

**FACTORS INFLUENCING IMPLEMENTATION OF COUNTY ROAD PROJECTS IN
KENYA: A CASE OF ISIOLO COUNTY**

BY

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DECLARATION

This research report is my original work hence has not been presented for any award in any other university or institution of learning.

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DEDICATION

My dedication goes to my loving wife Farhia Abdullahi and my caring mother Nuria Adan who have committed to support me financially and morally throughout the research period.

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Coming up with this research proposal and generating the primary objective of the research I propose to undertake was not an easy task. I hence take this momentous chance to recognize and express my sincere gratitude to my research project supervisor Dr. Mercy Mugambi for her support and invaluable advice on selection of the appropriate research topic. I would also like to extend my appreciation to the Resident Lecturer Meru Extra Mural Centre, Mr. Gitonga. I am also grateful to all the individuals who took time to fill respective questionnaires for this study because without my respondents, this study would not have been completed.

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ABBREVIATIONS AND ACRONYMS

ADB: African Development Bank

CDF: Constituency Development Fund

DSC: District Steering Committee

KeNHA: Kenya National Highways Authority

KeRRA: Kenya Rural Roads Authority

KURA: Kenya Urban Road Authority

KWS: Kenya Wildlife Service

NCA: National Construction Authority

NDI: National Democratic Institute

PWHE: Pastoralist Women for Health and Education (NGO)

TASAF: Tanzania Social Action Fund

ABSTRACT

The purpose of this study was to investigate on factors influencing implementation of County roads Project in Isiolo County. The objectives of the study were: to determine how public participation influences implementation of county roads projects; to examine extent to which human resource influences implementation of county roads projects; to establish how financial disbursement influences implementation of the County roads projects, and to examine how politics influences implementation of county road projects. The study adopted a descriptive survey design. The population of the study was 370 individuals drawn from the Isiolo County employees in the Treasury and the departments of Transport and Infrastructure and Public Participation; registered road contractors and community leaders. A sample of 170 individuals was drawn from the population. Data was collected using three different questionnaires for respective groups. Data analysis was conducted by coding and entering data into Statistical Package for Social Sciences (SPSS), from which frequency tables were constructed and data presented in tables. The study established that public participation had a strong positive influence on implementation of county road projects; human resources had a moderate positive influence of implementation of county road projects; financial disbursement had a strong positive influence on implementation of county road projects, and politics had a strong negative influence on implementation of county road projects. The study concluded that Isiolo County people did not participate actively in the process of road projects implementation; that the county government had adequate human resource for road projects implementation; that financial disbursement for road projects was timely, and that political interference was high and detrimental to implementation of county road projects. The study recommends that public participation in the planning, design, tendering and monitoring of road projects be mandatory; that human resource for county road projects be recruited on merit; that road project funds be disbursement in time, and that political interference in county road projects be curtailed as much as possible.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In terms of access, rural Africa has only 34% road access as compared to 90% in the rest of the world (African Development Bank, 2010). In Kenya, the state of the rural road construction performance measurement systems and review mechanisms are neither effective nor sufficient to overcome this problem (UNRWA, 2006). In fact, all over of the world, road contractors continue to fail in construction performance and successful implementation and completion of projects. As an aftermath, many road projects fail in time performance, cost, team work and other key performance indicators. In Kenya road Construction projects at the County level are facing a number of implementation related challenges. Previous studies by the Kenya Urban Road Authority showed that many road construction projects fail due to factors such as lack of adequate funds, time inefficiency and lack of advance working equipment (Kenya Urban Road Authority, 2013).

Development and infrastructure are priorities to national economic development and achievement of the Vision 2030. Kenya has made significant capital investments in infrastructure. Given the scope of the investments, greater collaboration between the National Government and the counties and among counties is necessary. According to ADB (2006), Africa in general lacks the infrastructure to meet the enormous basic needs of its population. Hundreds of millions of Africans lack even the most fundamental amenities, from rural roads to basic health, and access to quality education. The lack of infrastructure is most severe in Africa's long-neglected rural areas with high population densities. As statistics show, over half of the rural roads in sub-Saharan Africa are in a very poor condition and repairs are immediately needed.

The shortfall of rural road maintenance under the stringent controls on government spending during the structural adjustment programmes of the 1980s made rural roads more and more ephemeral in Sub-Saharan Africa (World Bank 2000). More so, a feature of road Construction Firms in the developing countries is that, they are often believed to be one-man enterprises, having low financial and capital base and also lacking the requisite managerial skills to

adequately face up to the numerous and difficult challenges they constantly have to encounter in a typical developing economy such as Kenya's (Ahadzie, 2007).

Rural roads in Kenya are a function of the Kenya Rural Roads Authority (KeRRA) which carries out construction, expansion, upkeep and repairs according to the Kenya Roads Act 2007. The agricultural industry dominates the rural areas of Kenya and roads in particular are a necessity for enhanced economic growth. Rural road networks facilitate trade, social exchange, health, resource extraction and mobility. As a result, rural road construction projects play crucial roles in enhancing economic growth for the rural communities. This is in line with the extension of service delivery, social inclusion and achievement of the Kenya Vision 2030. Therefore, resources must be invested in this sector by both the county or devolved and national governments. Opening up rural areas through road construction will not only improve livelihoods but also unlock opportunities for employment creation as a crucial and vital component of poverty reduction. Road transport is the predominant mode of transport and carries about 93% of all cargo and passenger traffic in the country. Kenya has a road network of about 177,800 km out of which only 63,575 km is classified. It is estimated that about 70% (44,100 km) of the classified road network is in good condition and is maintainable while the remaining 30% (18,900 km) requires rehabilitation or reconstruction. Responsibility for the management of the road network falls under the Ministry of Roads and implemented through Kenya National Highways Authority (KeNHA), Kenya Rural Roads Authority (KeRRA), Kenya Urban Roads Authority (KURA), Kenya Wildlife Service (KWS) and County governments' department of transport and infrastructure.

In Isiolo County, the number of registered road contractors has increased three to four folds from 2013 (NCA list of registered contractors). Though the trend is encouraging most of these companies lack some of the essential technical requirements and financial capability to appropriately execute road contracts in the County. In many instances, political influence and interference leads to road contracts being awarded to ill-equipped and financially unstable newly registered contractors (PWHE social audit report 2014). Road works implemented by such firms end up being sub-standard and in some cases incomplete. A good example is of such road projects in Isiolo County is, Anno collage – Isiolo School for the deaf road clearing and

gravelling 2013/2014 fiscal year. Late disbursement of funds to the Counties by the National Government is another challenge that has greatly affected implementation of the County roads projects (Council of Governors status of devolution report 2014/15). Despite effort by the government through the ministry of road and various road authorities in Kenya, no study has been done on the factors affecting implementation of County road projects in Counties such as Isiolo.

1.2 Statement of Problem

According to the National Democratic Institute's all County survey report of July 2014, a bigger percentage of the Isiolo County citizens stated that the situation of roads in the County was worse than before devolution. It is only less than twenty percent of those interviewed who believed that road network is being improved. In some cases, a number of county road projects fail to be implemented appropriately and sometimes takes more duration to complete than planned. County residents in various wards of the County severally complained of poor workmanship and shoddy road works done by ill-equipped contractors (PWHE Social Audit report 2014). Despite previous studies focusing on roads financed by KERA, KURA and KeNHA under the Ministry of transport, roads and infrastructure, none has focused on the factors influencing implementation of the County roads financed by the Isiolo County Government. This study therefore seeks to find out how public participation, human resource, financial disbursement and political interference affect implementation of County roads project in Isiolo County.

1.3 Purpose of the study

The purpose of this study was to investigate on factors influencing implementation of County roads Project in Isiolo County.

1.4 Research Objectives

The Study was guided by the following objectives

1. To determine how public participation influences implementation of County roads project in Isiolo County.

2. To examine extent to which human resource influences implementation of County roads Projects in Isiolo County
3. To establish how financial disbursement influences implementation of the County roads projects in Isiolo County
4. To examine how politics influences implementation of County roads projects in Isiolo County

1.5 Research questions

The study sought answers to the following questions:

1. To what level does public participation influences implementation of County roads projects in Isiolo County?
1. How human resource does influences implementation of County roads projects in Isiolo County?
2. To what extent does financial disbursement influences implementation of County roads projects in Isiolo County?
3. To what extent does politics influence implementation of County roads projects in Isiolo County?

1.6 Significance of the Study

The findings of the study are expected to be of great importance to County governments in Kenya, mainly because it may enable County road sectors in Kenya to come up with new or review existing road construction policies and regulations. The study will also assist the Isiolo County government determine factors influencing implementation of road projects and develop mitigation measures to safeguard the interest of the sector. The finding might equally prompt the government to improve the technical capacity of its human resource in the sector in order to ensure efficiency and effectiveness while implementing county road projects. More importantly, the finding may be of great significance to the registered road contractors both at the National and County level. By using facts from the finding, contractors will be able to anticipate some of the expected challenges related to implementation of County roads projects, hence be able to plan in advance. The study may also be of importance to interested researchers in the sector who

might be sourcing for relevant literatures on factors influencing implementation of road construction projects in Kenya.

1.7 Delimitation of the Study

Due to the expansiveness of the County and poor infrastructure, the study was delimited to three wards in Isiolo North Sub-County representing the most populous wards and two wards in Isiolo South Sub-County representing the least populous wards in the County. The study focused on how public participation, human resource, financial disbursement to the County and political interference affects implementation of County roads projects in Isiolo County. The study targeted County officials, road and infrastructure department, government road engineers in the county, officials at the County treasury, registered contractors, civic/public participation department, and citizens.

1.8 Limitation of the study

The study encountered various limitations that hindered access to information that the study sought. The main limitation was failure by some of the respondents to give information fearing that the information sought would be used to intimidate them or print a negative image about them or the office they work for. The respondents were assured that the information they provided would be treated confidentially and utilized only for academic purposes. Moreover, researcher made the intention of the research clear before collecting data from the target respondents.

1.9 Basic Assumption of the study

The study assumed that respondents would be honest, cooperative, and reliable in their response to the research instruments and would be available to respond to the research instruments in time. The study also assumed that there would be no changes in relation to target population and areas. Equally, the study assumed that experiences of the County road engineers and sector officials were representative of other road projects in Kenya. Finally, the study assumed that the target wards in the County would be peaceful and secure during the study.

1.10 Definition of Significant Terms Used in the Study

Contractor:	An independent entity that agrees to supply certain number or quantity of goods, material, equipment, personnel, and/or services that meet or exceed stated requirements or specifications, at a mutually agreed upon price and within a specified timeframe to another independent entity called contracted, principal, or project owner.
Disbursement:	The act of paying out or disbursing money, such as money paid out to run a business, cash expenditures, or public projects.
Human Resources:	The people who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with "human resources", although human capital typically refers to a more narrow view (i.e., the knowledge the individuals embody and economic growth).
Project Implementation:	<p>The carrying out or practice of a project plan, a method, or any design, idea, model, specification, for doing something.</p> <p>Implementation is the action that must follow any preliminary thinking in order for planned project to actually happen. Consists of four sub phases: Execution, Monitoring & Control, and Move to Production</p>
Political influence:	The extent to which an Individual, group, Organization, Company, Interest Group, or any other stake holder can change or affect project implementation through politics.
Project:	Planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.
Public Participation:	An action or series of actions a citizen takes to participate in the affairs of his or her own government and /or community.
Road:	A wide way, or route on land between two places that has been paved or otherwise improved to allow travel by foot or some form of conveyance, including a motor vehicle, cart, bicycle, or horse.

1.11 Organization of the study

The study is organized into five chapters. Chapter One is the introduction to the study comprising of background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitations of the study, limitations of the study and the definition of significant terms used in the study. Chapter Two is the literature review which covers introduction, empirical review of literature based on the objectives of the study, Theoretical framework, Research gaps, summary of literature and conceptual framework. Chapter Three covers the research methodology of the study describing the research design, target population, sample size and sampling procedure, methods of data collection, pilot testing of instruments, methods of data analysis, ethical considerations and operational definition of variables. Chapter Four presents data analysis, presentation, interpretation and discussions. Chapter five comprises summary of the findings, pertinent discussions, conclusions and recommendations as well as suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides literature review on project implementation, road construction projects, and factors influencing implementation of roads construction projects namely; public participation, human resource, financial disbursement and political interference. It also contains a theoretical review of the study, a conceptual framework derived from the reviewed literature, research gaps and Summary of Literature.

2.2 Project Implementation

Project implementation is an intricate process usually comprising of multiple variables which influence implementation including resources management, the operational systems, the organizational culture and the governance of the organization. Projects are designed, planned and implemented in tandem with the order displayed by the project cycle. The Log Frame is the planning tool that is used to design, appraise, manage, monitor and evaluate the passage of a project through the project life cycle from policy framework to final evaluation. It presents the objectives-related activities and corresponding assumptions and pre-conditions of the project design of different hierarchical level matrix format (Chianti, 2009). Increasing globalization of projects and project management adds to this diverse mix, creating intercultural challenges for project managers (Mule and Turner, 2004). Professional associations are beginning to recognize this diversification of project management. The project management literature agrees that there are two components of project success (Jugdev & Mulle, 2005; Turner, 1999). The pursuit for achieving greater productivity in road construction projects, and their quality need has been the desire of road project clients in financing projects involving huge contract sums, yet this vision keeps failing due to the perceived “conflicts of interest” existing among project parties. In addition, many projects have failed due to the inability to maintain standard procedures and the required operational effectiveness regarding the attainment of targeted project goals. The World Bank (2003) mentioned that some of these procedures are loose and are often supplemented by circulars that are unclear and often contradictory and this greatly influence project outcome. Clearly, the study has shown that seven out of ten projects surveyed suffered delays in their execution (Odeyinka & Yusuf, 1997). Several researchers have addressed similar studies on cost

overruns, unbudgeted financial burdens, disputes, arbitration, adversarial relationships, cash flow problems and time overruns, among others (Odeyinka & Yusuf, 1997; Saleh, 2009).

The project definition and early decision making is critical to overall success. The efforts of the project team will not redeem a project that is doomed to fail because of poor early decision making. There is, though, the possibility that poor project management could threaten a potentially good project. The client is responsible for the creative processes in identifying possible ideas for a project. The role of project management can help in this process by ensuring that the feasibility study identifies ideas which are unlikely to succeed and recommending to the client that they are abandoned. Feasibility should not be confined in this case to the feasibility of the development process, but should be extended to the subsequent use. Achieving project success is becoming more important in the highly competitive construction industry. Large and as well as small construction projects are becoming more difficult to implement and complete successfully in developing countries such as Kenya (Swan & Khalfan, 2007). It is against this backdrop that this study intends to find out whether factors such as; public participation, human resource, financial disbursement and political interference affects implementation of County roads projects in Isiolo County.

2.3 County Road Construction Projects

In Kenya, according to the Constitution of Kenya 2010, the national government is to manage national trunk roads while county governments maintain county roads. Construction is an everlasting activity across the globe contributing between 6-9% of the Gross Domestic Product in most countries. Construction constitutes more than half of the fixed capital formation as infrastructure and public utilities capital works required for economic development (Chit Kara, 2009). Construction is one of the largest industries and contributes to about 10% of the gross national product (GNP) in industrialized countries (Navon, 2005). Construction industry has complexity in its nature because it contains large number of parties as clients, contractors, consultants, stakeholders, shareholders and regulators. Governments and organizations usually embark on different projects with the intention of creating new service or improving the practical efficiency of the existing ones. Such projects require suitable skills and techniques that include good and sound skills to manage limited budgets, monitor decreasing schedules and unpredicted

outcomes while at the same time dealing with people and organizational issues. Developmental facilities like housing, roads, and power plants are undertaken with strategic aims of developing infrastructure to facilitate economic growth (Plateau, 2011; Chitkara, 2009). Road Construction Projects are undertakings that have a beginning and an end and are carried out to meet established goals within costs, schedules and quality objectives (Marion, 2002). These specified deliverables (also commonly known as scope), are also referred to as “direct project objectives or goals “have been accepted as the primary determinants of project success or failure (Jack, 2012). Time and cost performances constitute fundamental criteria for success of any project (Aftab, 2012).

Every road project just like other construction projects has a limited budget and there is a point at which there are no resources remaining to fund the work of the project. If the Project Manager goes beyond that point, then the work of the project will remain unfinished until new funds are available. A critical step of beginning a successful project is making certain that the cost estimates for the project is reasonable and acceptable (Griffin, 2010). Delays in construction projects are still very common in most parts of the world even with the introduction of modern management techniques. Talukhaba (1999) carried out an investigation into factors causing construction project delays in Kenya and found out that the major causes of delay were: Clients payment; Architect’s instructions; Client’s instructions; Rock; and Underground water. Assaf, Al-Khalil and Al-Hazmi (1995) studied the causes of delay in large building construction projects in Saudi Arabia and revealed that the most important causes of delay were: approval of shop drawings; delays in payments to contractors and the resulting cash-flow problems during construction; design changes; conflicts in work schedules of subcontractors; and slow decision making and executive bureaucracy in the owners’ organizations. Mansfield, Ugwu and Doran (1994) studied the causes of delay and cost overruns in construction projects in Nigeria and the results showed that the most important factors were: financing and payment for completed works; poor contract management; materials shortages; and improper planning.

Al-Tabtabai (2002) conducted a study on causes of delays in construction projects in Kuwait and found out that the major causes of delay were: Slow financial and payment procedures; Slow decision-making process; Limited authority among supervision staff; Risk allocation mainly on

the contractor; and Lack of design drawings coordination. Memon, Rahman and Azis (2012) conducted a study on time and cost performance in construction projects in Malaysia and revealed that only 21% of public sector projects and 33% of private sector projects were completed within time. The results of the study showed that the most important delay factors were: Design and Documentation Issues; Financial Resource Management; Project Management and Contract Administration; Contractors Site Management; and Information and Communication Technology.

Owolabi et al. (2014) studied the bases and effects of delay on project construction delivery time in Nigeria. They indicated that seven out of ten projects in Nigeria suffered delays in their execution. The results of the study showed that the following were the five major causes of delay: Lack of funds to finance the project to completion; Changes in drawings; Lack of effective communication among the parties involved; Lack of adequate information from consultants; and slow decision making. In Ghana, Frimpong, Oluwoye and Crawford (2003) carried out a research on Causes of delay and cost overruns in construction of groundwater projects in developing countries. The researchers indicated that 75% of the projects in Ghana exceeded the original project schedule. The study revealed that the most important causes of delay were: Monthly payment difficulties; Poor contract management; Material procurement; Inflation; and Contractor's financial difficulties. In Morocco, Challal and Tkiouat (2012) researched on the causes of deadline slippage in construction projects and found out the five major causes of delay were: Errors in initial budget assessment; Architecture and engineering volatility program (multiple modification requests); Site hazards; Failure of an actor; and Insufficiency or lack of prior study and feasibility. Studies have been conducted on the causes of construction project delays in various countries around the world, but no study has been conducted on factors affecting implementation of County road projects in Isiolo County in Kenya.

2.4 Public Participation and Implementation of Road Construction Projects

Participation is a rich concept that varies with its application and definition. Participation is a vehicle for influencing decisions that affect the lives of citizens and an avenue for transferring political power. Armitage (1988) defined citizen participation as a process by which citizens act

in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community. Westergaard (1986) defined participation as “collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control”. This definition points toward a mechanism for ensuring community participation.

Traditionally, participation was viewed as active, passive or interactive (Mikkelsen, 2005). Active participation is open and community members take part actively in all stages of the project. Decision making as well as other vital activities, such as management as well as monitoring and evaluation of the projects, are done by the people. On the other hand, during passive participation, the community maintains a distance and never intervenes in the activities; they are told what is going to happen or what has happened already. Interactive participation is when people take part in joint analysis as well as the planning process and the members of the target community improve their existing structures as well taking charge of their development process (Roodt, 2001).

Community participation educates communities how to resolve conflict, engage with the government and organizations as well as allows for different perspectives to be heard. In this way, learning is promoted and people will be able to help themselves (Baum, 1999 and Nampila, 2005). Communities will be able to assess their own situation, organize themselves as a powerful group and work creatively towards changing society and building up a new world. Public participation also enables citizens know that apart from rights they too have responsibilities. These increased capacities of individuals allow communities to mobilize and help themselves to minimize dependence on the state and leads to a bottom-up approach (Nampila, 2005).

Participation of the public in road construction projects leads to capacity building which enables citizens to be more effective and efficient in the process of identifying, implementing, monitoring and evaluating of developmental projects such as road construction projects (Davids et al., 2009). According to De Beer, (1998), by continuously fulfilling their needs, people learn to realize their objectives more easily. It is a mechanism that enables local people to determine their own values and priorities and act on their own decisions. Full potential of individuals is

realized after they have been made aware; then, depending on their capabilities, they act in order to achieve their goals and objectives (Freire, 1993). Internationally, resources for social welfare services are shrinking. Population pressures, changing priorities, economic competition, and demands for greater effectiveness are all affecting the course of social welfare (Bens, 1994). The utilization of nonprofessionals through citizen involvement mechanisms to address social problems has become more commonplace (Kaufman and Poulin, 1996). Korten (1990) says that authentic community participation enhances the sustainability of the community development projects and this can only be achieved through a people centered development. Effective community participation may lead to social and personal empowerment, economic development, and socio-political transformation (Kaufman and Alfonso, 1997).

The issue of sustainability relating to development activities started to become important to government, donors and development theorists from the 1980s (Scoones, 2007). The importance of the notion of sustainability can be seen from the way sustainability is used as one of five yardsticks in evaluating development interventions (Brown, 1998). For sustainable development to be realized, the community must play a role (Pearce 1994). Sustainable development should be defined by people themselves, to represent an ongoing process of self-realization and empowerment. The community is supposed to be brought into focus through participation. Without the community becoming both the architects and engineers of the concept, sustainability of the project may not be achieved since the community is unlikely to take responsibility for something they do not own themselves. (Redclift 1992).

Championed since the early 1970s by mostly non-economics, Local participation is seen as one of solutions to the problem of project sustainability. A participatory approach not only improves the success of the project but also makes projects more efficient and effective (McGee, 2002, p.95). Proponents of participation of beneficiaries leading to sustainability of community development projects have most often relied on case studies to document the association (Briscoe and Ferranti 1988, Korten and Siy 1989). These case studies however are easily dismissed by skeptics as inconclusive, as the small number of cases and informal method do not allow formal testing of the findings (Esman and Uphoff 1984, Finsterbusch and Van III 1987).

Since the 1990s, multilateral agencies such as the World Bank placed greater emphasis on stakeholder participation as a way to ensure development sustainability (Gonzales, 1998). It is now regarded as a critical component which could promote the chances of development initiatives being sustainable through community capacity building and empowerment (Korten, 1984; Botchway, 2001; Brett, 2003; Bigdon & Korf, 2002; Lyons, Smuts, & Stephens, 2001). Empowerment in this context means giving people who are marginalized, vulnerable, and excluded from development, the ability to be self-reliant to manage their own resources. It is believed that participation would lead to empowerment through capacity building, skills, and training (Lyons et al, 2001). By increasing the ability of people, projects, and or communities to be self-reliant, they are then able to contribute towards the sustainability of development projects which in turn could contribute to the broader notion of sustainable national development.

Chambers (1983) influential efforts led to the inclusion of participation as an important aspect of empowerment as a means to allow the poor control over decisions. There is also a shift to an increasing awareness that development is not just growth of national income, but a means of achieving basic human needs and development particularly those related to individual and collective wellbeing (Helleiner, 1992). Amartya's (1985, 1999) work influenced a shift in focus of development from material well-being to capability approach. Key characteristics in this approach were strategies that would lead to the empowerment of the poor, an agenda which was taken on by the World Bank and other international donors as part of their response to critiques of 'top-down' development. In Kenya, the Constitution and devolution legal framework place a strong emphasis on public participation, transparency, and accountability as means to improve the efficiency, accountability, equity and inclusiveness of government and service delivery. The overarching principles and values in the Constitution and subsequent legal framework consistently commit the Government of Kenya to transparency; accountability and civic engagement in devolved governance (see Section 2). Though a number of studies have been conducted on effect of public participation on completion of infrastructural projects, no specific study was done on effects of public participation on implementation of County roads projects in Isiolo County Kenya.

2.5 Human Resource and Implementation of road Construction projects

According to Mbabu (2012), the gender composition of the project management team was also established to be mainly men (80%). In his study Mbabu (2012) established that majority of the employees had been working in their company for between 22 and 27 months and also deduced that the management team of construction projects is chosen after every three years. According to Mbabu (2012), leaders lacked the inside knowledge on how the staff are appointed which may negatively influence the project implementation as a result of interferences from the land owners demanding information on the running of the project and on who is in charge.

As is the case in any business, people are a construction organization's greatest resource. Construction operations depend on the knowledge and skills of people planning and executing the work. The quality of this most important resource: people, is what distinguishes one team or company from another. Having talented management in place to guide and direct operations is crucial. Obviously, having an adequate number of skilled and unskilled workers to perform the work is a bare necessity. Finding and recruiting sufficient numbers of skilled, talented people is becoming increasingly difficult. There are several factors contributing to this problem. The majority of literature on project management stresses the importance of techniques in achieving project objectives (Kerzner, 2013; Meredith, 2011). They stress how successful implementation of techniques contributes to a successful project. Avots and Duncan and Gorsha (1983) claim that project management is an important part of project success. Avots (1989), in studying the reasons for project management failure, argued that failure could be avoided by paying careful attention to the project management factors which caused failure. There are various skills needed for effective management of a project. In most cases, failure to adopt such skills in whatever phase of the project may cause inefficiency either at that level or to the overall outcome of the project. Proper resource management is essential to ensure that there is no shortage that may disrupt the flow of the project. It is also of significant importance to have a team spirit. This is because there are some issues which cannot be handled by the management but can be handled by the subordinate. This will also ensure that work is not suspended every time the person supposed to do it is caught up with other commitment of equal importance (Holland et al., 2009).

Proper communication skills among the project team and between the team and the Government are important. Since the project is done in phases, miscommunication to or in any phase will affect the activities in that phase and the others linked to it (Andersen, 1995). Dispute resolution procedures ensure that conflicts in design information is resolved in systematic manner (Lamont, 1999). Enforcing adherence to a rigid framework of programme date established through detailed programming will ensure completion on time. To ensure specification and contractual obligations are met, a system for quality, risk, safety, and more human related management is established by creating procedures to followed by project participants (Al-Meshekeh and Langford, 1999). To avoid unnecessary changes that may prolong the completion date, variation control measures are applied (Hidenori, 1995). Archer (2006) mentioned that apart from project management practices, there has to be equal importance to other factors such as personnel and team management. Also, apart from decision making tools, construction industry depends on the manager's ability to take decisions. The main reason for the challenger disaster is that the decision makers did not heed the warnings from engineers about the ice on the launch pad (Spencer and Spencer, 2008). A similar experience from USA, where the crew went on a strike for 24 hours against the wishes of ground control staff, demonstrates the need for exemplary decision-making skills to avert disasters. Though systems and process are in place, both the disasters are due to failure of human abilities. In practice, construction managers such as project managers, project controllers are the drivers of the project and the success of the project depend on their ability to take corrective actions appropriately. Sarshar, Haigh and Amaratunga (2007) mentions that project success factors had ignored the qualities of project manager and it was concluded that the competence of the project manager has a measurable impact on the performance of the project.

Also, the research by Pearman (2006) indicated that engineering and construction projects need project managers with qualities such as conscientiousness and transactional styles leadership. Burn (2008) mentions that, transactional leadership is all about the exchange between the leader and subordinate. This appears suitable for short term benefits which are more valued in constructions. However, Gyula (2008) mentions that “transactional leadership is not at all a leadership, but just a managerial quality” cited in Al-Momani (2010), mentions that effective leaders change their decision-making styles and their research indicated that in complex

situation, decision making involves, probing, respond, and create environments, increase levels of interactions for achieving goals. Jackson (2010) mentions that the project manager should have an open positive 'can do' attitude, common sense, open mindedness, adaptability, inventiveness, prudent risk taker, fairness and commitment. Jugdev, and Muller, (2005) mentions that a "successful construction manager must have a solid understanding of leadership philosophy in the construction delivery process". They further mention that construction manager should develop the team including teaching, counseling and involvement. Apart from leadership skills, project managers in construction projects should be very communicative. The study by Iyer and Jha (2005) indicates that project communication as an important measure. Also, the research by Jugdev and Muller (2005) mentions that project manager communicates both in formal and informal methods.

The project manager plays a critical role in communicating with multiple participants like contractor's management, owner, client's engineers, execution team, control teams, design teams, suppliers, sub-contractors, local authorities and other stakeholders. The main portion of Project Manager's communication is directed towards managerial issues. Apart from leadership qualities and communication, industrial relations are also an important aspect in construction projects. Brown and Adams (2000), mentions that a construction project involve, "coordination between separate enterprises and workers with varied responsibilities, skills, and roles" making the management complex and sensitive. In view of the industrial relation issues, project manager seldom has time to devote to technicalities and analysis. So, a dedicated control engineer/manager is required to guide the project manager and the corporate management on all aspects of the project. Jha and Iyer (2006) mentions that the apart from project manager, the role of project coordinator has become critical for project success and involves activities such as planning, coordinating, analyzing and organizational understanding, which are again similar to 'control manager/ engineer'.

Jackson (2010) established that the riskiest and important aspect of project control is in estimating productivity. Jackson (2010) further mentions that "forecast is to predict the final cost and schedule outcomes on a project while the work is still in progress". So, predicting project outcomes based on the information available need special skilled & experienced managers. This

point was emphasized by Kemp (2012) who says that “the human factor helps to smooth out the work’s progress”. Pearman (2006) announces that many UK based construction companies are sourcing experts from US and other countries. The role of experienced managers is always on demand and they contribute in planning the project and also in controlling the project. Also, the project control division, engineers, managers are the medium of communication between the project manager and other corporate managers such as finance, legal, human resources and directors. So, the role of the control team and managers is crucial and sensitive involving human relationship. However, this aspect is required to be ascertained from the industry. This study would provide literature and evidence, so that greater importance can be made for employing managers with appropriate skills (PMI, 2007).

2.6 Financial disbursement and implementation of road construction project

According to Mbabu (2012), the Government of Kenya and the donor community were the main sources of funding the Isiolo – Merile road projects with minimal or no community participation at all. In Malaysia, Sambasivan and Soon (2007) identified causes of delays in the completion of infrastructural projects, including contractor’s improper planning, poor site management, inadequate experience, inconsistent flow of payments for completed work, poor management of sub-contractors, inconsistent communication between parties, as well as shortage of materials, equipment, and labor. In South Africa, a government report linked infrastructural project delays with changes in project design, inconsistent flow of financial resources, and contractor’s lack of capacity to deliver (Government of South Africa, 1999). In Ghana, delay in payments, poor contractor management, delays in material procurement, poor technical performances, and escalation of material prices were identified as key factors accounting for about 80% of delays in the completion of infrastructural projects (Frimpong, Olowoye, & Crawford, 2003).

In Kenya, delays in the completion of infrastructural facilities have been associated with factors, such as poor financial management by government agencies, inadequate designs, and poor management of the construction process by contractors (Talukhaba, 1999). Arguably, these factors are compounded by secondary factors, such as poor management of materials and equipment by contractors, inadequate recognition and response to risks emanating from the physical and socio-economic environments, as well as inadequate regard for stakeholders’ needs

(Talukhaba, 1999). Another study conducted by Ondari and Gekara (2013) reported significant correlation between project delays and factors, such as management support ($r = 0.625$), design specifications ($r = 0.836$), contractor's capacity ($r = 0.567$), and supervision capacity ($r = 0.712$).

Delays in the completion of infrastructural facilities were also identified by Abiero (2010) in the study that examined challenges of stakeholder management in implementation of SMHP project in Kenya. The study reported that the Phase II of the SMHP project delayed for four and half years due to delays in the release of funds, which in turn was caused by delay in the management of issues arising, including unsatisfactory accountability for funds released in the previous phase and improper management of dissenting voices among stakeholders (Abiero, 2010). The study further cited cases of delayed infrastructural projects in the lake region of Kenya, including the Kisii-Chemosite Road, which delayed for more than 15 years, as well as the Nyanza. Chen (2007) mentions that for a project to be successful there should be adequate fund allocated to finance its completion Jackson (2010) added that project funds availability is an important factor that influences delivery of a project. Sambasivan and Soon (2007) stated that reports are an essential way of keeping everyone informed and therefore managers should manage the project, plan for the project and monitor. Also the structure of the industry is fragment with increasing number of small companies and consolidation of large companies. Strenman (2012) says that the international construction is dominated by very large contracting firms such as Bechtel, Skanska and Taisei Corporation, who undertake large volumes of work. Construction process is labor intensive includes management of difficult site condition, bulky materials.

Construction companies are diversified, have low fixed assets, have positive cash flow, and subcontract extensively (Gyula, 2008). Hackley (2006) says that the "strategic systems are the determinant of the success or failure of Large engineering projects". Strenman (2012) noted that "Construction projects are inherently complex and dynamic". Also, every construction project is unique having its own set of stakeholders and unique environment. Construction industry is diverse with projects ranging from small to large and very large contracts such as \$14.7 billion Channel Tunnel Project and \$20billion Hong Kong International Airport (Chan & Mohan 2009). The environment governing every project changes rapidly and cannot be compared to each other. So, the governing principle connecting all construction projects can be said as 'Project

Management Practice'. Collis and Hussey (2009) indicate that "Management in construction, on the other hand, has always been based on experience and organizational talent". In most of the construction projects, technicalities are frozen during design phase. Dai, Cao and Su (2006) mentions that the important category in constructions is construction firm i.e. Contractor because; Contractor gives real shape to the product following the design. So, the main issue lies in managing resources, material, equipment, stakeholders effectively by the contractor. Hyvari (2006) argues that main contractor is employed to build what designers have specified and contracting was a response to the sophistication of industrialization. Also the issues such as economies of scale, employment, multiple use of plant etc., are some issues which made 'contracting business popular and viable.

Construction projects typically involve a sponsor who funds and owns the project. The sponsor/ sponsors are normally large public bodies such as local government or multilateral agencies. Karim and Marosszeky (2009) says "A considerable portion of public investment goes to construction –not least, governments remain the dominant provider of infrastructure services worldwide, accounting for 78 percent of investment 1984-2003". As cited by Kenny, Kim et al. (2008), the sponsor engages various consultants to undertake design, supervise and project management of the work. Also the sponsor engages various contractors as per procurement strategy and contract documents. Speaking about contract documents, Jackson (2008) mentions that every aspect of the project will be controlled by contract documents and the work of contractor is judged by them. Lam Wang, Lee and Tsang, (2007), also mention that contractor is not involved in actual design. Major construction contracts worldwide are governed by FIDIC (Federation Internationale Des Ingenieurs-Conseils) and New Engineering Contracts. These model contracts are understood to bring balance in power & advantage for both employer and contractor. So a typical contracting company manages various contract agreements. When it comes to performance, large contracting companies such as Bechtel, Skanska, Fluor, engage better project management tools such as Primavera3, Six-Sigma etc. which increase the control mechanism and improves the predictability of project outcomes. In spite of all the best practices, predictability of project outcomes is still an issue of concern.

Sambasivan and Soon (2007) mentions that failure to achieve targeted time, budgeted cost and specified quality result in various unexpected negative effects on the projects. Becerik, (2007) mentions that if the project meets technical performance and achieves high level of satisfaction among key players and various stakeholders, and then the project is considered as overall success. Also, Leslie (2005) mentions that important aspect about success is perception and further quotes that “If the right people perceive that the project was a success, and then it was, for all practical purposes”. The reasons for success and delays are mostly attributable to differing and vested interests of participants and stakeholders. Also, performance measurement is a neglected issue in construction industry. Now large organizations are implementing performance measurement models to improve business process such as balance score cards and EFQM Excellency models. Performance management models can help construction organizations develop strategy for sustaining long term business objectives. Callinicos (2008) mentions that by adopting performance management models, construction organizations can develop coherent approach to changes, continuous improvement, and innovative solutions. Gyula (2008) quoted that “Construction has begun to apply up-to-date information technologies, data management and client/ server systems. Great efforts are being made to devise integrated information systems that can be used by different clients, designers, general contractors and subcontractors”. Davis, Schoorman and Donaldson (2007), through their case study approach identifies that long working hours, honesty, integration of knowledge into practice, distance between projects and corporate operations, are few main barriers in improving business in large construction organizations. In view of this, a further study of success factors for implementation of road construction projects is very much needed. Despite the above-mentioned studies, no study was done on effects of disbursement of funds to County government on implementation of County roads project in Isiolo County.

2.7 Politics and Implementation of Road Construction projects

According to Mbabu (2012), majority of both the consultants (68%) and the land owners (79%) stated that politicians were involved in the implementation of Merile – Isiolo road construction project. Mbabu (2012), further deduced that majority of the members of the management team are appointed on recommendations of the councilor or Member of Parliament. The study (Mbabu, 2012) also found out that most of the management team was chosen due to the ability to

persuade or political affiliation to the local political leaders. It was also agreed among the respondents with a mean of 3.674 that local politics on the project influenced actual road construction to a great extent (Mbabu, 2012). According to Markus and Tanis (2010), political interference plays a critical but poorly understood role in determining the success or failure of the processes of project management that dominate efforts to form international regimes or, more generally, institutional arrangements in international society. An examination of the nature of project management serves as a springboard both for pinpointing the role of leadership in regime formation and for differentiating three forms of leadership that regularly come into play in efforts to establish international institutions: structural leadership, entrepreneurial leadership, and intellectual leadership (Holland et al., 2009). The real work of regime formation occurs in the interplay of different types of leadership, the study of interactions among individual leaders is a high priority for those seeking to illuminate the processes involved in the creation of political movements. Not only does such a study help to explain the conditions under which regimes form or fail to form, but it also provides an opportunity to bring the individual back in to an important area of international affairs (Migai, 2008).

It is posited by Murray (2011) that legislators have a personal interest in the way the CDF money is spent in their respective constituencies. The rationale is to support their reelection prospects. He argues that this not an illegitimate interest given that the legislators' job of representation is to make decisions that serve the interests of their constituents and, therefore, win approval from likely supporters in order to help secure their reelection. However, when the legislators make decisions on their own on how about how and where to spend public money in their constituencies, there is a conflict of interest. Usually the immediate personal interests of individual legislators in providing benefits to their constituents are mediated by normal legislative process, in which the particular interests of each legislator compete with those of others. In the case of CDFs, by removing the mediating, collective approval process, an important restraint on legislators who would use public resources to serve their personal political interests is lost. Legislators are often free to use CDF funds to woo their most likely supporters and ignore those who will not make a difference. In their study, Keefer and Khemani (2009) conclude that in India, MPs put considerably less effort into disbursing CDF to their party

strongholds than in less secure seats. MPs were found by the UDN study to have a tendency of failing to follow the guidelines for disbursing the CDF monies. It is indicated that Tanzanians are advised that Tanzania Social Action Fund (TASAF) projects are gifts from the Government and are not supported by loans obtained from the World Bank. This is contrary to the fact that TASAF is one of the largest social funds designed and funded by the World Bank in sub-Saharan Africa. The political intervention is brought to the fore by the observation that due to parliamentary pressure, the social fund was expanded to all Tanzania's districts. The performance of the TASAF projects has, however, been critical. It is alleged that there has been scope for the local leadership to influence the selection and allocation of TASAF projects. It is exemplified that despite the fact that in one district only one project was operating per Ward and that the only village to have two projects was the council chairperson's village. The council chairperson it was established is one of a number of councilors who is part of the District Steering Committee of the TASAF projects.

With increased awareness and interest amongst the public, the CDF is argued to have occasioned a lot of benefits and indeed met the development needs of the constituents. However, it is noted that CDF has only been successful in constituencies where the MP does not interfere with the CDF Committee decisions and activities. It is indicated that MPS are accorded too many powers in the CDF governance structure. They enact CDF legislation. The parliamentary committee in charge of finance is known to oversee implementation of the CDF and also enjoys powers to determine the allocated amounts, develop policy, and indeed has the final say on issues of CDF implementation. According to the same study, MPs appoint the CDF Committee members who manage the CDF in the constituencies, and act as their chairpersons. In certain cases, an MP may unduly influence their „allies“ and political „cronies or sycophants“ on the CDF Committee and make all critical decisions akin to a „kitchen cabinet“ to be rubberstamped by the other CDF Committee members. This duplicity of roles makes CDF a de facto “MP's kitty” without regard to MP's competence in development planning and implementation, and also fails to provide sufficient checks to prevent abuse. Further, there are insufficient checks and balances in the governing structure. The CDF Board is reluctant to hold errant MPs to account. It is opined that the best solution to CDF's problem of accountability and conflicts of interest is to remove MPs

entirely from the administration of these programs including the choice of projects (Murray, 2011).

2.8 Theoretical Framework

The study is premised on two theories: the stakeholders' theory and the theory of project implementation.

2.8.1 Stakeholders' theory

In the mid-1980 a stakeholder approach to strategy came up. One focal point was by the proponent of this theory Richard Edward Freeman in 1984. Friedman (2006) states that the organization itself should be thought of as a grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. The stakeholder management is thought to be fulfilled by the manager's firm. The managers should on one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stakeholder's agent to ensure the survival of the firm.

Donald and Preston (1995) contend that instrumental stakeholder theory deals with how managers should act if they want favour and work for their own interests. This means that if managers treat stakeholders in line with the stakeholder concept the organization will be more successful in the long run. The theory tends to focus on planning and managing the complex array of activities required in delivering a construction project, such as a road or building. Interest in stakeholders has grown considerably since Freeman's (1984) seminal work *Strategic Management: A Stakeholder Approach* was published.

Freeman (1984) posits that the idea of stakeholders, or stakeholder management, must formulate and implement processes which satisfy all and only those groups who have a stake in the business. The main task in this process is to manage and integrate the relationships and interests of stakeholders, employees, customers, suppliers, communities and other groups in a way that guarantees the long term success of the firm. The theory is relevant to this study since its

anchored on an approach that concerns active management of the business environment, relationships and the promotion of shared interests in order to develop business strategies.

As interest in stakeholder concepts has increased, so too has the number of views on the subject (Friedman & Miles 2002). Some attempts at harmonization of disparate views have been made with Jones' (1995) summary the most widely accepted. Jones (1995) argues that stakeholder theory can be divided into three main approaches: descriptive approaches, which depict "what happens", instrumental approaches which outline "what happens if", and normative approaches which suggest "what should happen". While having its origins in strategic management, stakeholder theory has been applied to a number of fields of enquiry including corporate social responsibility (Hillman and Keim 2001) and more recently construction project management (Bourne and Walker 2005). This review will focus on the utility of stakeholder theory for examining multiple stakeholders in the implementation of public works procurement. In response, Freeman and McVea (2001) called for future stakeholder research to eschew theoretical debate, and instead use stakeholder theory's insights to examine real world problems. As a consequence, a robust construction management literature has developed on how to identify and manage stakeholder interests and relationships. This research proposal follows this call by using stakeholder theory to examine factors influencing implementation of County road projects in Isiolo County with focus on contractors, County officials (relevant department) and citizens.

2.8.2 Theory of Project Implementation

The theory of project implementation was a mastery of Fugate and Knapp in the mid-1990s. Fugate and Knapp (1996) asserted that over reliance on the theoretical aspects is the single most important factor distinguishing a profession from a craft. Koskela and Howell (2002) argue that the theory as practiced today rests on an implicit and narrow theory that explains the other concerns of project management such as frequent project failures, lack of commitment towards project management methods and slow rate of methodological renewal. Thus an explicit theory is the crucial and single most important issue for the future of the project management profession.

Nutt (1996) refers to implementation as a series of steps taken by responsible organizational agents to plan change process in order to elicit compliance needed to install changes. Project

managers employ project implementation theory to make planned changes in organizations by creating environments in which changes can survive. And be rooted. However, procedural steps in project implementation have been difficult to specify since project implementation is universal. In line with project implementation theory, Slevin and Pinto (1987) assert that to successfully implement a project is usually difficult and complex. The project manager has to devote more time and energy on human, financial, and technical variables as the key to the realization of project implementation. It is further argued that it is apparent that a number of determinants are capable of affecting project implementation if not handled with care. These include among others: late disbursement of funds, failure to involve stakeholders and citizens, use of incompetent project managers and staff and escalation of project cost due to inflation among others. The study applies this theory because it is encompassing, and adequately incorporates all the relevant stakeholders involved in project implementation.

2.9 Conceptual Framework

Conceptual framework illustrates the interaction of study variables; mainly the independent and dependent variables. The two sets of variables are in tandem with the study objectives. Figure 1 shows the conceptual framework. In this research, the researcher intended to find out how public participation, human resource, financial disbursement and politics which are independent variables, influences implementation of County roads projects which is the dependent variable.

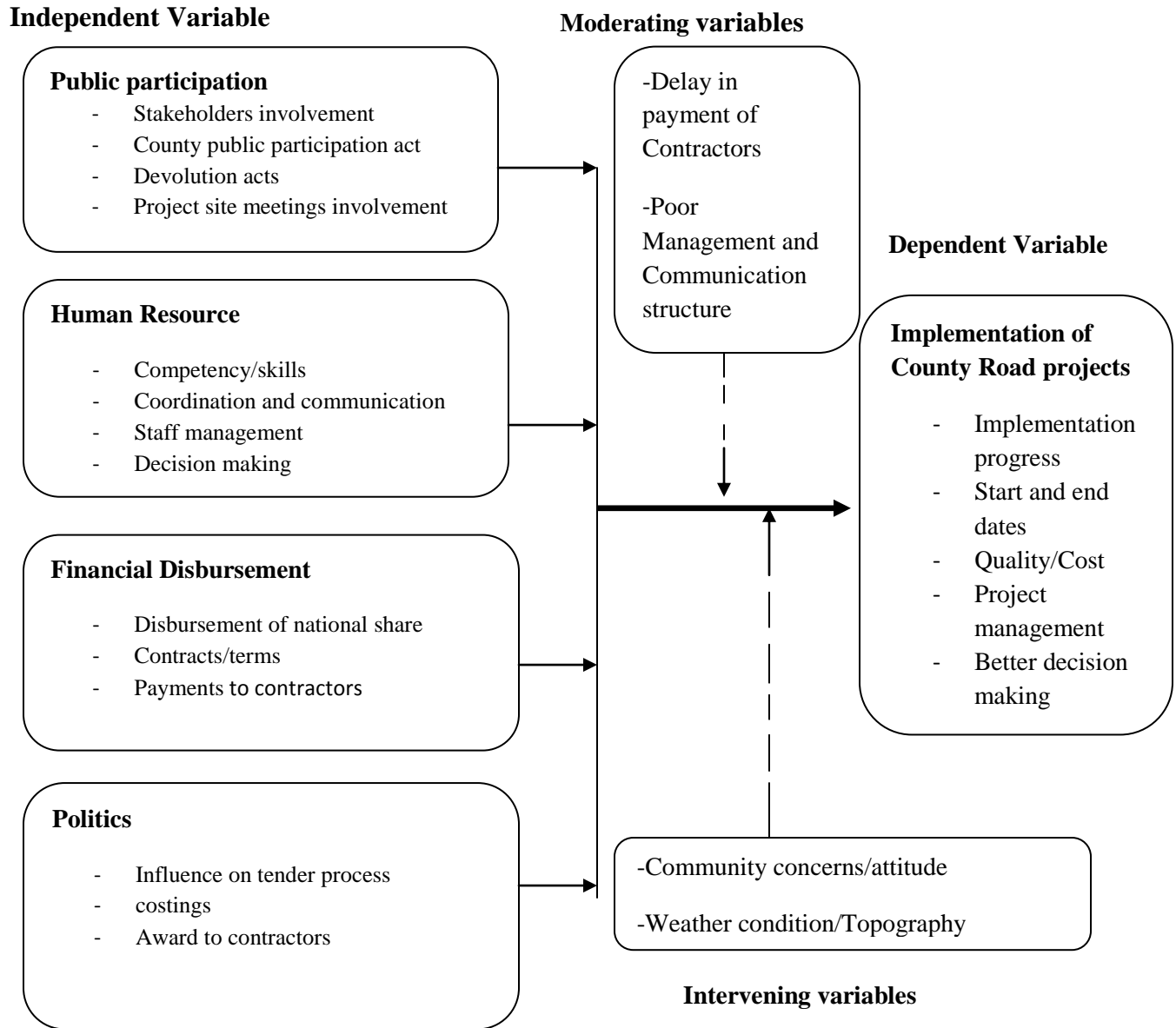


Figure 1: Conceptual Framework

2.10 Research Gaps

Previous studies have highlighted on factors affecting performance of projects both in developed and developing countries. Juliet and Ruth, (2014) did an evaluation of factors affecting performance of construction projects in Niger state. The variables used in this study focused on experience and qualification of personnel, quality of equipment and raw materials as well as conformance to specifications. The research recommended further studies on continuous coordination and relation between project participants in order to develop project performance. Enshassi, Mohamed and Abushan (2009) did a study on factors affecting the performance of construction projects in the Gaza strip. Their variables focused on delays due to road closures, qualification of personnel and availability of quality raw materials. The researchers recommended that further studies should focus on developing human resources in the construction industry through proper and continuous training programs about construction project performance.

Takim and Akintoye (2010) carried out a study on the performance indicators for successful construction project management. The variables focused on three company performance indicators namely: safety, profitability and productivity. The research recommended further study in developing a robust framework for bench marking construction project development that reasonably takes into account the stakeholder's expectations, objectives and priorities for the project. Chan, Scott and Chan (2004) also studied factors affecting the success of a construction project. The study focused on five major variables namely project-related factors, project procedures, project management actions, human related factors and external environment. They recommended that further study should be directed to identifying key performance indicators so that the casual relationship between critical success factors and key performance indicators can be identified. The literature review shows that there is a problem in the implementation of road projects in the Country. According Peter Mbabu (2010), there is limited information on the implementation of road construction projects in rural areas and in Isiolo County. His study looked at the factors influencing implementation of road construction projects in Kenya with special focus on Isiolo - Merille road, Lewa – Isiolo road and Isiolo – Muriri road projects in Isiolo County, Kenya. The factors that the study focused were resource mobilization, project leadership management, contract documentation and local politics. From the above, many studies

have investigated on factors affecting performance. However, there is mixed results regarding the specifications and description of the construction projects. This study will therefore focus on factors affecting implementation of County roads projects in Isiolo County. The variables that will be considered are: public participation, human resource, financial disbursement and political interference. Therefore, this study intends to enrich literature on implementation of road construction projects and fill the knowledge gap.

2.10 Summary of Literature Review

This chapter covered literature review which included the discussion of previous studies done by other scholars in relation to factors affecting implementation of road construction projects in Kenya with focus on Isiolo County road construction projects. Bragger, Specht, and Torczyner (1987) defined participation as a means to educate citizens and to increase their competence. Armitage (1988) defined it as a process by which citizens' act in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community. The review also showed that Participation of the public in road construction projects leads to capacity building which enables citizens to be more effective and efficient in the process of identifying, implementing, monitoring and evaluating of developmental projects such as road construction projects (Davids et al., 2009). De Beer, (1998), found that, by continuously fulfilling their needs, people learn to realize their objectives more easily. (Kaufman and Poulin, 1996). Korten (1990) says that authentic community participation enhances the sustainability of the community development projects and this can only be achieved through a people centered development. Kaufman and Alfonso, (1997) argued that, effective community participation may lead to social and personal empowerment, economic development, and socio-political transformation. Mbabu, (2012) showed that, the Government of Kenya and the donor community were the main sources of funding the Isiolo – Merile road projects with minimal or no community participation at all. In South Africa, a government report linked infrastructural project delays with changes in project design, inconsistent flow of financial resources, and contractor's lack of capacity to deliver (Government of South Africa, 1999). In Kenya, delays in the completion of infrastructural facilities have been associated with factors, such as poor financial management by government agencies, inadequate designs, and poor management of the construction process by contractors (Talukhaba, 1999). Chen (2007) mentioned that for a project

to be successful there should be adequate fund allocated to finance its completion Jackson (2010) added that project funds availability is an important factor that influences delivery of a project. Sambasivan and Soon (2007) mentions that failure to achieve targeted time, budgeted cost and specified quality result in various unexpected negative effects on the projects. Mbabu (2012) showed that, the gender composition of the project management team was also established to be mainly men (80%). Mbabu (2012) also established that majority of the employees had been working in their company for between 22 and 27 months and also deduced that the management team of construction projects is chosen after every three years. Mbabu (2012) found that leaders lacked the inside knowledge on how the staff are appointed which may negatively influence the project implementation as a result of interferences from the land owners demanding information on the running of the project and on who is in charge. Archer (2006) mentioned that apart from project management practices, there has to be equal importance to other factors such as personnel and team management. Also, apart from decision making tools, construction industry depends on the manager's ability to take decisions. Brown and Adams (2000), mentioned that a construction project involve, "coordination between separate enterprises and workers with varied responsibilities, skills, and roles" making the management complex and sensitive. It is posited by Murray (2011) that legislators have a personal interest in the way the CDF money is spent in their respective constituencies. Mbabu (2012) showed that, majority of both the consultants (68%) and the land owners (79%) stated that politicians were involved in the implementation of Merile – Isiolo road construction project. Mbabu (2012), further deduced that majority of the members of the management team are appointed on recommendations of the councilor or Member of Parliament. The study (Mbabu, 2012) also found out that most of the management team was chosen due to the ability to persuade or political affiliation to the local political leaders. It was also agreed among the respondents with a mean of 3.674 that local politics on the project influenced actual road construction to a great extent (Mbabu, 2012). The criterion of choosing leaders was established to be appointment on recommendations of the councilor or Member of Parliament. The chapter also presented theoretical review; the study was grounded on stakeholder's and project implementation theories. Stakeholder theory which as a field of research, has tended to focus on planning and managing the complex array of activities required delivering a construction project, such as a road or building. This theory explains that being able to manage construction stakeholder's expectations and concerns is a crucial skill for managers of

construction projects as failure to address these has resulted in countless project failures. Project implementation theory is the second theory the study will use. Project managers employ project implementation theory to make planned changes in organizations by creating environments in which changes can survive. And be rooted. However, procedural steps in project implementation have been difficult to specify since project implementation is ubiquitous. The study also represents the conceptual framework by explain relationship between independent variables and dependent variable. Finally, the study analysis the summary of the study as per each theme while no study has been done on factors affecting implementation of County roads project in Isiolo County. Therefore, this study is required to investigate factors affecting implementation of County roads projects in Kenya with focus on Isiolo County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology that was used in the field. It focuses on the sources of data and their collection techniques sampling procedure adopted and tools for data presentation and interpretation. This chapter also focuses on the research design, study population, sample and sampling procedure, data collection and data collection procedures, validity and reliability of research instruments, data analysis techniques ethical considerations and operationalization of study variables.

3.2 Research Design

Research design is the scheme, outline or plan that is used to generate answers to research problems. This research problem was studied through the use of descriptive survey research design. According to Kothari (2007) descriptive survey research design is a type of research used to obtain data that can help determine specific characteristics of a group. A descriptive survey involves asking questions (often in the form of a questionnaire) of a large group of individuals either by mail, by telephone or in person. The main benefit of descriptive survey research is that it has the potential to provide us with a lot of information obtained from quite a large sample of individuals. By using this study design, this study focused on obtaining quantitative data from a cross-section of target respondents.

3.3 Target Population

Target population as described by Borg and Grill (2009) is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population of this study was 5 County officers from the Transport and Infrastructure department, 5 Government road engineers, 8 County Treasury officials, 47 registered road contractors, 5 County civic/public participation department and 300 local community leaders representing the people. Mugenda and Mugenda (2003) asserts that the target population should have observable characteristics to which the study intends to generalize the result of the study. This definition assumes that the population is not homogeneous.

Table 3.1 Target Population

Category	Total Population
Officials County Transport and infrastructure department	5
Government Road Engineers	5
County Treasury Officials	8
Registered Road Contractors	47
Civic education/Public participation department	5
Local Community leaders (council of elders, Sub-areas, project and development committees)	300
Total	370

As shown in table 3.1, the population of the study comprised 370 respondents drawn from construction stakeholders, relevant county departments and local community leaders.

3.4 Sampling and Sample Size

This section presents the methods and techniques that were used for sampling, the procedure of sampling and eventually how the final study sample was reached from the target population and the details of how data was obtained, processed and analyzed.

3.4.1 Sample Size

The sampling frame describes the list of all population units from which the sample was selected (Cooper & Schindker, 2003). Sampling is selecting a given number of subjects from a defined population as representative of that population. From the target population of 5 County officers from the Transport and Infrastructure department, 5 Government road engineers, 8 County Treasury officials, 47 registered road contractors, 5 County civic/public participation department and 300 local community leaders representing the people, the researcher drew a population of 170 respondents representing respective groups.

Table 3.2 Sample Size

Category	Target population	Sample Size
County Transport and infrastructure department	5	2
Government Road Engineers	5	2
County Treasury Officials	8	3
Registered road Contractors	47	11
Civic education/Public participation department	5	2
Local Community leaders (WDCs, Council of elders)	300	150
Total	370	170

3.4.2 Sampling Procedure

The sampling procedure describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2003). Sampling technique was employed in coming up with a sample size of 170 respondents from a total of 370 target population representing specific individuals concerned in road maintenance, works, tendering, payment, and beneficiaries within Isiolo county namely; contractors, road engineers, public participation, transport and infrastructure department officials, County treasury officials and citizens' local representatives. Gay (2001) pointed that a sample of 10-40% is representative. The technique was applied so as to obtain a representative sample when the population does not constitute a homogeneous group.

3.5 Research Instruments

Questionnaires were used as data collection instrument. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burn & Grove, 1993). Primary data was collected from the target respondents by use of structured questionnaires which were of Likert scale and closed-ended questions and included all possible answers/prewritten response categories where the respondents were asked to choose among them. The questionnaire was divided into two sections; Part A established respondent's details in terms of position and roles and Part B contained questions related to specific objectives of the study. The structured questions were used in an effort to conserve time and money as well as to facilitate in easier

analysis. Questionnaires were used because they would ensure a high response rate as the questionnaire would be distributed to respondents to complete, and the researcher or his research assistants would collect the completed documents thus saving time and energy. Secondly, this instrument offers anonymity because subjects' names are not required on the completed questionnaires, less opportunity for bias as they were presented in a consistent manner.

3.5.1 Piloting the Research Instruments

The questionnaires were reviewed by the researcher's professional peers and the research supervisor and tested on a small pilot sample of respondents with similar characteristics as the study respondents. The pilot sample comprised two (2) road engineers, two (2) officials from the transport and infrastructure department and 30 citizen local representatives, who were selected randomly. Mugenda and Mugenda (2003) suggest that the piloting sample should represent 10% of study sample depending on the study sample size. The piloting was done in Isiolo County, and it helped in revealing questions that could be vague thus allowing for their review for them to bear the same meaning to all the subjects.

3.5.2 Validity of the Research Instruments

Validity is the quality of a data gathering instrument that enables it to measure what it is supposed to measure. Creswell (2003) notes that validity is about whether one can draw meaningful and useful inferences from scores on the instrument. Validity is therefore about the usefulness of the data and not the instrument. To ensure content validity, the researcher sought assistance of the study's supervisor, who, as an expert in research, helped improve content validity of the instrument. Content validity ensured that all respondents understood items on the questionnaire in order to avoid misunderstanding and enhance accuracy. Response options was provided for most of the questions to ensure that the answers given were in line with the research questions they were meant to measure.

3.5.3 Reliability of Research Instruments

Reliability is concerned with the question of whether the results of a study are repeatable. A construct composite reliability co-efficient (Cronbach alpha) of 0.6 or above, for all the constructs, were considered to be adequate for this study. The acceptable reliability coefficient is

0.6 and above (Rousson, Gasser and Seifert, 2002). The researcher used split-half method to assess the internal consistency of questionnaires. Split-Half Reliability is a common statistical method used to determine the reliability of a typical test. It is used for multiple choice tests most often, but it can be used on any test that can be divided in half and scored consistently. The method measured the extent to which all parts of the test contributed equally to what was being measured. This was done by comparing the results of one half of a test with the results from the other half. A test can be split in half in several ways, for example, first half and second half, or by odd and even numbers. If the two halves of the test provide similar results suggests that the test has internal reliability. The Cronbach alpha for the three respective instruments was 0.76 (Road Engineers, Contractors and Infrastructure Department Officials), 0.81 (County Treasury Official) and 0.72 (Community leaders and Public Participation Department Officials).

3.6 Data Collection Procedure

After obtaining requisite authorization from the university to collect data, the researcher also sought permission from concerned sectors and departments of Isiolo County Government. The researcher engaged five (5) qualified research assistants who assisted in data collection. The research assistants were trained to enable them clearly understand the research instruments, purpose of the study and ethics of research. The researcher and research assistants administered the questionnaires to the target respondents face to face.

3.7 Data Analysis Techniques

The study generated both qualitative and quantitative data. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 17.0) and analyzed using descriptive statistics. On the other hand, qualitative data was analyzed based on the content matter of the responses. Responses with common themes or patterns were grouped together into coherent categories. Descriptive statistics involves use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Quantitative data was presented in tables and graphs and explanation presented in text. In addition, the researcher used correlation analysis to establish the strength of the relationship between the dependent and independent variables.

3.8 Ethical Considerations

Ethical considerations were addressed before administering the questionnaires by assuring respondents that strict confidentiality would be maintained in dealing with the responses. Any sensitive issues that would be distressing to the participants were considered. While conducting the study, the researcher ensured that research ethics were observed. Participation in the study was voluntary. Privacy and confidentiality were properly observed. The objectives and purpose of the study was explained to the respondents with an assurance that the data provided would use for academic purpose only. According to Polit and Hungler (1997), the participation of human subjects in research, especially if one is researching experiences, must be taken care of to ensure the participants are protected.

3.8 Operational Definition of Variables

The subject of project accomplishment is at the heart of project management and it is important to note that many factors impact the degree of project success. In this study the independent variables were public participation, human resource, financial disbursement and political interference, while the dependent variable was County roads projects implementation.

Table 3.3 Operationalization of Variables

Research Objectives	Type of Variable	Indicator	Measurement Scale	Data Collections Method	Approach of Analysis	Type of Analysis	Level of Analysis
1. To determine effect of public participation on implementation of County roads project in Isiolo County.	Independent Variable: Public Participation	- No of Stakeholder meetings held	Nominal Ratio	Questionnaire document analysis	Quantitative	Non-parametric	Mean Percentage
		- No of project site meetings held	Nominal Ratio	Questionnaire document analysis	Quantitative	Non-parametric	Mean Percentage
		- Time given for citizens and stakeholders to participate	Ordinal Ratio	Questionnaire document analysis	Qualitative	Non-parametric	Mean Percentage
2.To examine extent to which human resource affects implementation of County roads Projects in Isiolo County	Independent Variable: Human Resource	-No of qualified Technical officers	Nominal Ratio	Questionnaire document analysis	Quantitative	Non-parametric	Mean Percentage
		-Level of involvement of County Engineers	Ordinal Ratio	Questionnaire document analysis	Qualitative	Non-parametric	Mean Percentage
		-Level of academic Qualification		Questionnaire document analysis	Qualitative	Non-parametric	Mean Percentage
		-Years of experience	Ordinal Ratio	Questionnaire document analysis	Qualitative	Non-parametric	Mean Percentage
		-Contractors financial and					

		equipment ability	Ordinal Ratio	Questionnaire document analysis	Qualitative Qualitative	Non-Parametric Non-parametric	Mean Percentage
			Ordinal Ratio				
3.To establish the effect of financial disbursement on implementation of the County roads projects in Isiolo County	Independent Variable: Financial Disbursement	-Amounts allocated to the sector	Nominal Ratio	Questionnaire document analysis	Quantitative	Non-Parametric	Mean Percentage
		-No of project implementation stages affected		Questionnaire document analysis	Quantitative	Non-Parametric	Mean Percentage
		-Level of knowledge on Financial planning and management	Nominal Ratio	Questionnaire document analysis	Qualitative	Non-Parametric	Mean Percentage
		-Aspects of road projects affected	Ordinal Ratio	Questionnaire document analysis	Quantitative	Non-parametric	Mean Percentage
			Nominal Ratio	Questionnaire document analysis			
4.To examine how political interference affects implementation of County roads projects in Isiolo County	Independent Variable: Political interference	-Level of political interference	Ordinal Ratio	Questionnaire document analysis	Qualitative	Non-Parametric	Mean Percentage
		-Stages of road projects interfered with	Nominal Ratio	Questionnaire document analysis	Quantitative	Non-parametric	Mean Percentage
		-Categories of politicians					
		-No of Projects affected		Questionnaire		Non-	Mean

			Nominal Ratio	document analysis	Quantitative	Parametric	Percentage
			Nominal Ratio		Quantitative	Non-parametric	Mean Percentage
	Dependent Variable: Implementation of County Road projects	- Implementation progress	Ordinal Ratio	Observation document analysis	Qualitative	Non-Parametric	Mean Percentage
		- Start and end dates	Nominal Ratio	Questionnaire document analysis	Quantitative	Non-Parametric	Mean Percentage
		- Degree of completion	Ordinal Ratio	Observation document analysis	Qualitative	Non-parametric	Mean Percentage

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter comprises data analysis, presentation and interpretation. Frequency table are used to present data and make pertinent interpretations according to the objectives of the study. The purpose of the study was to to investigate on factors influencing implementation of county roads project in Isiolo County.

4.2. Questionnaire Return Rate

Three sets of questionnaires were issued to respective respondents. Of the 152 questionnaires administered on community leaders and public participant department officials, 148 were returned, which represents 97.4%; a figure above the 70% deemed acceptable according to Mugenda and Mugenda (2003). Further, the 3 questionnaires and 15 questionnaires issued to county treasury officials and road engineers, contractors and road and infrastructure officials respectively were all filled in and returned.

4.3. Demographic Information of Respondents

The study sought to establish several demographic issues of the respondents including gender, age, education levels, position held in the county government or community and how long one had served in that position.

4.3.1. Respondents' Gender Distribution

Table 4.1 summarizes the gender distribution among the respondents.

Table 4.1 Respondents' Gender

Gender	Frequency	Percent
Male	95	57.2
Female	71	42.8
Total	166	100.0

It is evident from Table 4.1 that a slight majority of the respondents (57.2%) were male. This trend reflects the reality in Isiolo County, where society is largely patriarchal, with women relegated to domestic chores. However, the fact that 42.8% of the respondents are women is indicative of the increasing participation of women in public activities, especially in urban areas.

4.3.2. Age Distribution of Respondents

Table 4.2 presents the distribution of respondents according to age.

Table 4.2 Age Distribution of Respondents

Age	Frequency	Percent
18-30 years	37	22.3
31-40 years	69	41.6
41-50 years	29	17.5
51-60 years	31	18.7
Total	166	100.0

According to Table 4.2, majority of the respondents (41.6%) were aged between 31 and 40 years of age, an indicator that the population is relatively young, considering the next largest group (22.3%) was aged 18 to 30 years. The relative youthfulness of the population implies that members of the community are likely to be inquisitive and knowledgeable about implementation of county road projects.

4.3.3. Education Levels of Respondents

Table 4.3. Summarizes the highest educational levels attained by the respondents

Table 4.3 Highest Education Levels of Respondents

Highest Education Level	Frequency	Percent
None	8	4.8
Primary	53	31.9
Secondary	43	25.9
Certificate	27	16.3
Diploma	21	12.7
Bachelors	13	7.8
Masters	1	.6
Total	166	100.0

From Table 4.3, it is evident that majority of the respondents (31.9%) had attained primary school education. Further, another significant number of respondents (25.9%) had attained secondary education. Moreover, 37.4% of the respondents had attained higher education, ranging from certificates to a master's degree. These findings imply a relatively high level of understanding of how public money is expected to be spent especially in relation to implementation of county road projects.

4.3.4. Respondent's Position in County Government or Community

Table 4.4 presents the broad categorization of respondents in terms of their occupations or the positions they held at the county government or their community responsibilities.

Table 4.4 Respondent's Position in County Government or Community

Position	Frequency	Percent
County Government Officers	9	5.42
Businesspeople	19	11.45
Community leaders	138	83.13
Total	166	100.0

According to Table 4.4, majority of the respondents (83.3%) were community leaders. The study was so designed because information on the implementation of county road projects is best

gathered from the targeted beneficiaries of such initiatives. Moreover, to establish whether the constitutional requirement for community participation in all phases of project implementation, it is critical to involve the very people who are supposed to participate.

4.3.5. Duration Served in Current Position

Table 4.5 summarizes the distribution of the duration respective respondents have served in their current positions.

Table 4.5 Duration Served in Current Position

Duration	Frequency	Percent
Below 1 year	9	5.4
1-2 years	3	1.8
2-4 years	65	39.2
4 years and above	89	53.6
Total	166	100.0

Based on Table 4.5, majority of the respondents (53.6%) had served for more than four years in their current positions, thus possessing knowledge and information relevant to the study objectives. Further, a slightly lower majority (39.2%) had served for between two and four years in their current position, thus being well-positioned to give their opinions on implementation of county road projects.

4.4. Public Participation and Implementation of County Road Projects

The study sought to establish how public participation influences implementation of County roads project in Isiolo County. Community leaders and officials of the Isiolo County Government’s Department of Public Participation were required to provide information on their participation in planning and budgetary allocations, project implementation, and monitoring and evaluation, as well as to comment on time allocated for stakeholder participation; whether they are informed about pertinent aspects of projects and whether they attend site meetings.

4.4.1. Public Participation in Planning and Budgetary Allocations

The study sought to find out how the community rate its own participation in planning and budgetary allocations for county road projects. Table 4.6 summarizes the responses of the county government officials in charge of public participation and the views of community leaders.

Table 4.6 Rating of Community Participation in Planning and Budgetary Allocations

Rating	Frequency	Percent
Very Good	8	5.4
Fair	35	23.6
Poor	105	70.9
Total	148	100.0

It is evident from Table 4.6 that majority of the respondents (70.9%) rated public participation in planning and budgetary allocation “poor”, an indicator of their non-participation or lack of consultation by the county government in the implementation of county road projects.

4.4.2. Public Participation in Project Implementation

The study further sought to establish how the community rated their own participation in project implementation. The views of the community and the County Government’s Public Participation Department officials are presented in Table 4.7.

Table 4.7 Rating of Community Participation in Project Implementation

Rating	Frequency	Percent
Good	9	6.1
Fair	64	43.2
Poor	75	50.7
Total	148	100.0

As demonstrated in Table 4.7, majority of the respondents (50.7%) rated community participation in project implementation ‘poor’, with an equally significant number (43.2%) rating the process fair. Apparently, the community was not satisfied with the implementation process or was not involved in it at all.

4.4.3. Public Participation in Project Monitoring and Evaluation

Additionally, the study sought to establish how respondents rated public participation in county road project monitoring and evaluation. Their responses are presented in Table 4.8.

Table 4.8 Rating of public Participation in Project Monitoring and Evaluation

Rating	Frequency	Percent
Fair	9	6.1
Poor	139	93.9
Total	148	100.0

According to Table 4.8, majority of the respondents (93.9%) either did not participate in monitoring and evaluation of county road projects or were not contented with the process. Considering the pivotal role of monitoring and evaluation in project implementation, the findings herein indicate a lapse in the entire county road project management framework.

4.4.4. Tendering Process

Additionally, the study investigated whether the county government's road department conducted fair, transparent and satisfactory tendering processes. Respective responses are presented in Table 4.9.

Table 4.9 Fairness, Transparency and Participatory Nature of County Road Department Tendering Process

Responses	Frequency	Percent
Neutral	2	1.4
Disagree	72	48.6
Strongly Disagree	74	50.0
Total	148	100.0

It is evident from Table 4.9 that majority of the respondents (98.6%) believed that the tendering process as conducted by the County Government's Roads Department was not fair and transparent and did not involve community participation.

4.4.5. Time Allocated to Stakeholders and Citizens to Participate

The study further sought to establish whether the time allocated for citizens and other stakeholders to participate in county road projects was adequate. The responses of community leaders and county public participation department officials are presented in Table 4.10

Table 4.10 Adequacy of Time Allocated for Citizens and other Stakeholders' Participation

Adequacy of Time	Frequency	Percent
Not adequate	74	50.0
No time given	18	12.2
Don't know	56	37.8
Total	148	100.0

From Table 4.10, it is evident that majority of the respondents (50%) did not find the time allocated for public participation adequate. It is also significant that 37.4% of the respondents had no idea whether the time was adequate or not, an indication of their non-participation.

4.4.6. Involvement of Citizens in Prioritization of Rural Roads Projects in Wards

The study further sought to establish whether the county government involved citizens in prioritization of rural roads in the wards. Table 4.11 summarizes respective responses.

Table 4.11 Rating of County Government's Involvement in Ward Road Projects

Prioritization

Rating	Frequency	Percent
Good	8	5.4
Fair	59	39.9
Poor	81	54.7
Total	148	100.0

According to Table 4.11, majority of the respondents (54.7%) considered citizens' involvement in ward road projects prioritization to be poor, while another significant number (39.9%) reported that the county was fair.

4.4.7. Information on Road Projects' Costs, Duration and Other Pertinent Details

The study also sought to know from respondents whether citizens were informed, through their community leaders, about the cost, duration and other pertinent details of county road projects. Their responses are presented in Table 4.12.

Table 4.12 Citizens' Awareness of Cost, Duration and Other Details of Road Projects

Responses	Frequency	Percent
Not informed	138	93.2
Sometimes informed	10	6.8
Total	148	100.0

It is evident from Table 4.12 that majority of the respondents (93.2%) were not informed, through their community leaders, of the cost, duration and other crucial details of county road projects, contrary to the provisions of the Constitution of Kenya (2010) on public participation in projects funded by citizens' taxes.

4.4.8. Project Site Meetings

The study further sought to investigate whether the county government roads department organized site meetings, bringing together county officials, contractors and citizens. Pertinent responses are presented in Table 4.13.

Table 4.13 Roads Department Convening Project Site Meetings

Responses	Frequency	Percent
Yes	8	5.4
No	105	70.9
Sometimes	19	12.8
Don't Know	16	10.8
Total	148	100.0

According to Table 4.13, majority of the respondents (70.9%) indicated that the county government's roads department did not organize site meetings, a pertinent issue in project implementation.

4.4.9. Influence of Public Participation on Implementation of County Road Projects

The study also sought to establish from the respondents whether inadequate or lack of public participation affects implementation of county road projects. Their responses are summarized in Table 4.14.

Table 4.14 Effect of Adequate Public Participation on Implementation of Projects

Responses	Frequency	Percent
Yes	82	55.4
No	9	6.1
Somehow Affects	49	33.1
Don't Know	8	5.4
Total	148	100.0

According to Table 4.14, majority of the respondents (55.4%) indicated that lack of or inadequate public participation affects the implementation of county road projects.

4.4.10. Pearson Product-Moment Correlation Computation on Public Participation and Implementation of County Road Projects

To establish the relationship between public participation and implementation of county road projects, Pearson-Product-Moment Correlation was computed, and the results summarized in Table 4.15.

Table 4.15. Correlation of Public Participation and Implementation of County road Projects

		Public Participation	Implementation of County Road Projects
Pearson	Public Participation	1.000	0.77
Si 2 - tailed	Implementation of County Road Projects	0.77	1.000
N	148	148	

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

According to Table 4.15., public participation had a strong positive influence (0.77) on implementation of county road projects, with the correlation being significant at a 0.01 level of confidence. It is evident that county road projects were better implemented when the community was actively involved and vice versa.

4.5. Human Resource and Implementation of County Road Projects

The study sought to examine extent to which human resource influences implementation of County roads Projects in Isiolo County. To this, engineers, roads officers and contractors were requested to volunteer information on adequacy and suitability of technical employees, involvement of county road engineers in phases of road construction; factors considered when recruiting technical, transport and infrastructure department; whether the department considers the staff, financial and equipment of contractors when awarding road construction projects, and the competency of technical staff in project design and implementation.

4.5.1. Suitability of County Government's Department of Infrastructure and Transport Employees

The study sought to know whether employees in the Infrastructure and Transport Department had the requisite qualifications, technical skills and experience. Majority of the respondents (73.3%) indicated that this was not the case. Incidentally, these were contractors who dealt with the said employees on constant basis owing to the converging interests of the two parties.

4.5.2. Involvement of County Road Engineers in Road Construction

The study sought to establish the level to which county road engineers were involved in all the stages of road construction. Pertinent responses are presented in Table 4.16.

Table 4.16 Extent of Involvement of County Road Engineers in all the Stages of Road Construction

Extent of Involvement	Frequency	Percent
Fully Involved	1	6.7
Involved	5	33.3
Somehow Involved	8	53.3
Not Involved	1	6.7
Total	15	100.0

According to Table 4.16, majority of the respondents (53.3%) indicated that county road engineers were not fully involved in all the stages of county roads construction. This implies that the quality of constructed roads was doubtful owing to poor supervision of contractors.

4.5.3. Recruitment of Technical Staff for County Transport and Infrastructure Department

The study also sought to establish factors that were considered when recruiting technical staff for the Transport and Infrastructure Department of the County Government. Pertinent responses are summarized in Table 4.17.

Table 4.17 Factors Considered When Recruiting Transport and Infrastructure Department Employees

Consideration	Frequency	Percent
Academic Qualifications	1	6.7
Academics and experience	6	40.0
Ability to persuade	1	6.7
Financial Ability	4	26.7
Relationship with politician	2	13.3
Don't Know	1	6.7
Total	15	100.0

It is evident from Table 4.17 that academic qualifications and experience are the main considerations (40%) for one to be employed in the County Government's Transport and

Infrastructure Department. However, it is important to note that corruption also plays a role as is indicated by 26.7% of the respondents who considered financial ability an important consideration for one to be employed in the department.

4.5.4. Considerations before Award of Contracts

The study sought to establish whether County Transport and Infrastructure Department considered contractor’s staff, finances and equipment when awarding road contracts. Majority of the respondents (66.7%) indicated that that was not the case. This is indicative of the existence of corruption or political interference since the financial and technical abilities and experience should be the key considerations for award of such contracts.

4.5.5. Competency of Senior Department Staff in Project Design and Implementation

The study requested for information on the competence of senior staff of the Transport and Infrastructure Department in the areas of Project Design and Implementation. Respective responses are contained in Table 4.18.

Table 4.18 Rating of Senior Departmental Staff in Project Design and Implementation

Competence	Frequency	Percent
Competent	9	60.0
Lowly competent	5	33.3
Incompetent	1	6.7
Total	15	100.0

Based on Table 4.18, majority of the respondents (60%) opined that the County Government’s Department of Transport and Infrastructure’s staff had the requisite skills in project design and implementation, which is crucial for implementation of road projects.

4.5.6. Pearson Product-Moment Correlation Computation of Human Resource and Implementation of County Road Projects

To establish the relationship between human resource and implementation of county road projects, Pearson-Product-Moment Correlation was computed, and the results summarized in Table 4.19.

Table 4.19. Correlation of Human Resource and Implementation of County Road Projects

		Human Resource	Implementation of County Road Projects
Pearson	Human Resource	1.000	0.49
Si 2 - tailed	Implementation of County Road Projects	0.49	1.000
N	148	148	

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

According to Table 4.19., human resource had a moderate positive influence (0.49) on implementation of county road projects, with the correlation being significant at a 0.01 level of confidence. It is evident that community road projects were better implemented when the county had competent and experienced staff and vice versa.

4.6. Financial Disbursement and Implementation of County Road Projects

The study further sought to establish how financial disbursement influences implementation of the County roads projects in Isiolo County. The respondents in this case were County Treasury Officers. They were required to rate the adequacy of funds allocated to transport and infrastructure; rate the financial management, planning and disbursement practices of the county treasury; indicate which aspects of road projects was likely to be affected by late disbursement, and state the underlying causes of late disbursement of road projects' funds.

4.6.1. Financial Disbursement to Transport and Infrastructure Department

The study sought to know from county treasury officers whether the amount allocated to the transport and infrastructure department vis-à-vis other departments was adequate. Respective responses are presented in Table 4.20.

Table 4.20 Ratings of Funds Allocated to Transport Department Vis-à-vis Other Departments

Rating	Frequency	Percent
Adequate	2	66.7
Slightly Adequate	1	33.3
Total	3	100.0

According to Table 4.20, majority of the county treasury officials (66.7%) indicated that the funds allocated to the Transport and Infrastructure Department were adequate to finance road projects. This indicates that any problems in implementation of road construction projects were likely not to emerge from inadequate funding.

4.6.2. County Treasury’s Financial Management, Planning and Disbursement Practices

The study further requested respondents to rate the county treasury in terms of financial management, planning and disbursement of money to road projects. Pertinent answers are contained in Table 4.21.

Table 4.21 County Treasury’s Financial Management, Planning and Disbursement Practices

Rating	Frequency	Percent
Very Good	1	33.3
Good	2	66.7
Total	3	100.0

Based on Table 4.21, county treasury officials were generally competent in their work, thus increasing the possibility of them influencing project implementation positively.

4.6.3. Effect of Late Disbursement on Implementation of County Road Projects

The study also sought to establish from county treasury officials the key aspects of road projects that would be most affected by late disbursement. Their responses are summarized in Table 4.22.

Table 4.22 Aspects of County Road Projects Most Affected by Late Disbursement

Project Aspects	Frequency	Percent
Project Duration	1	33.3
All aspects	2	66.7
Total	3	100.0

According to Table 4.22, majority of the respondents (66.7%) indicated that all aspects of road projects would be affected by late disbursement of funds to road projects.

4.6.4. Causes of Late Disbursement of Road Projects' Funds

The study also sought to know the key underlying reasons for late disbursement of road project funds. Respective responses are presented in Table 4.23.

Table 4.23 Key Causes of Late Disbursement of Road Project Funds

Causes	Frequency	Percent
National Government	1	33.3
Incompetent County Officials	1	33.3
Flawed tendering process	1	33.3
Total	3	100.0

According to Table 4.23, the key reasons for late disbursement of funds to road projects were national government, incompetent county officials and flawed tendering processes.

4.6.5. Pearson Product-Moment Correlation Computation of Financial Disbursement and Implementation of County Road Projects

To establish the relationship between Financial Disbursement and implementation of county road projects, Pearson-Product-Moment Correlation was computed, and the results summarized in Table 4.24.

Table 4.24. Correlation of Financial Disbursement and Implementation of County road Projects

		Financial Disbursement	Implementation of County Road Projects
Pearson	Financial Disbursement	1.000	0.61
Si 2 - tailed	Implementation of County Road Projects	0.61	1.000
N	148	148	

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

According to Table 4.24., Financial Disbursement had a strong positive influence (0.61) on implementation of county road projects, with the correlation being significant at a 0.01 level of confidence. It is evident that community road projects were better implemented when project money was disbursed adequately and on time, and vice versa.

4.7. Politics and Implementation of County Road Projects

The study sought to establish whether politics influences implementation of county roads projects in Isiolo County. Engineers, Roads officials and contractors were asked to volunteer information on political interference with road projects' aspects such as identification and design, tendering and awarding of tenders, project site and location, implementation, and supervision, completion and payment.

4.7.1. Political Interference with County Road Projects

The study sought to establish whether politicians interfere with road projects. Majority of the respondents (86.7%) indicated that that was the case. When probed on how and when politics

interfered with county road projects, respondents volunteered the responses presented in Table 4.25.

Table 4.25 Political interference Approaches in County Road Projects

Political Interference	Frequency	Percent
Receiving bribes to influence award of contracts	10	66.7
Pressurizing government officials to award contracts to specific bidders	3	20.0
N/A	2	13.3
Total	15	100.0

It is evident from Table 4.25 that majority of the respondents (66.7%) felt that bribery to influence tender award was the main form of political interference in county road projects.

4.7.2. Political Interference with Status of Road Construction Projects

The study further sought to establish from engineers, roads officers and contractors the extent to which politics interfered with various aspects of road construction projects. Respective responses are summarized in Table 4.26.

Table 4.26 Extent to Which Politics Interferes with Aspects of Road Construction Projects

Project Management Aspect	Very High		High		Low		Very low	
	F	%	F	%	F	%	F	%
Project identification and design	2	13.3	3	20.0	6	40.0	4	26.7
Tendering and awarding	6	40.0	8	53.3	1	6.7	0	0
Project site/location	3	20.0	8	53.3	3	20.0	1	6.7
Implementation	1	6.7	10	66.7	4	26.7	0	0
Supervision	3	20.0	10	66.7	2	13.3	0	0
Completion and Payment	5	33.3	8	53.3	2	13.3	0	0

According to Table 4.26, majority of the respondents (40%) indicated that politics interferes with project identification and design to a low extent. Further, most of the respondents (53.3%)

indicated that politics interfered with tendering and awarding of tenders to a high extent. On project site and location, majority of the respondents (53.3%) opined that politics interfered to a high extent. Additionally, most of the respondents (66.7%) indicated that politics interfered with project implementation to a high extent. A similar majority (66.7%) indicated that politics interfered to a high extent with project supervision.

4.7.3. Influence of Politics on Implementation of County Road Projects

The study also sought to know from respondents whether political interference influences implementation of county road projects. Majority of the respondents (73.3%) replied in the affirmative. Further, the study probed for explanations on how politics interfered with implementation of county road projects. Table 4.27 presents the responses.

Table 4.27 How Politics Interferes with County Road Projects

Responses	Frequency	Percent
Poor workmanship	7	46.7
Delays in project completion	6	40.0
Inflation of project costs	1	6.7
N/A	1	6.7
Total	15	100.0

According to Table 4.27, poor workmanship was the main consequence of political interference in road construction projects as attested to by 46.7% of the respondents. An equally significant number (40%) cited delays in project completion as another result of political meddling in road construction projects.

4.7.4. Pearson Product-Moment Correlation Computation of Politics and Implementation of County Road Projects

The establish the relationship between politics and implementation of county road projects, Pearson-Product-Moment Correlation was computed, and the results summarized in Table 4.28.

Table 4.28. Correlation of Politics and Implementation of County road Projects

		Politics	Implementation of County Road Projects
Pearson	Politics	1.000	0.67
Si 2 - tailed	Implementation of County Road Projects	-0.67	1.000
N	148	148	

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

According to Table 4.28., Politics had a strong negative influence (-0.67) on implementation of county road projects, with the correlation being significant at a 0.01 level of confidence. It is evident that when political interference increased, implementation of Road County projects in terms of quality and quantity decreased and vice versa.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1. Introduction

This chapter consists of the summary of findings, discussions of findings, conclusion and recommendations based on the objectives and findings, and suggestions for further research. The purpose of the study was to investigate on factors influencing implementation of County roads Project in Isiolo County.

5.2. Summary of Findings

The following is a summary of the findings of the study according to respective objectives.

5.2.1. Public Participation and Implementation of County Road Projects

The first objective of the study was to determine how public participation influences implementation of County roads project in Isiolo County. The findings of the study revealed that majority of the respondents (70.9%) rated public participation in planning and budgetary allocation “poor”. Similarly, majority of the respondents (50.7%) rated public participation in project implementation ‘poor’, with an equally significant number (43.2%) rating the process fair. Moreover, majority of the respondents (93.9%) either did not participate in monitoring and evaluation of county road projects or were not contented with the process. In addition, majority of the respondents (98.6%) believed that the tendering process as conducted by the County Government’s Roads Department was not fair and transparent and did not involve public participation. Majority of the respondents (50%) also did not find the time allocated for public participation adequate. Most of the respondents (54.7%) considered citizens’ involvement in ward road projects prioritization to be poor. The bulk of the respondents (93.2%) were not informed, through their community leaders, of the cost, duration and other crucial details of county road projects. Majority of the respondents (70.9%) indicated that the county government’s roads department did not organize site meetings, a pertinent issue in project implementation. Further, most of the respondents (55.4%) indicated that lack of or inadequate public participation affects the implementation of county road projects. Computation of Pearson

Product-moment Correlation between public participation and implementation of county road projects revealed a strong positive relationship (0.77).

5.2.2. Human Resource and Implementation of County Road Projects

The second of objective of the study was to examine extent to which human resource influences implementation of County roads Projects in Isiolo County. Findings indicated that majority of the respondents (73.3%) did not believe that the county government has adequate, qualified technical employees. Moreover, majority of the respondents (53.3%) indicated that county road engineers were not fully involved in all the stages of county roads construction. Further most of the respondents (40%) indicated that academic qualifications and experience are the main considerations for one to be employed in the County Government's Transport and Infrastructure Department. Additionally, most of the respondents (66.7%) indicated the county Transport and Infrastructure Department did not consider contractors' staff, financial and equipment ability when awarding road contracts. Moreover, most of the respondents (60%) opined that the County Government's Department of Transport and Infrastructure's staff had the requisite skills in project design and implementation, which is crucial for implementation of road projects. Using Pearson Product-moment Correlation, the study established that there was a moderate positive relationship (0.41) between human resource and implementation of county road projects.

5.2.3. Financial Disbursement and Implementation of County Road Projects

The third objective of the study was to establish how financial disbursement influences implementation of the County roads projects in Isiolo County. The study established that majority of the county treasury officials (66.7%) believed the funds allocated to the Transport and Infrastructure Department were adequate to finance road projects. Further, majority of the respondents (66.7%) indicated that all aspects of road projects would be affected by late disbursement of funds to road projects. In addition, the key reasons for late disbursement of funds to road projects were identified as national government, incompetent county officials and flawed tendering processes. The relationship between financial disbursement and implementation of county road projects was computed using Pearson Product-moment Correlation coefficient and found to be strong, positive (0.61).

5.2.4. Politics and Implementation of County Road Projects

The fourth objective of the study was to examine how politics influences implementation of County roads projects in Isiolo County. The study established that majority of the respondents (86.7%) believed that politicians interfered with county road projects. Further, majority of the respondents (66.7%) felt that bribery to influence tender award was the main form of political interference in county road projects. In addition, majority of the respondents (40%) indicated that politics interferes with project identification and design to a low extent. Moreover, most of the respondents (53.3%) indicated that politics interfered with tendering and awarding of tenders to a high extent. Additionally, majority of the respondents (53.3%) opined that politics interfered with project site and location, to a high extent. Additionally, most of the respondents (66.7%) indicated that politics interfered with project implementation to a high extent. A similar majority (66.7%) indicated that politics interfered to a high extent with project supervision. Further, most of the respondents (73.3%) indicated that political interference influences implementation of county road projects. Finally, majority of the respondents (46.7%) indicated that poor workmanship was the main consequence of political interference in road construction projects, with an equally significant number (40%) citing delays in project completion as another result of political meddling in road construction projects. Using Pearson Product-moment Correlation, it was established that politics had a strong negative (-0.67) influence on implementation of county road projects.

5.3. Discussion of Findings

The following is a discussion of the findings of the study relative to the objectives of the study.

5.3.1. Influence of Public Participation on Implementation of County Road Projects

It is evident from the findings of the study that public participation influences the implementation of road projects in Isiolo, particularly because there is little or no participation of the public in the entire process of road projects implementation. For example, it is evident that the county government did not consult the public or involve citizens during planning and budgetary allocation stages. Even those who may have participated considered the involvement of the public unsatisfactory. Similarly, the public did not participate satisfactorily in project monitoring and evaluation, which would have brought to the fore issues that may have been

overlooked during planning. Tendering of road projects is a crucial part of project implementation yet the process was not conducted, according to most respondents. Other aspects of public participation that failed to meet constitutional standards and best practices in project management include lack of or inadequate time for citizens to participate in the process of road construction; failure to conduct meetings at ward level to identify and prioritize road projects; sharing of information on the cost, duration and other pertinent details of road projects, and conducting of site meetings. As a consequence, the quality and transparency of county road projects was compromised. In essence, the principle of public participation is not only a constitutional requirement but a critical checks-and-balances tool. These findings buttress those of Korten (1990) and Kaufman and Alfonso (1997) who has established that public participation is critical for sustainability of road projects.

5.3.2. Influence of Human Resource on Implementation of County Road Projects

The quality and quantity of human resource in the roads department influences implementation of county road projects, and so does the process of recruiting them. It is insightful that contractors who interacted daily with employees of the county road and transport department reported that these officials were lacked relevant critical qualifications, skills and experience. The existence of incompetent staff at senior levels of the department, particularly in project design and implementation aspects implies that the roads to be constructed will not be of the right quality. Deficiencies of such nature have the ability to compromise construction of roads and the end product. A similar situation arises when one considers that road engineers were also said not to participate in all the phases of road construction. Lack of supervision of contractors is likely to result in poor workmanship. While it is commendable that technical staff in the relevant department are recruited based on academic qualification and experience, one cannot ignore the respondents who indicated that corruption plays a role in recruitment of staff. The award of contracts is also characterized by bribery, considering the criteria for recruitment is not hinged on the financial and technical abilities of bidders. Previous studies by Kemps (2012) and Pearman (2006) indicate that without a well-trained human resource, a project is likely not to achieve its objectives or the final project may not be satisfactory.

5.3.3. Influence of Financial Disbursement on Implementation of County Road Projects

Funding is a crucial component of any project, and it has a powerful influence on implementation of county road projects. In Isiolo, the government released adequate funds for the projects, implying that implementation challenges lay elsewhere in the project implementation cycle. It is instructive that where there are delays in release of funds, all aspects of road construction suffer. While the blame for late disbursement of road construction funds is partly on the national government, incompetence among government officials as well as flaws in the tendering process slow down the implementation process. In essence, disbursement of funds has least negative influence on the implementation of county road projects. The findings of this study are in tandem with what Assaf, Al-Khalil and Al-Hazmi (1995) found out – that contractor who experienced cash flow problems were likely to delay road project completion. Mansfield, Ugwu and Doran (1994) had also noted that timely financing of projects and payment for completed work were critical factors in facilitating completion of quality road projects.

5.3.4. Influence of Politics on Implementation of County Road Projects

Politics has a negative pervasive influence on all the aspects of county road implementation. The political class is keen to influence award of tenders either through receiving bribes for tenders to be awarded to the briber-giver, or pressurizing the government to award tenders to specific people. This scenario complicates monitoring and evaluation processes, payment for work done and holding the contractor accountable for the final product of a project. Politics is prevalent in all the phases of the project, right from the time the project is advertised to the time complete work is paid for. The natural end product of political influence is poorly-constructed roads that do not offer the citizen value for money. Projects are also not completed on time and costs are inflated. In essence, county road projects would have been implemented at the right costs and within set budgets and quality standards if politics was controlled. Studies by Talukhaba (1999), Assaf, Al-Khalil and Al-Hazmi (1995), and Mansfield, Ugwu and Doran (1994), though not targeted at political interference in road projects, had established that conflict in the work schedules of contractors, changes in project design and cost overruns were some of the critical hindrances to completion of road projects. The current study established the linkage between these obstacles and political interference.

5.4. Conclusions

From the findings of this study, a number of conclusions were reached based on respective research objectives.

To begin with, there is a strong positive influence between public participation and implementation of county roads projects in Isiolo. The right of citizens to determine the nature and process of projects funded by their taxes was subverted by officials of the county government who denied the former their rights. Moreover, the public was not appraised on the progress of the projects through active involvement. The public should have participated in all phases of the county road projects right from conception to evaluation and beyond. Only then would the projects be sustainable. The verdict of respondents that road projects are poorly done and fail to meet budgetary and time boundaries is a product of little or no public participation.

Secondly, there is a moderate positive relationship between human resource and implementation of county projects in Isiolo County. While projects are implemented by contractors, who are assumed to have the capability, financial muscle and technical know-how to deliver quality outcomes, the supervisory and advisory role of county Transport and Infrastructure Department is critical and mandatory. Recruiting qualified engineers and other officials for the department was significant, but it was muddled by insinuations of corruption in their recruitment. Further, technical officers did not involve themselves in all the stages of road projects, thus, possibly compromising quality of the end project. In essence, active participation of road officers and engineers in projects is likely to entrench advanced and quality road construction standards and vice versa.

Further, there is a strong positive relationship between financial disbursement and implementation of county road projects in Isiolo. It is evident that the Roads and Transport Department disburses road construction funds in time, hence any delays cannot be attributed to the department. While delays in disbursement of funds may be expected occasionally, it appears this is not the case and the only hypothesis is that delays would impact all the aspects of road

construction negatively. In essence, financial disbursement promotes timely construction of roads and the vice versa is true.

Finally, politics have a strong negative relationship with implementation of county road projects in Isiolo. Politicians interfere with award of road construction tenders through bribery and various forms of favoritism. Poor workmanship, project delays and inflated costs in road projects implementation ensue when contractors feel they are protected by politicians. Increase in political interference results in decrease in quality of road projects.

5.5. Recommendations

Consequent to the findings, discussion and conclusions of this study, the following are the recommendations.

1. Isiolo County Government, through the Transport and Infrastructure Department should organize stakeholder meetings, preferably at ward level, before implementing any road projects. Issues to be discussed in such gatherings include identification of roads to be constructed, prioritization of identified road projects and site visits. Further, the public should actively participate, through community leaders, in awarding of tenders, recruiting of labourers, supervision, monitoring and evaluation, and handing over of completed road projects.
2. Isiolo County Government, through the County Public Service Board and Transport and Infrastructure Department, should advertise positions for qualified roads officers and engineers, and ensure only the candidates with the right academic qualifications and experience are employed. Further, the department should institute measures to supervise its own staff and ensure that contractors are supervised and monitored regularly. This will ensure road projects are implemented within the required monetary, time and quality standards.
3. The Isiolo County Treasury Department should ensure that there are no delays in release of funds to contractors working on road projects. However, money should only be released for road projects that are completed within the provisions of signed contract documents and acceptable standards of road construction.

4. Isiolo County Government and the National Government and its respective agents should work in concert to depoliticize the entire road projects construction process. The Ethics and Anti-Corruption Commission should be involved, where necessary, to ensure there is no bribery, tribalism, clannism or nepotism in awarding of tenders and other aspects of road projects. The public procurement oversight Authority too should ensure that public officers at the County level strictly adhere to the recommended tendering and procurement procedures.

5.6. Suggestions for Further Studies

Owing to the scope and limitations of this study, the following crucial but relevant issues could not be addressed but which can be the subject of other research studies:

1. Factors influencing the quality of county road projects.
2. A replication of this study in another county for comparison sake.

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APPENDICES
APPENDIX ONE: LETTER OF TRANSMITTAL

Shabo Ibrahim Adan,

School of Continuing and Distance Education,

University of Nairobi,

Isiolo Centre.

Date.....

Dear Sir/Madam,

RE: INTRODUCTION LETTER TO COLLECT RESEARCH DATA

I am a Master of Arts student at the University of Nairobi and in my final year of study. As part of the requirement for the award of the degree of Master of Arts in Project Planning and Management, I'm undertaking a research project on **“Factors influencing implementation of County roads projects in Isiolo County”**.

The purpose of this letter is to kindly request you to fill the questionnaire to enable me gather the data required for the research. The response obtained is purely for academic research work and to improve knowledge in the Road Construction industry in Kenya. All information obtained will be used for research purpose only and your identity will be held confidential.

Thank you very much for your time.

Yours faithfully,

Shabo Ibrahim Adan

L50/85266/2016

APPENDIX TWO: QUESTIONNAIRE FOR ROAD ENGINEERS, CONTRACTORS AND OFFICIALS ROAD AND INFRASTRUCTURE DEPARTMENT

INSTRUCTIONS:

1. The information given on this questionnaire will be held in strict confidence and will be used only for the purpose of the study.
2. If any of the questions may not be relevant to your position or circumstance, you are under no responsibility to answer.
3. Please respond by ticking or writing briefly where appropriate.

PART A: GENERAL INFORMATION

1. Kindly state your gender
Male
Female
2. How old are you? Kindly tick the appropriate category
18-30 years
31 – 40 years
41-50 years
51-60 years
61 years and above
3. What is your highest academic Qualification?
Certificate
Diploma
Degree
Masters
Others (Specify)_____
4. What is your position in government or community?
CEC
Chief Officer
Director
County Treasury Official

Engineer

Contractor

CSO Worker

Local Community Leader

Any other (Specify) _____

5. How long have you been in the position?

Less than a year

1-2 years

2-4 years

Over 4 years

PART B: HUMAN RESOURCE

6. Does the County Government's department of Transport and Infrastructure have adequate qualified technical employees?

Yes

No

7. What is your rating of the involvement of the County road engineers in all stages of County road projects?

Fully involved

Involved

Somehow involved

Not involved

Any other _____

8. Which of the following factors do the County department of Transport and Infrastructure Consider when recruiting their technical staff?

Academic qualification

Academic and experience

Ability to persuade

Financial ability

Relationship to politicians

If others, specify _____

9. Does the County Transport and Infrastructure department consider Contractors' staff, financial and equipment's ability when awarding road contractors

Yes No

If yes, Specify _____

10. In your opinion, how will you rate the County Transport and infrastructures' senior staff and officials' competency in terms of project designing, planning, implementation and management?

Highly competent

Competent

Lowly competent

Incompetent

Any other, specify _____

PART C: POLITICAL INTERFERENCE

11. In your opinion do you think local politicians interfere with County road projects in any way?

Yes No

12. If yes, how and when, please describe briefly _____

13. Kindly rate how local politics interfere with the status of the county road projects in accordance to the scale provided.

Stage	Very high	High	Low	Very Low
Project Identification and design				
Tendering and awarding				
Project site/location				
Implementation				
Supervision				
Completion and Payment				

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14. Do you think political interference affects implementation of County roads projects in your County?

Yes No

If yes, Specify how _____

THANK YOU

APPENDIX TWO: QUESTIONNAIRE FOR COUNTY TREASURY OFFICIALS

INSTRUCTIONS:

1. The information given on this questionnaire will be held in strict confidence and will be used only for the purpose of the study.
2. If any of the questions may not be relevant to your position or circumstance, you are under no responsibility to answer.
3. Please respond by ticking or writing briefly where appropriate.

PART A: GENERAL INFORMATION

4. Kindly state your gender
Male
Female
5. How old are you? Kindly tick the appropriate category
18-30 years
31 – 40 years
41-50 years
51-60 years
61 years and above
6. What is your highest academic Qualification?
Certificate
Diploma
Degree
Masters
Others (Specify) _____
7. What is your position in government or community?
CEC
Chief Officer
Director
County Treasury Official

Engineer

Contractor

CSO Worker

Local Community Leader

Any other (Specify) _____

8. How long have you been in the position?

Less than a year

1-2 years

2-4 years

Over 4 years

PART B: FINANCIAL DISBURSEMENT

9. In comparison with funds allocated to other County Sectors, how would you describe the amounts allocated to Transport and Infrastructure Sector

Inadequate

Adequate

Slightly adequate

More than adequate

10. As a leader, Official or citizen, how would you rate the County Treasury in terms of financial management, Planning and Disbursement to Projects

Excellent

Very good

Good

Fair

Poor

11. In your opinion, which aspects of County road projects implementation would late financial disbursement affect?

Project Quality

Project Cost

Project Duration

All of the above

Any others, Specify _____

12. What/or who do you think is the key underlying cause for late disbursement of funds to road projects in the County?

National Government

Incompetent County Officials

County assembly

County Executive

Corruption

Flawed tendering processes

Any others, Specify _____

THANK YOU

APPENDIX THREE: QUESTIONNAIRE FOR COMMUNITY LEADERS AND CIVIC/PUBLIC PARTICIPATION DEPARTMENT

INSTRUCTIONS:

1. The information given on this questionnaire will be held in strict confidence and will be used only for the purpose of the study.
2. If any of the questions may not be relevant to your position or circumstance, you are under no responsibility to answer.
3. Please respond by ticking or writing briefly where appropriate.

PART A: GENERAL INFORMATION

4. Kindly state your gender
Male
Female
5. How old are you? Kindly tick the appropriate category
18-30 years
31 – 40 years
41-50 years
51-60 years
61 years and above
6. What is your highest academic Qualification?
Certificate
Diploma
Degree
Masters
Others (Specify)_____
7. What is your position in government or community?
CEC
Chief Officer
Director
County Treasury Official

Engineer

Contractor

CSO Worker

Local Community Leader

Any other (Specify) _____

8. How long have you been in the position?

Less than a year

1-2 years

2-4 years

Over 4 years

9. How can you rate the Isiolo County's transport and infrastructure department's involvement of citizens and other stakeholders in the following processes/stages of County road Construction projects?

i. Planning and budgetary allocation

Excellent

Very good

Good

Fair

Poor

ii. Implementation

Excellent

Very Good

Good

Fair

Poor

iii. Monitoring and Evaluation

Excellent

Very good

Good

Fair

Poor

10. In your opinion, do you agree that the department's tendering and procurement process is fair, transparent and participatory?

Strongly disagree

Strongly agree

Somehow disagree

Agree

Don't know

11. Is the time given by the department for citizens and other stakeholders to participate enough? Tick the appropriate one according to you.

Not adequate

Adequate

No time given

Don't Know

Any other _____

12. What is your rating of the County government's involvement of citizens in prioritization of rural roads projects in their wards?

Excellent

Very good

Good

Fair

Poor

13. Are citizens, whether directly or indirectly through their local community leaders informed about road projects costs, duration and other details?

Not informed

Informed

Sometimes informed

Any other _____

14. Does the department usually organize project site meetings bringing together, contractors, County officials and Citizens?

Yes

No

Sometimes

Don't know

15. In your opinion, do you think inadequate or lack of public participation affects implementation of County roads projects?

No

Yes

Somehow affects

Don't know

THANK YOU