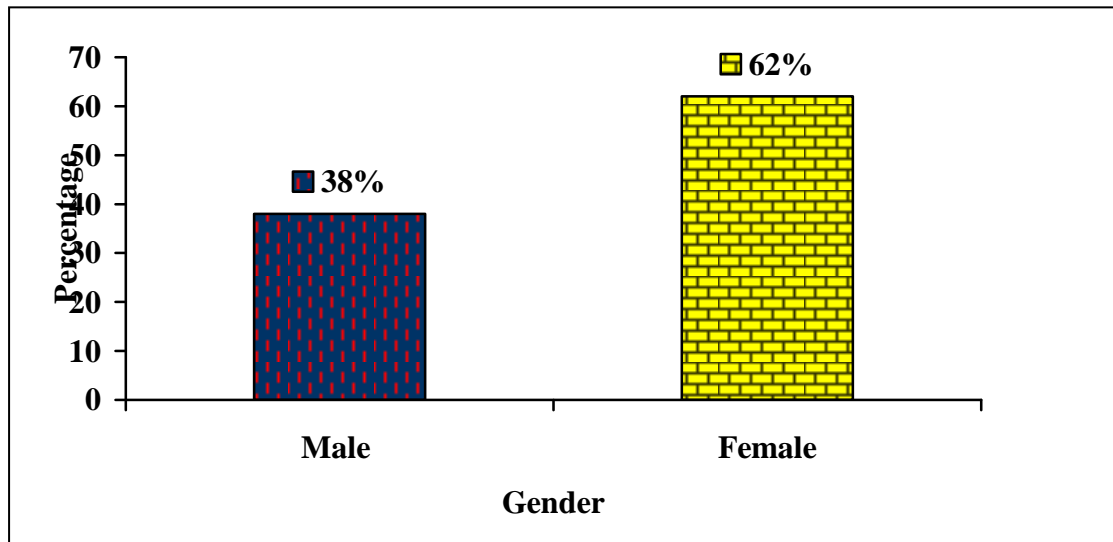


The majority of the local residents (62%) that participated in this study were female and 38% were male (Figure 4.1). This showed that the study had more female participants than male. However, in general, this finding also indicated that the study received responses from both genders.

*Table 4.4 Respondents' Ages*

| Age Brackets | Frequency | Percentage |
| --- | --- | --- |
| 21-30 years | 31 | 12 |
| 31-40 years | 57 | 22 |
| 41-50 years | 61 | 24 |
| 51-60 years | 68 | 27 |
| 60 years and above | 39 | 15 |
| **Total** | **256** | **100** |

The majority of the local residents (27%) that participated in this study were between 51-60 years of age (Table 4.5). This result indicate that KETRACO was engaging more exprienced communty memebers in the society. Communty members between 51-60 years of age are more conversant with communty problems or challenges and therefore able to tackle such problems or provide valuable solutions to the problems.

*Figure 4.2 Marital Status*
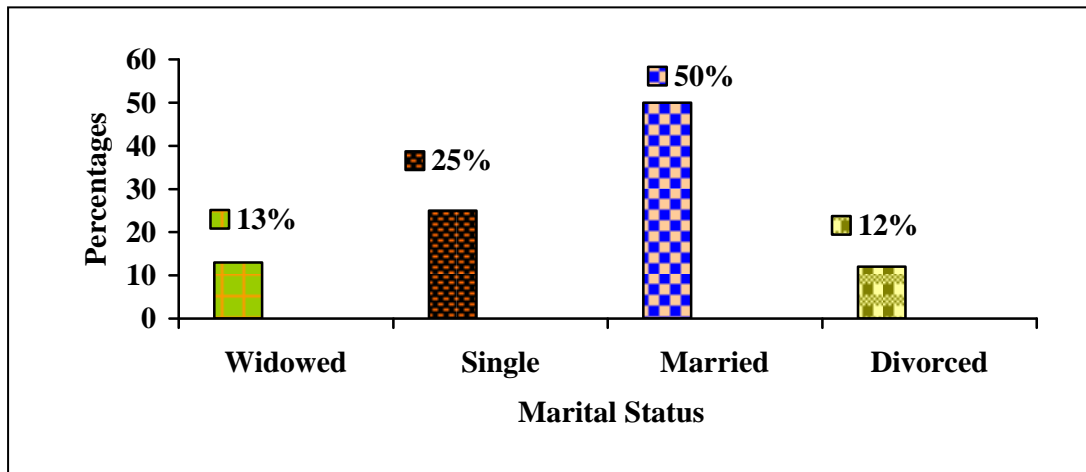


Half of the local residents that participated in this study were married (Figure 4.2) and the other half included locals who were widowered, single or divorced. This result indicates that the married are more concerned and active in community activities and projects that affect their welfare, livelihoods and their families.

*Figure 4.3 Respondent's Occupation*
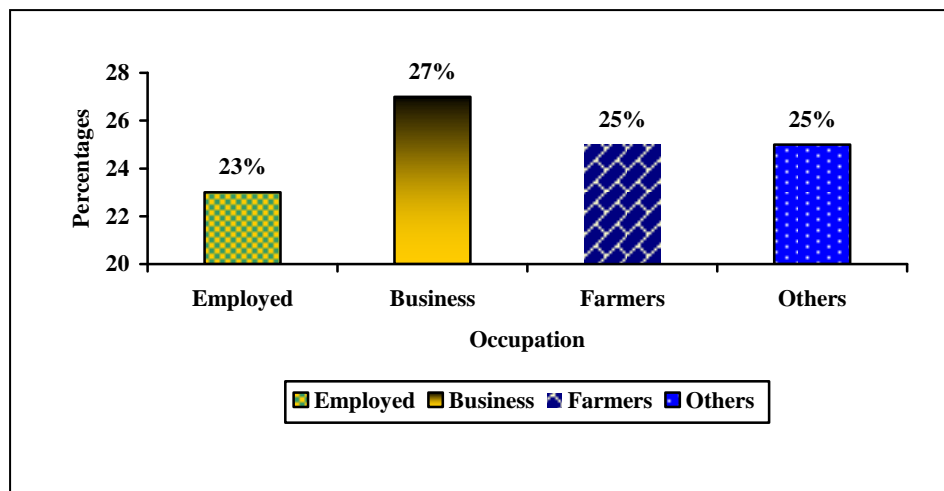


Farmers were the majority of the local residents that participated in this study, at 27%, (Figure 4.3). This result indicates that the main source of livelihood for people of Narok North and Narok East was farming and so KETRACO's activities on their land directly affects their livelihood.

**4.2.2 Involvement Strategies used by KETRACO**

Involvement strategies included the various interaction ways that KETRACO used to reach the community. Strategies encompasse a wide variety of interactions with the host community with an aim of sharing information, consulting, encouraging active participation and in decision making (Weihrich *et al.*, 2014). This was to gauge if the company made initial contact and engagement with local residents before commencing its operations in the area.

*Table 4.5 How Respondents Learnt about KETRACO*

| Response | Frequency | Percentage |
|---|---|---|
| I was approached by a KETRACO employee | 107 | 42 |
| Through the Chief/ Community Baraza | 58 | 23 |
| Through a letter from KETRACO | 44 | 17 |
| I read on a brochure/ flier | 27 | 11 |
| I was told by someone (mention) | 15 | 6 |
| From the media | 5 | 1 |
| **Total** | **256** | **100** |

Of all the participants in the study, 42% of the locals learnt about KETRACO by being approached by a KETRACO employee (Table 4.6). This result indicates that KETRACO community outreach or communication program was the most effective way community members learn of the company activities in Narok North and Narok East area. This finding was corroborated with the responses from the key informant's interview guide in which the participants listed barazas, meetings, road shows and open days as activities KETRACO did to meet with stakeholders.

*Table 4.6 Transmission Lines in Narok*

| Response | Frequency | Percentage |
|---|---|---|
| Loiyangalani- Suswa | 31 | 12 |
| Ethiopia- Kenya | 44 | 17 |
| Suswa- Isinya | 46 | 18 |
| Olkaria- Narok | 41 | 16 |
| Olkaria- Suswa | 35 | 14 |
| Suswa Substation | 32 | 13 |
| Ethiopia- Kenya Ground Electrode site (Duka Moja) | 27 | 10 |
| **Total** | **256** | **100** |

In the study, 18% of respondents that participated in this study mentioned the Suswa-Isinya transmission line (Table 4.7). Further discussion with the key informants showed that this is the project that has taken long to be completed and the source of major dissagreement between KETRACO and the community.

*Figure 4.4 Effects of KETRACO Operations on Locals*
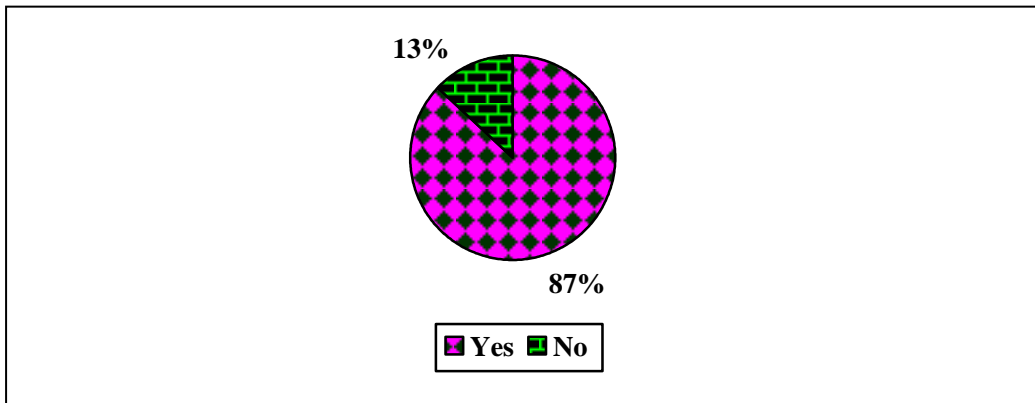


The majority of the respondents (87%) agreed that KETRACO local projects directly affected them while (13%) said KETRACO local projects did not directly affect them (Figure 4.4). They stated that KETRACO local projects pass through their land and has caused them to lose family land and structures like houses, cow-sheds among others. This finding was supported with interview responses in which (8) out of the (10) participants interviewed explained that KETRACO activities affected local residents' activities such as farming, health and environment. These results indicated that KETRACO projects had impacted their well-being, livelihoods and welfare of Narok local residents. The effect of KETRACO's projects on Narok local residents was vividly expressed in one questionnaire analysed;

*"The existence of KETRACO has brought a lot of frustrations and inconsideration to the community as stakeholders...the company has deprived the community of its bigger chunk of land that is lying fallow without any agreement between the company and the indigenous community".*

*Source: Filled Questionnaire 34*

*Table 4.7 Engagement by KETRACO before Project Commencement*

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 153 | 60 |
| No | 103 | 40 |
| **Total** | **256** | **100** |

60% of Narok local residents stated that they were engaged in a way by KETRACO before the project began (Table 4.8). The respondents explained that KETRACO promised them recruitment of community members in the local projects, rural electrification of Narok North and Narok East, better roads, compensation for their lands and provision of other social amenities such as water, community health drives and so on.

This finding was corroborated with the responses from the key informant's interview guide in which (8) out of the (10) participants interviewed said they were first approached by KETRACO and informed about the project before it began and further serious engagements followed when Narok residents protest against KETRACO taking their lands.

> *"I received a phonecall from a KETRACO Officer who was seeking to meet me to to inform me of a project in my area. The Officer came over and explained the details and we have since been in communication".*
>
> *Source: Key informant 4*

These findings indicate that KETRACO made initial contacts and engagements with the local residents before start of its exploration in Narok County. Table 4.7 results support De Jesus (2015) literature that states that firms must develop good rapport with the community where it undertakes projects to avoid hostility and resistance towards such projects.

### 4.2.3 Community's Perception on Engagement Activities

In this section, the researcher sought to find out the information that the community knows about the projects and their opinion on how the company chose to involve them. This included their opinion on engagement before the projects commenced, during implementation, that is updates on payments, project status among others and the frequency of the updates. Opinion on project benefits like CSR activities were also sought.

It was very necessary for the researcher to understand the kind of relationship that exists betweek KETRACO and the local community. It is important for organisations to understand their stakeholders so as to know ho to engage and do business with them. This understanding will also determine the kind of relationships needed to deliver a purpose (Freeman, 1994)

*Figure 4.5 Satisfaction with KETRACO Engagements*
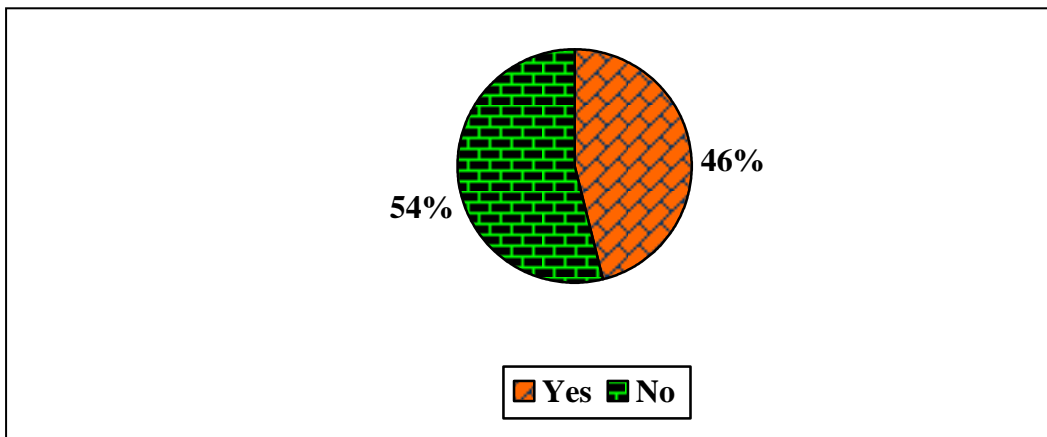


Narok North and Narok East local residents were never satisfied with KETRACO engagements to address their fears and trepidations (Figure 4.5). In their responses 54% of the residents explained that KETRACO would have sought their inputs, consider them, and incorporate them in the project programs before the commencement of such projects. This finding was similar with interview responses in which (9) out of the (10) participants interviewed stated that majority of Narok local residents were not happy with KETRACO practices and activities since it did not address their concerns and grievances on time. These findings indicate that KETRACO had ineffective and poor communication or public relations approaches to win the goodwill of local community members. Figure 4.5 results contradicted Filippone (2015) proposition that companies with community projects must continually update the stakeholders and provide effective and fast responsive channels of communication and feedback. Some of the fears and frustrations Narok local residents had about KETRACO were expressed in two of the analysed questionnaires in which the respondent explains;

*"Despite the fact that the land belongs to the Maasai community and the increased number of qualified people from the indigenous Maasai community, most of the employees come from other parts of the country and even abroad. The Maasai community has been typically ignored in employment considerations in KETRACO".*

**Source: Filled Questionnaire 17**

*" After KETRACO came here the first time, I expected another engagement before they bring their big machines to start working on my farm. When I asked I was told they were Contractors and have been given a go ahead to work. I was disappointed".*

**Source: Filled Questionnaire 3**

*Table 4.8: Follow-up Engagements*

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 87 | 33 |
| No | 169 | 67 |
| **Total** | **256** | **100** |

The Study established that 67% of the locals stated that KETRACO had not made follow ups with them after their first engagement (Table 4.9). However some locals (33%) said KETRACO had made follow ups with them up to five times and updated them on projects progress, impact, compensation, employment and other community welfare. The Narok locals listed how KETRACO project had affected them and these were through displacement from their land and homes, the projects took away their land for agriculture, they had to rebuild their homesteads, damaged crops and trees and scanty information on compensation. The residents said issues listed above had not been addressed to their satisfaction. This finding was reinforced by interview responses in which (8) out of the (10) participants interviewed said KETRACO did

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little to update the residents about its projects plan, activities and benefits to the locals. These findings indicated that KETRACO engagement approaches were ineffective to be felt by the whole Narok local residents.

*Figure 4.6 Community Engagement before Projects Commencement*
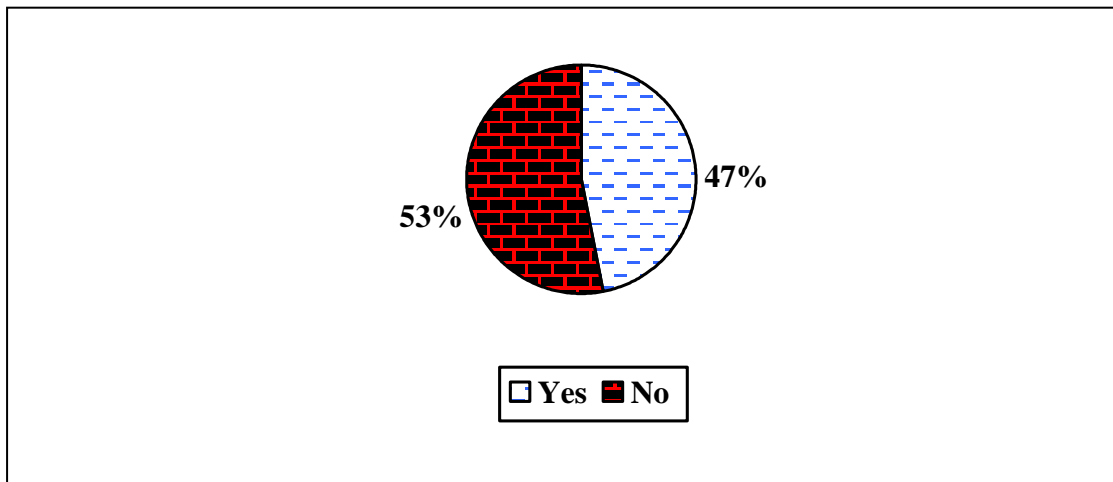


The majority of the locals (53%) said KETRACO did not meet with the community and disclosed all the information about the project(s) prior to commencement of such projects (Figure 4.6). But some locals (47%) said they were given information about; safety measures to observed during the projects, to compensation plan, benefits of the project to community and whole nation, how KETRACO was to relate with the community and address their welfares. This finding was corroborated with interview responses in which (7) out of the (10) participants interviewed said they were not in constant communication with KETRACO over the project(s). Respondent 89 said:

> *"KETRACO did little to update me about their activities and benefits".*

> **Source: Filled Questionnaire 89**

This indicated that KETRACO did not build good rapport and relationships with Narok local residents before the start of its exploration in the area. Figure 4.6 findings goes against De Jesus (2015) principle that states that firms must develop good rapport with the community where it undertakes projects to avoid hostility and resistance towards such projects.

*Table 4.9 Permission to Access Land*

| Response | Frequency | Percentages |
|----------|-----------|-------------|
| True | 134 | 52 |
| False | 122 | 48 |
| **Total** | **256** | **100** |

In their operations, 52% of the locals said it was true KETRACO sought permission to access their land, both communial and individual before commencing their engagements (Table 4.10). Residents said they were given offer letters to sign or reject. This finding was in line with interview responses in which (10) out of the (10) participants interviewed explained that no much negotiation was allowed with locals. These findings indicate that KETRACO followed initial legal procedures before starting its exploration in Narok area.Table 4.9 findings was in line with Pickens (2016) in which the scholar underscore the need to seek community buy-in when planning to initiate projects. This finding was in line with interview responses in which (10) out of the (10) participants interviewed explained that KETRACO gave locals offer letters to sign and no much negotiation was allowed with them. These findings indicate that KETRACO followed initial legal procedures before the start of

its exploration in Narok area. The dispute about land between KETRACO and Narok

local residents below was echoed by a key informant as follows:

> *"Limited or no ownership of land by the indigenous Maasai community: The group contends that, at least 225,000 acres of the land constitutes the Narok Concession Area (NCA), which KETRACO holds under leasehold from the Government to explore energy generation process. The lease extends until 2032, obligates the company to allow local Maasai to graze their cattle within the Narok Concession Area (NCA) and to access land for agricultural and grazing use. The community now feels that the company has deprived it of the possible piece of land they could use to graze their cows".*

*Source: Interviewee 74*

*Figure 4.7 Engagement Mechanism by KETRACO*
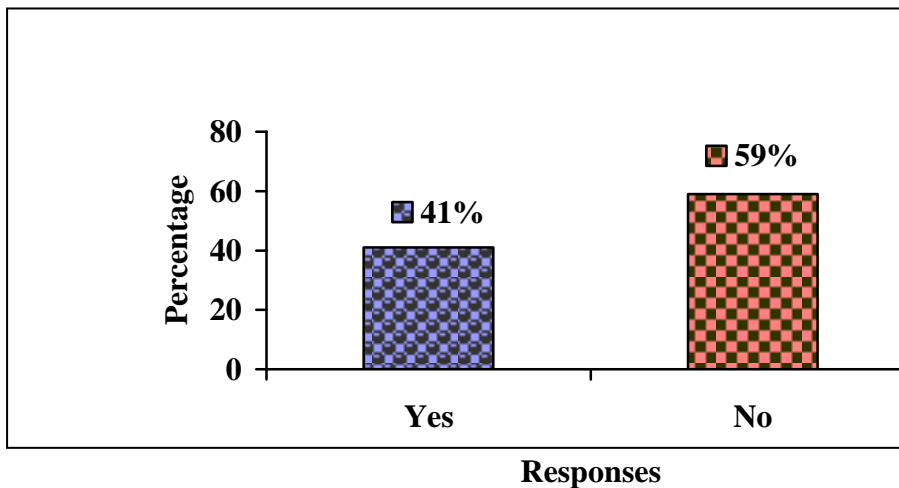


The study found that 59% of the locals noted that KETRACO did not keep the

community informed about matters affecting them through various mechanisms,

(Figure 4.7). However, 41% of residents mentioned chiefs barazas as the only way

they get infromation about KETRACO projects activties within the community. This

finding was in tandem with interview responses in which (9) out of the (10)

participants interviewed said KETRACO did not use existing commnication channels

exisiting between them and the community to address, update, inform and educate the

locals with regards to their disputes, complaints, emerging health risks and long

standing isssues such as compensations. These findings indicate that KETRACO had

ineffective stakeholders' management approaches and poor communication channels.

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Figure 4.7 results contradicted Filippone (2015) proposition that companies with community projects must continually update the stakeholders and provide effective and fast responsive channels or communication and feedback.

*Table 4.10 Frequency of Community Engagement Activities*

| Response | Frequency | Percentages |
|----------|-----------|-------------|
| True | 87 | 34 |
| False | 169 | 66 |
| **Total** | **256** | **100** |

Majority of the locals, (66%), said that KETRACO rarely held activities in their area with an aim of reaching the community, (Table 4.11). However, 34% of residents mentioned chiefs barazas, meetings in shopping centres and open days as ways in which KETRACO used to reach the community. These findings indicate that while KETRACO had communication channels to update, inform and educate Narok local residents about its activities, there was lapse in utilising such strategies. Table 4.11 results further contradicted Filippone (2015) proposition that companies with community projects must continually update the stakeholders and provide effective and fast responsive channels of communication and feedback.

*Figure 4.8 KETRACO's CSR in the Community*
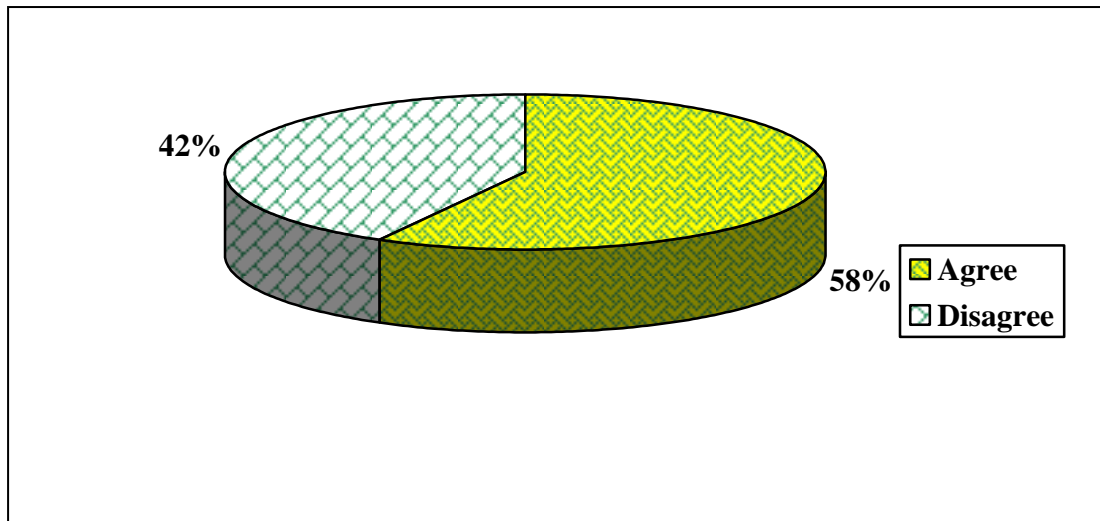


KETRACO carries out CSR activities in the community according to 58% of local residents, (Figure 4.8). The residents mentioned building of social halls and schools, setting up public toilets, setting up libraries, free medical camps as CSR activities carried out by KETRACO. This finding was corroborated with interview responses in which (8) out of the (10) participants interviewed said KETRACO supported the community through school donations, organised medical camps such as eye screening, construction of new classes, building social halls and so on. These findings were evidences that KETRACO was investing back to the community. Figure 4.8 findings affirmed Haddad (2017) study in which the scholar maintained that a responsible firm must invest back to the society it draws its resources and materials from.

This finding was corroborated with interview responses in which (8) out of the (10) participants interviewed said KETRACO supported the community through school donations, organised medical camps such as eye screening, construction of new

classes, building social halls and so on. The findings below were evidences that KETRACO was investing back to the community:

> *"KETRACO brought opticians that screened and treated students' eyes at selected schools. A few elderly people in the community also had their eyes treated during the exercise. This was good".*

*Source: Interviewee 7*

> *"Our social hall was upgraded by KETRACO, now it looks good ".*

*Source: Filled Questionnaire 99*

> *"One day I saw KETRACO officers coming to the community and told us that they wanted to fix a gulley that was extending by day. This is a great initiative for both KETRACO and us ".*

*Source: Filled Questionnaire 54*

*Table 4.11 Employment Opportunity for the Community*

| Response | Frequency | Percentages |
|----------|-----------|-------------|
| Yes | 191 | 75 |
| No | 65 | 25 |
| **Total** | **256** | **100** |

According to the finding, 75% of local residents agreed that KETRACO hired locals to work in their projects. However, 25% of Narok local residents did not agree that KETRACO hired locals to work in their projects (Table 4.11). This finding was compared to interview responses in which (10) out of the (10) participants interviewed agreed that KETRACO hired locals to work in their projects. The

interviewed mentioned local residents employed as drivers, security guards, casuals, administrators and so on. These findings indicate that KETRACO was incorporating the local residents in its local community projects. KETRACO's hiring of Narok local residents to work in their projects is expressed below in a verbatim quote from one of the key informants.

> *"This company has employed some people from the local community in the various sectors within the company to earn them a living. For example; cleaning services of KETRACO site offices has been entirely contracted out to the local community. Apart from that, drivers and a few skilled people also work for KETRACO".*

*Source: Interviewee 4*

*Figure 4.9 Engagement with Community Liaison Persons*
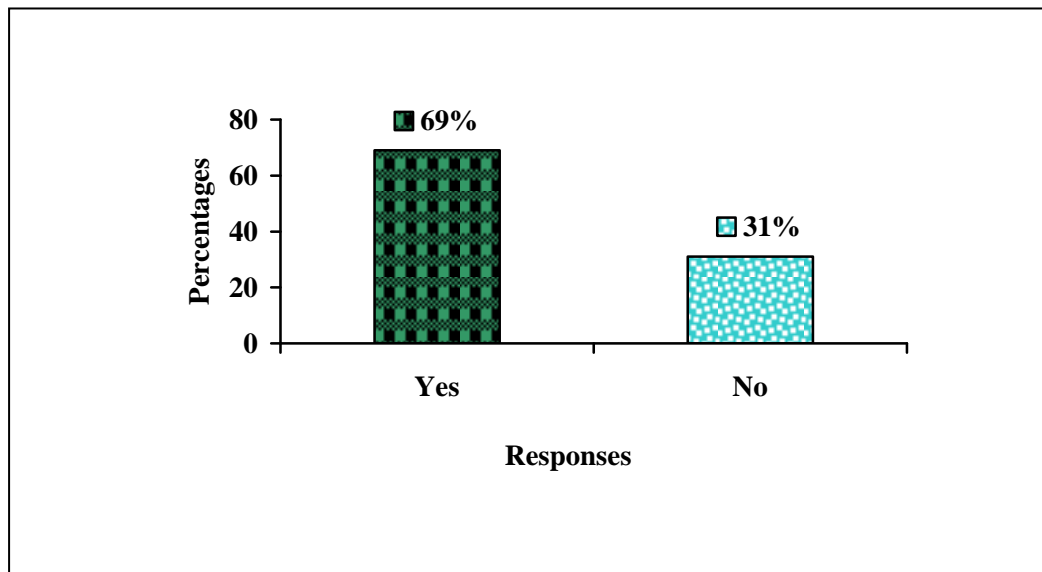


Local residents agreed that KETRACO works with community liaison persons in the area, (Figure 4.9). 69% of the respodents said liaison persons role was to pass communication between them and KETRACO. This finding supported with interview responses in which (10) out of the (10) participants interviewed said there was a

committee that linked KETRACO and the community. These findings indicate that KETRACO had stewardship programs with the local residents which linked its projects goals with local community members' interests. Figure 4.9 results support Danny (2014) view that in managing community projects, there is need to have stewardship committees and representatives to link community with the organisation.

### 4.2.4 Opinion and Attitude on Government Electrification Projects

Analysis was made on the image that the community holds of KETRACO and Government electrification projects that played a big role in supporting or opposing projects. Answers to the question of whether the Government forcefully took land or whether the local residents willingly agreed for development projects to pass through their land were sought. The researcher also analysed the relationship between the Government through KETRACO and the host communities to help in recommending the best strategies to be used for buy in of Government projects.

*Table 4.12 KETRACO's Intention in the Community*

| Response | Frequency | Percentage |
|---|---|---|
| Strongly agree | 98 | 38 |
| Agree | 53 | 21 |
| Neutral | 36 | 14 |
| Disagree | 40 | 16 |
| Strongly disagree | 29 | 11 |
| **Total** | **256** | **100** |

In the study, 38% of Narok local residents strongly agreed that in their first experience with KETRACO, they felt that it was a genuine company with good intentions for them and the Country. Local residents that were neutral, disagreed and strongly disagreed were 14%, 16% and 11% respectively (Table 4.12). This finding was corroborated with interview responses in which (9) out of the (10) participants interviewed said they thought the coming of KETRACO in their community meant well for them. These findings indicate that local community members had monetary and non-monetary expectations of KETRACO Narok projects. In one of the filled questionnaire, a respondent expressed his current experience with KETRACO as detailed below:

> *"The excavation works at the substation produces dust that dries up trees and grass hence reduced pasture for grazing our animals. I am losing twice even though KETRACO promised to minimise pollution and pay me in advance".*
>
> *Source: Filled Questionnaire 7*

*Figure 4.10 Understanding of KETRACO's Projects by Narok Locals residents*
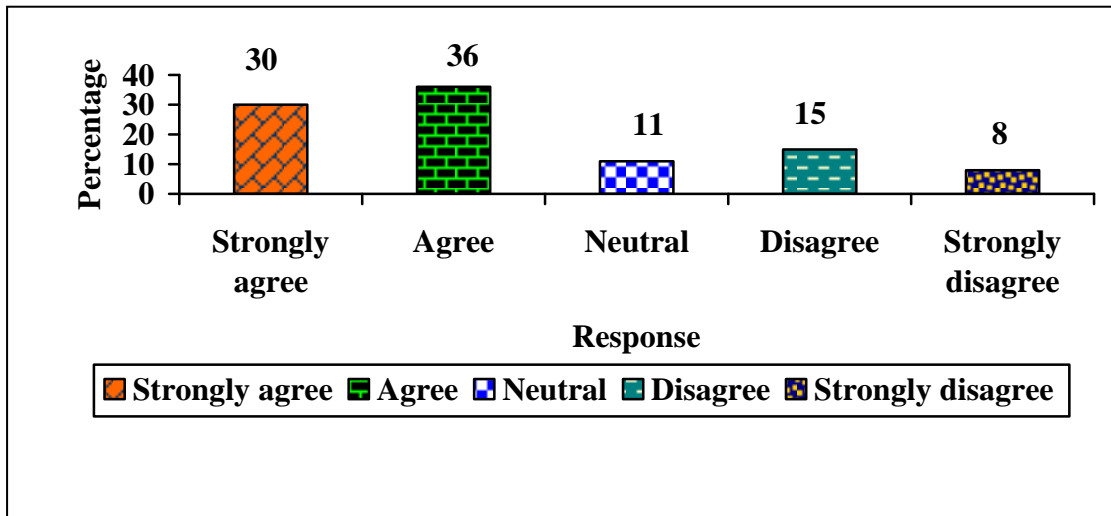


In the study, 36% of the locals agreed that KETRACO's staff explained to them project details and they understood their work, (Figure 4.10). This finding was reinforced with interview responses in which (9) out of the (10) participants interviewed said they had at one time or the other been approached by KETRACO staff in the villages to explain some issues to them concerning KETRACO projects and community well being. These findings indicate that use of KETRACO staff to communicate company agenda to the Narok local residents was the most effective approach that reaches community members. Figure 4.10 results was in line with Filippone (2015) proposition that companies engaging in community projects must continually update the stakeholders and provide effective and fast responsive channels or communication and feedback.

*Table 4.13 Update on Compensation*

| Response | Frequency | Percentage |
|---|---|---|
| Strongly agree | 43 | 17 |
| Agree | 28 | 11 |
| Neutral | 39 | 15 |
| Disagree | 87 | 34 |
| Strongly disagree | 59 | 23 |
| **Total** | **256** | **100** |

In their engagements with KETRACO, 34% of the respondents disagreed that they got updated on their compensation (Table 4.14). This finding was supported by interview responses in which (8) out of the (10) participants interviewed said the major problem between KETRACO and the Narok local residents was proper compensation plan and commnication. These findings indicate that KETRACO did not follow the  compensation plan and commnication strategy in their engagement. Table 4.14 findings contradicted Chambers (2014) study that proposed that every firm undertaking a community project must have effective and structured compensation plan for the affected local residents.

*Figure 4.101 Projects Benefits*
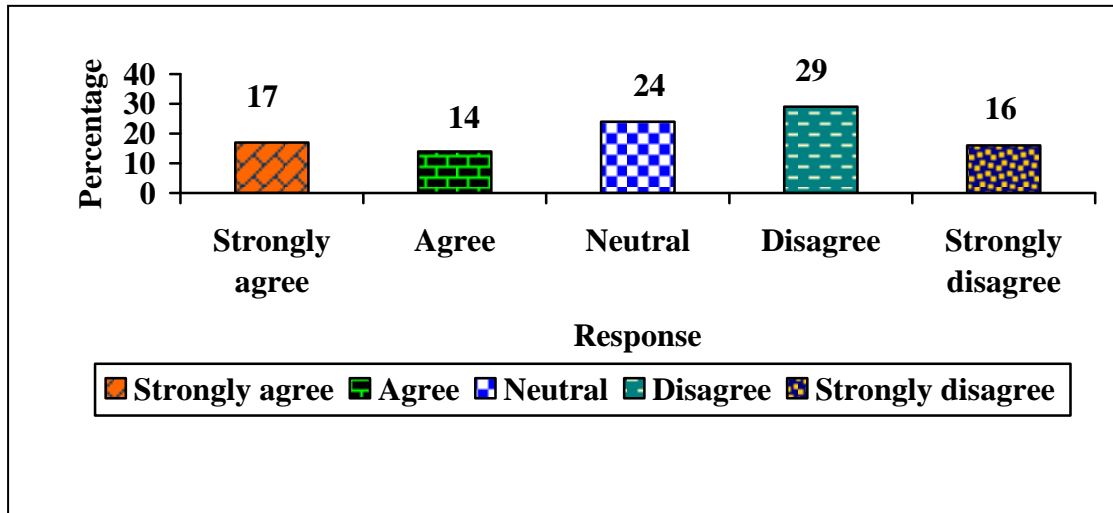


The study found that 29% of Narok local residents disagreed that KETRACO's engagement with the community was aimed at creating mutual benefit. The local residents that strongly agreed, agreed, were neutral and strongly disagreed that in their engagements with KETRACO, they get updated on their compensation were 17%, 14%, 24% and 16% respectively (Figure 4.10). This finding was in tandem with the interview responses in which (6) out of the (10) participants interviewed said KETRACO projects and activities did not mean well for the community future. These findings indicate that Narok local residents were losing hope in KETRACO's local projects. It could also mean that local residents did not see any direct benefit KETRACO local projects brought to them. Narok local residents mixed reaction on KETRACO's projects mutual benefit were expressed in the two interviews below;

> *"During sensitisation, we were informed that the transmitted electricity will benefit us all, as in the whole country so I know I will benefit from this project and I am happy".*

> *Source: Interviewee 4*

*"Before KETRACO came into being, we lived well. The indigenous Maasai land was very fertile and productive. Grass was green and our animals grazed without borders. However, arrival of KETRACO stopped all these, We have had to relocate our cattle dips, it is not good".*

*Source: Interviewee 9*

*Table 4.14 Acknowledgement and Response to Enquiries*

| Response | Frequency | Percentage |
|---|---|---|
| Strongly agree | 32 | 13 |
| Agree | 25 | 9 |
| Neutral | 33 | 13 |
| Disagree | 107 | 42 |
| Strongly disagree | 59 | 23 |
| **Total** | **256** | **100** |

The researcher found out that 42% and 23% of Narok local residents disagreed and strongly disagreed that their enquiries from KETRACO were acknowledged and responded to in good time. Those Narok local residents that strongly agreed, agreed and were neutral that their enquiries from KETRACO were acknowledged and responded to in good time were 13%, 9% and 13% respectively (Table 4.14). The local residents said their perception about KETRACO was moderate since the company did not respond to community complains promptly. The locals also mentioned issues of displacement, lands, and compensation that had not been addressed to their satisfactions. The locals suggested that for the relatiosnhip between

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the community and KETRACO to improve, the company must; respond to community complains promptly, address issues of displacement, lands, compensation and so on to their satisfactions. This finding was similar to interview responses in which (9) out of the (10) participants interviewed said KETRACO never responded to their concerns on time. These findings indicate that KETRACO had poor customer relationships approaches and ineffective public relations strategies.

*Table 4.15 Perception about the Government on KETRACO Projects*

| Response | Frequency | Percentages |
|----------|-----------|-------------|
| Yes | 162 | 63 |
| No | 94 | 37 |
| **Total** | **256** | **100** |

The Government had forcefully taken land from the community for KETRACO projects according to 63% of the respondents (Table 4.16). However, 27% of local residents felt that the Government had not forcefully taken land from the community for KETRACO projects (Table 4.15). The majority of the local residents said that the governemnt applied the use of force and lack of negotiation in dealing with them through KETRACO. The local residents concluded that the relatioship betweeen KETRACO and the community was poor and there was need for the company to engage the community more and address their complaints and needs. This finding was in line with the interview responses in which (10) out of the (10) participants interviewed were all in state of dilemma about KETRACO's well being to the Narok residents. These findings indicate that the Government of Kenya through KETRACO

did not win Narok residents buy-in and goodwill for the projects. It also means there was poor relationships between Narok local residents, the Government of Kenya and KETRACO. The Narok residents negative perception about KETRACO was expressed in the interview excerpt below:

> *"Before the setting up of KETRACO, the Maasai community coexisted harmoniously especially in accordance to their communal sharing of resources including grazing land. But coming of KETRACO has negatively affected our coexistence as we fight for scarce land and resources."*

*Source: Interviewee 2*

# CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Overview

This chapter discusses the study findings as analysed in the previous chapter. The chapter presents a comprehensive summary of the study, major findings and conlusion on the influence of community engagement on adoption of electricity transmission projects in Kenya. It also presents the recommendations and areas for further study on the topic.

### 5.2 Summary of the Major Findings

Stakeholders are today becoming aware of their rights and seek to be involved in development activities from the beginning. This greatly affects the project success in terms of project completion, time taken to vis-a-vis the intendend time, resources input, relationships and the general goodwill of the community. Agle *et al.,* (2017) give possible positive impacts of successful community engagement strategies that include enhanced community confidence on projects. This study therefore sought to investigate the influence of community engagement on adoption of electricity transmission projects in Kenya.

The key obectives of the study were to (i) investigate involvement strategies used by KETRACO to build community relationships, (ii) examine the perceptions of the community towards KETRACO's community engagement activities and (iii) investigate the perceptions and attitudes of Narok host community towards Government electrification projects.

## 5.3. Major findings

### 5.3.1 Involvement Strategies used to Build Community Relationships

The study found out that majority of the research participants learnt about KETRACO through a KETRACO employee. This result indicates that KETRACO community outreach or communication program was the most effective way community members learn of the company activities in Narok North and Narok East area. Other strategies used included barazas, meetings, road shows and open days.

The respondents also acknowledged that they were engaged by KETRACO before the project began. They explained that KETRACO promised them some benefits in form of CSR, employment opportunities among others.

### 5.3.2 Perceptions of the Community Towards Engagement Activities

The study found out that locals were not satisfied with KETRACO's engagements in addressing their fears and trepidations. In their responses, they perceived KETRACO to be an inconsiderate and selfish company that failed to seek their inputs, consider them, and incorporate them in the project programs before the commencement of such projects. These findings indicate that KETRACO had ineffective and poor communication or public relations approaches to win the goodwill of local community members.

No follow ups were done by KETRACO after their first engagement and they were also not updated on the status of their payments. Most Locals said KETRACO did not meet with the community and disclosed all the information about the project(s) prior to commencement of such projects. This finding indicates that KETRACO had ineffective stakeholders' management approaches and poor/ limited communication channels.

In the study, it was established that in as much as KETRACO followed the initial legal procedures before the start of its exploration in Narok area, the community was never given a chance to give their opinion. The locals were given offer letters to sign or reject the use of their land for the electricity transmission projects, no negotiation was allowed with locals.

Locals applauded KETRACO for the CSR activities in the area. They mentioned building of social halls and schools, setting up public toilets, setting up libraries, free medical camps as observed KETRACO activities to the community. They felt that KETRACO was also investing back to the community and involving the community through hiring locals to work in the projects. The availability of community liaison for communication also indicated that KETRACO had stewardship programs with the local residents which linked its projects' goals with local community members' interests.

### 5.3.3 Perceptions and Attitudes towards Government electrification projects

The study established that majority of the local residents felt like the governement applied the use of force and lack of negotiation in dealing with them through KETRACO. The local residents concluded that the relatiosnhip betweeen KETRACO and the community was poor and there was need for the company to engage the community more and address their complaints and needs. This finding indicates that the Government of Kenya through KETRACO did not win Narok residents buy-in and goodwill for the projects. It also mean there was poor relationships between Narok local residents, the Government of Kenya and KETRACO.

The locals suggested that for the relationship between the community and KETRACO to improve, the Government must prioritise KETRACO projects as of National

importance and address issues of compensation to their satisfaction to help build and maintain trust and support.

**5.4 Conclusion**

Firstly, the study established that although there exists a Stakeholder engagement manual/ guide, KETRACO follows the initial guidelines that involve reaching the community and letting them know about the projects but lose track after that. This contradicts the fundamental idea of stakeholder theory that notes that organisations which effectively manage their relationships with stakeholders will survive for long in communities and also perform better as compared to the ones that do not prioritise community relations (Freeman, 2015). In this regard, unless KETRACO initiates and maintains constructive contributions and interactions with the community members, the theory continues to stipulate that community buy-in will continue to be a challenge.

The most commonly used strategies include Chiefs' Barazas, Open days, road shows and CSR which correlates with the key concept of social exchange theory. KETRACO's CSR activities to the community is a form of reciprocal exchange that the theory states.

Secondly, poor communication strategies led the community to lose trust in KETRACO. The lack of follow- up by KETRACO contradicts Walumbao, (2011) who established that community engagement is key in building lasting rapport and relationships. While KETRACO has established communication channels, there were lapses in utilising the strategies. The locals that participated in the study even suggested ways of improving the relationship that include more engagement.

Local residents disagreed that KETRACO's engagement with them was aimed at creating mutual benefit. This findings indicated that Narok local residents were losing hope in KETRACO local projects.

Lastly,local residents felt that the Government had forcefully taken land from the community for KETRACO projects. This finding indicates that the Government of Kenya through KETRACO did not win Narok residents buy-in and goodwill for the projects. It also mean there was poor relationships between Narok local residents, the Government of Kenya and KETRACO.

## 5.5 Recommendations

Based on the above results, this study recommends the following to improve local residents buy-in of projects in Narok:

i.    KETRACO should continuously engage with the locals in road shows, barazas, open days, meetings, briefings, CSR to create awareness about the local projects.

ii.   KETRACO should develop stakeholders' engagement and communication framework to help the company manage local residents' interests, disputes and gain lost image in the eyes of the local residents.

iii.  The Government should prioritise KETRACO's projects and highlight them in the same way the Standard Gauge Railway (SGR) and Kenya Power's Last Mile Connectivity projects have been.

iv.   Host communities should seek and be available for projects engagement from the beginning.

## 5.6 Suggestions for Further Studies

The study's objective was to investigate the influence of community engagement on adoption of electricity transmission projects in Kenya. The study focused on; involvement strategies used by KETRACO to build community relationships; the perceptions of the community towards KETRACO's community engagement activities; and the perceptions and attitudes of Narok host community towards Government electrification projects. This study was based on KETRACO as the case company. Further, it was only Narok North and Narok East KETRACO projects that this study focused on. This study suggests a similar study focusing on the influence of community engagement on adoption of electricity generation projects in Kenya with focus on power generating companies. This would help confirm the accuracy and consistency of this study's findings.

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# APPENDIX I : QUESTIONNAIRE

**Informed Consent Note**

My name is Sulea Naliaka Murambi. I am a final year Master of Arts in Communication Studies student at the University of Nairobi. As part of the requirements for the course, I am undertaking a study on *'Influence of Community Engagement on Adoption of Electricity Transmission projects: A case study of KETRACO projects in Narok County in Kenya'*. The study aims at identifying the gap between community engagement and the influence of project uptake.

I wish to request your participation or input in the study as a Stakeholder. All information collected from you will be treated with utmost confidentiality and only used for academic purposes.

If you wish not to participate in this study, mark in the box 'I don't wish to participate' below. Thank youin advance.

☐ I don't wish to participate

**Section A: Background Information**

Please tick as appropriate in the brackets using a tick (√) or cross mark (x).

1. Name of Sub- County........................................................................................

2. Name of location……………………………………………………………

3. Respondent's gender: Male [   ] /Female [   ]

4. Respondent age:   a) 21 - 30 [   ]

　　　　　　　　　　b) 31- 40  [   ]

　　　　　　　　　　c) 41 - 50 [   ]

　　　　　　　　　　d) 51- 60  [   ]

　　　　　　　　　　e) 61+ yrs [   ]

5. Marital status:      a) Married   [   ]

                        b) Single      [   ]

                        c) Widowed  [   ]

                        d) Divorced  [   ]

6. Occupation:      a) Employee [   ]

                        b) Business   [   ]

                        c) Farmer      [   ]

                        d) Others       [   ]

**Section B: Interraction with KETRACO and establish the engagement strategies used to build community stakeholder relationships**

7. How did you learn about KETRACO?

   a) I was approached by a KETRACO employee          [   ]

   b) Through the Chief/ Community Baraza               [   ]

   c) Through a letter from KETRACO                      [   ]

   d) I read on a brochure/ flier                            [   ]

   e) I was told by someone (mention)                     [   ]

   f) From the media                                        [   ]

8. Which of the listed transmission lines are you aware of any of in your area?

   a) Loiyangalani- Suswa                                  [   ]

   b) Ethiopia- Kenya                                       [   ]

   c) Suswa- Isinya                                         [   ]

   d) Olkaria- Narok                                        [   ]

   e) Olkaria- Suswa                                        [   ]

   f) Suswa Substation                                      [   ]

g) Ethiopia- Kenya Ground Electrode site (Duka Moja)        [   ]

9. Are you directly affected by any of these projects? Either yourself or a family member?

   Yes [   ]        No [   ]

If yes, how have you been affected?

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

10. Beforethe project began, were you engaged in any way by KETRACO?

    Yes [   ]        No [   ]

11. What information and project benefits were outlined byKETRACO?

   …………………………………..……………………………………………………………

   …………………………..……………………………………………………………………

   …………………………..……………………………………………………………………

12. Did you consider this form of engagement sufficient enough in addressing your fears and trepidations?

    Yes [   ]        No [   ]

   If NO, what would they have done differently?

   …………………………………………………………….......………………………………….

   …………………………………………………………….......………………………………….

   …………………………………………………………….......………………………………….

13. Has KETRACO made follow ups after the 1st engagement with you?

    Yes [   ]        No [   ]

If yes, how many more times? ...........................................................................

What were the reasons for this subsequent engagement? .......................................

……………………………..……………………………………………………………

……………………………..……………………………………………………………

14. a) Inwhat negative ways have these projects affected you?

……………………………..……………………………………………………………

……………………………..……………………………………………………………

……………………………..……………………………………………………………

b) Have these issues been addressed to your satisfaction? If yes, explain.

……………………………..……………………………………………………………

……………………………..……………………………………………………………

……………………………..……………………………………………………………

**(II) Community Engagement**

15. Prior to commencement of projects, KETRACO met with the community and disclosed all the information about the project(s).

Yes [ ]                    No [ ]

If yes, what information were you given?

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

16. KETRACO sought permission for access to land from the community and negotiated before commencing their engagements.

True [ ]                    False [ ]

Explain your answer.

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

17. The Company keeps the community informed about matters affecting us through various mechanisms.

Yes [ ]        No [ ]

If yes, mention the mechanisms.

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

18. From time to time, the company holds activities in your area with an aim of reaching the community.

True [ ]              False [ ]

If true, mention the activities

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………..................………………………

19. The company carries out CSR activities in the community.

Agree [ ]              Disagree [ ]

If you agree, mention the CSR activities that you are aware of:

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

20. The company has hired locals to work in the project.

Yes [ ]                No [ ]

21. KETRACO works with community liaison persons.

Yes [ ]                    No [ ]

If yes, what is their role?

…………………………………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

**Section C: Opinion and attitude towards the community engagement strategies and the Government electrification projects.**

22. Using the following scale please tick one that best describes your opinion on the engagement activities by KETRACO in your location.

|  | Strongly disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| In my first experience with KETRACO, I felt that its a genuine company with good intentions for me and the country |  |  |  |  |  |
| KETRACO's staff explained to me project details and I understood their work |  |  |  |  |  |
| In their engagements, I get updated on my compensation |  |  |  |  |  |
| KETRACO's engagement with the community is aimed at creating mutual benefit |  |  |  |  |  |
| My enquiries are acknowledged and responded to in good time |  |  |  |  |  |

23. What is your general perception on how KETRACO engages with the community in your location?

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Give reasons on your perception in question above

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………………………………………………………………………………………

24. In your opinion, why is the community against KETRACO projects?

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………………………………………………………………………………………

25. What are your opinions to improve the relationship between KETRACO and the community for smooth running of projects?

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………………………………………………………………………………………

26. Do you feel that the Government has forcefully taken land from the community for KETRACO projects?

Yes [  ]                    No [  ]

Explain your answer.

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………....................

**SECTION D: Impact of Community engagement activities.**

27. How have community engagement strategies employed above impacted on the relationship between KETRACO and the local community? Please explain.

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…………………………………………………………………………………………

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**Thank you for participating in this study.**

**APPENDIX II : KEY INFORMANT'S INTERVIEW GUIDE**

My name is Sulea Naliaka Murambi. I am a final year Master of Arts in Communication Studies student at the University of Nairobi. As part of the requirements for the course, I am undertaking a study on *'Influence of Community Engagement on Adoption of Electricity Transmission projects: A case study of KETRACO projects in Narok County in Kenya'.* The study aims at identifying the gap between community engagement and the influence of project uptake.

I wish to request your participation or input in the study as a Stakeholder. All information collected from you will be treated with utmost confidentiality and only used for academic purposes.

**Section A: Background Information**

1. Name of Sub- County and Location …………………….......………...……………
2. Respondent's age and gender…………………….......……………………………..
3. Occupation…………………………………………….......……………………..
4. Level of Education……………………………………….......……………...................

**Section B:**

**(I) Interaction with KETRACO**

5. As an opinion leader in the community, were you 1ˢᵗ approached by KETRACO and told about the project?
6. If so, at what stage- before the project began?
7. When construction activities began?
8. When the community started revolting against the project?

**(II) Community Engagement**

9. What activities do KETRACO hold to meet with its stakeholders?

10. Are you informed about all the community engagement activities held in the community?

11. What is your role in the activities?

12. Are you in constant communication with KETRACO over the project(s)?

13. What channels of communication do you use?

14. Are you aware of any CSR activities in the community by KETRACO?

15. Is there a committee that acts as a link between KETRACO and the community?

16. Are you a member of the committee?

17. Are there any local community members hired to work in the project(s)?

18. How many and what jobs?

19. Is the community benefiting in any way from the partnership?

**Section C: Opinion and Attitude**

20. Do you think the approach taken by KETRACO in running the project in your area is a good one?

21. If not, how would you rather they work with the community?

22. Are KETRACO staffs professional in their engagements?

23. Do they listen to your concerns/ ideas?

24. In your opinion, does the Government have good intentions for the community and the country through these development projects?

25. What is your general perception on the how KETRACO engages with the community in your location?

**Section D: Impact of Community Engagement**

26. How have community engagement strategies employed above impacted on the relationship between KETRACO and the local community?

27. Are there any community engagement strategies that you recommend for efficient running of projects?

**Thank you for participating in this study.**

# APPENDIX III : CERTIFICATE OF FIELDWORK

## UNIVERSITY OF NAIROBI
## COLLEGE OF HUMANITIES & SOCIAL SCIENCES
### SCHOOL OF JOURNALISM & MASS COMMUNICATION

**REF: CERTIFICATE OF FIELDWORK**

This is to certify that all corrections proposed at the Board of Examiners meeting held on _25th July 2018_ in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: _K50 /87623/2016_

Name: _MURAMBI SULEA NALIAKA_

Title: _The Influence of Community Engagement on Adoption of Electricity Transmission Project : A case study of KETRACO project in Narok County._

Dr Leah Mucheri
**SUPERVISOR**  |  **SIGNATURE** _22/08/2018_ **DATE**

Dr Samuel Siringi
**ASSOCIATE DIRECTOR**  |  **SIGNATURE** _24/08/2018_ **DATE**

Dr. Ndeti Ndati
**DIRECTOR**  |  **SIGNATURE/STAMP** _24·8·18_ **DATE**

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## APPENDIX IV : CERTIFICATE OF CORRECTIONS

**UNIVERSITY OF NAIROBI**
**COLLEGE OF HUMANITIES & SOCIAL SCIENCES**
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P.O. Box 30197-00100
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Kenya

**REF: CERTIFICATE OF CORRECTIONS**

This is to certify that all corrections proposed at the Board of Examiners meeting held on _5 | 10 | 2018_ in respect of M.A/PhD. Project/Thesis defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: _K50/87623/2016_

Name: _MURAMBI SUZA NALIAKA_

Title: _INFLUENCE OF COMMUNITY ENGAGEMENT ON ADOPTION OF_

_ELECTRICITY TRANSMISSION PROJECTS._

_DR. LEAH MUCHEMI_ _____ _2/11/2018_
SUPERVISOR                    SIGNATURE        DATE

_Dr Samuel Siringi_ _____ _21/11/2018_
ASSOCIATE DIRECTOR           SIGNATURE        DATE

_Dr. Ndeti Ndati_ _____ _2-11-18_
DIRECTOR                      SIGNATURE/STAMP   DATE

# APPENDIX V : CERTIFICATE OF ORIGINALITY

Dr. Leah Mwcheru
(Supervisor)