

**INSTITUTIONAL FACTORS INFLUENCING PERFORMANCE OF CAPACITY
BUILDING PROJECTS BY INDEPENDENT ELECTORAL AND BOUNDARIES
COMMISSION IN KENYA; A CASE OF PROJECTS IN NAIROBI CITY COUNTY**

SAMUEL MWANGI MAINA

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Award of Degree of Master of Arts in Project Planning and Management of the University
of Nairobi**

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DECLARATION

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

Signed Date

Samuel Mwangi Maina

L50/84396/2016

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

Signed Date

Ms. Naomi Mutunga

Lecturer

Department of Open and Distance e-learning,

University of Nairobi.

DEDICATION

I dedicate this project to my mother Esther Karungari and dad Andrew Maina for their moral support and encouragement.

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ABBREVIATIONS AND ACRONYMS

AI	Appropriate Inquiry
BVR	Biometric Voter Identification
CRS	Candidate Registration System
ECK	Election Commission of Kenya
EMB	Election Management Body
EVID	Election Voter Identification Device
ICT	Information Communication and Technology
IDEA	Institute for Democracy and Electoral Assistance
IEBC	Independent Electoral and Boundary Commission
IFES	International Foundation for Electoral Systems
IIEC	Interim Independent Electoral Commission
KIEMS	Kenya Integrated Electoral Management System
NAIC	National Accord Implementation Committee
NAM	Needs Assessment Mission
NRB	National Registration Bureau
OJT	On the Job Training
PII	Personal Identification Information
RTS	Result Transmission System
SPSS	Statistical Package for Social Sciences
UNDAF	United Nation Development Assistance Framework
UNDP	United Nation Development Program
USAID	United States Agency for International Development

ABSTRACT

Capacity building is the development and improvement of Institutional and technical abilities, relationships and values that enable countries, Institutions, groups, and individuals at any level of society to carry out functions and achieve their development objectives over time. This study sought to investigate the factors influencing performance of capacity building projects by Independent Electoral and Boundaries Commission: a case of Nairobi County. The guiding objectives of the study were the influence of Institutional policy, Institutional culture on capacity building projects in Independent Electoral and Boundaries Commission, to evaluate the influence of Institutional structure and Information Communication and Technology infrastructure on performance of capacity building projects in Independent Electoral and Boundaries Commission,, a case of Nairobi County. Literature was reviewed per the thematic areas and the researcher has used theory of social change and appreciative inquiry theory. The researcher adopted descriptive survey research design. The target population of this study were community members who took part in civic education in Kibra constituency, selected staff of Independent Electoral and Boundaries Commission, and members of National Police Service comprising Administration Police, Kenya Police and Directorate of Criminal Investigation who add up to a target population of 165 where a sample size of 117 respondents was deduced. The study employed stratified random sampling in selecting the respondents that participate in this study. Data collection entailed use of questionnaires to the community members and another one to the staff of Independent Electoral and Boundaries Commission, The instruments were further tested for validity and reliability prior to use. Data was coded and analysed through frequencies, percentages, mean and standard deviation by use of Statistical Packages for Social Sciences tool. The data analysis in chapter Four asserts that the respondents strongly agreed with a mean of 4.6 and a standard deviation of 0.5 that policies affect implementation of capacity building projects. Also, the respondents strongly agreed with a mean of 4.6018 that positive Institutional culture influences high performance. In the same line, the respondents strongly agreed with a mean of 4.4 and a standard deviation of 0.4 that the culture in Independent Electoral and Boundaries Commission, encourages knowledge management. The respondents strongly agreed with a mean of 4.4 and standard deviation of 0.4 that Institutional structure has a significant influence on the performance of capacity building projects. Quite a number of respondents with a mean of 3.6 agree that clear Institutional structure has enabled improved ways of working and capacity. From the research findings, it is recommended that the Independent Electoral and Boundaries Commission, should set up a clear working structure especially on the new projects with the hierarchy and chain of information flow. Duties and responsibilities must be clearly defined and stated for all to see and understand. Training and induction courses should also be held to ensure that each team player knows what is expected of him/her and how to work towards achieving the same. The study recommends that Independent Electoral and Boundaries Commission, adopts the best Information Communication and Technology infrastructure to meet the world election standards. However, manual systems should not be abandoned as they serve as a backup to the digital systems.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

There is a growing consensus among scholars and practitioners that creating and maintaining active citizen involvement through associations and groups of all kinds is an important feature of strong communities. The strong tradition of civic engagement among a myriad of social and cultural groups is a key factor in producing strong government and economic success (Robert & Putnam 1993). Putnam argues that differences in community networks and norms can make a difference in a community's ability to thrive. With this knowledge at hand, capacity building has thus been found and accepted as a critical tool in the development of institutions performance.

Capacity building is the process by which individuals, groups, Institutions, and communities increase their abilities to perform core functions, solve problems, define and achieve objectives; and understand and deal with their development needs in a broad context and in a sustainable manner" (UNDP, 1998). In a 2002 overview of capacity building efforts within the United States, findings showed that the majority of work commonly referred to as "capacity building" was focused at the Institutional level (Light & Hubbard, 2002). Institutional capacity building seeks to strengthen the ability of an Institution or agency to achieve a desired outcome.

The Institution Capacity Building position paper states that Institution Capacity Building encompasses three main activities: skill upgrading, procedural improvements, and Institutional strengthening. This is the most frequent definition found in World Bank documents. Defined in this way, capacity building in institutions occurs by acquiring resources (human, financial, networks, knowledge, systems and culture) and integrating them in a way that leads to change in individual behavior and ultimately to more efficient and effective operations of institutions and Institutions (Bushe, 2011).

The Kenya Independence Order-in-Council created the first Electoral Commission with the Speaker of the Senate as Chairman. In 1991 after the repeal of section 2 (a) of the Constitution, Kenya reverted to a multiparty state in 1992 and the Electoral Commission of Kenya (ECK) was

established. Following the disputed results of the Presidential elections in 2007 and the resultant post-election violence, a National Accord Implementation Committee (NAIC) then established recommended a new or transformed ECK with a lean policy-making structure and a professional secretariat. The Electoral Commission of Kenya (ECK) was disbanded by the 10th parliament in 2008 and replaced with the Interim Independent Electoral Commission (IIEC). Under the dispensation of the new constitution, there was a provision for the establishment of the Independent Electoral and Boundaries Commission (IEBC), headed by a chairman and nine commissioners to succeed the IIEC (Doherty and Mayer, 2003).

The IEBC as provided for by Article 88(4) of the Constitution is mandated to conduct or supervise referenda and elections to any elective body or office established by the Constitution, and any other elections as prescribed by an act of Parliament and, in particular, for ,the continuous registration of citizens as voters and revision of the voter’s roll, the delimitation of constituencies and wards, the regulation of political parties process, the settlement of electoral disputes, the registration of candidates for elections, civic and voter education, the facilitation of the observation, monitoring and evaluation of elections, the regulation of money spent by a candidate or party in respect of any election, the development of a code of conduct for candidates and parties, and the monitoring of compliance with legislation on nomination of candidates by parties” (IEBC handbook, 2011).

1.1.1 Capacity Building by Electoral Management Bodies

An EMB’s capacity to perform all of its electoral functions and responsibilities effectively depends very much on the capacities and performance of its secretariat staff. The capacities of both temporary and permanent secretariat staff can be enhanced by implementing appropriate recruitment strategies and vigorous training and development programmes. Most of the issues faced will be similar for all models of electoral management, although they may manifest themselves in different ways. Reforms sweeping the electoral world today reflect that electoral authorities increasingly tend to be commissions that are independent of the executive; permanent; at least partially party based; and staffed largely by professional civil servants. These bodies are usually nominated and/or approved by parliaments and are composed of judges and legal

professionals, as well as members of political parties and individuals who represent other sectors of society (JICA, 2004).

In Mexico, Constitutional reform in 1990 established an independent permanent electoral commission, the Federal Electoral Institute (Instituto Federal Electoral), with full responsibility for elections and an Electoral Court that serves as a court of appeals for election-related disputes. The Institute is a statutory body with its own permanent professional staff. It includes a General Council (Consejo General) chaired by a President, and an Executive Committee (Junta General Ejecutiva) under an Executive Secretary. Among the major innovations of the Mexican reform are the inclusion of judges as members of the Council; the establishment of the Professional Service of Elections; the updating of the lists of voters on a yearly basis (though registration does not take place *ex officio*, but upon application by voters); and the Observer Committees (Rafael, 2000)

In Paraguay, reforms in 1996 provided for a measure of independence of the electoral authorities after having them removed from the executive and placed within the high court of justice. The new electoral administration, a Supreme Tribunal of Electoral Justice (Tribunal Superior de Justicia Electoral) is party-based, and includes a number of sectional (regional) commissions. Brazil's electronic voting was established as a mechanism to avoid party manipulation of the ballot. In past elections, one-third of the polling places were machine-operated. For the October 1998 elections, electronic voting was extended to two-thirds of the electorate, and a fully automated ballot is expected by the year 2000. This new development will test public confidence in modern technology as much as the technical efficiency of the country's electoral management (Rafael, 2000).

In Africa, a number of countries have maintained the election management structure used during the single-party era. In some cases, as in Algeria, Cameroon, Djibouti and Tunisia, the election administration exists within the Ministry of Interior or the Territorial Administration. In others, such as Nigeria, Sierra Leone and the Gambia, a commission has been in place since independence; or, as in Zimbabwe, a commission plus other bodies with some responsibility for elections has been retained. However, in recent years, changes in electoral administration have almost always moved towards introducing independent permanent electoral bodies—either full or supervisory commissions. Some countries, such as Ghana, Kenya, Tanzania, Uganda, Zambia and Liberia,

recreated the commissions they had after independence, which had been dissolved by one-party or military regimes. In other countries, wholly new EMBs have been created, as in Angola in 1992, as well as in Botswana, Ethiopia, Malawi, Mozambique and South Africa (Wall, 2000).

1.1.2 State of Elections Preparedness by IEBC

According to IEBC State of Elections Preparedness Report 2017, in the run up to the general elections, the IEBC was/is focused to ensure that the most important activities are successfully met. First on their agenda was new voter registration targeting up to 6 million voters. This exercise has to date seen up to 1.8 million new voters registered which is 30% of the expected 6 million new voters. This discrepancy has been attributed to the biting drought and mass voter transfer. The second item of the audit of the voter register was expected to commence from 10th May, 2017 to 10th June, 2017. The Nomination of candidates by parties was held from 14th April, 2017 (IEBC handbook, 2011).

The fourth item is Elections technology deployment where the Commission deploys an integrated electronic electoral system which we have named the Kenya Integrated Electoral Management System (KIEMS) as provided for in Section 44(1) of the Elections Act, 2011. The commission established an Election Technology Advisory Committee (ETAC) comprising of various stakeholders as required under Section 44 (8) of the Elections Act, 2011. The commission has developed regulations on the use of technology in elections and has shared the same with the Committee on Delegated legislation together with the amendments to the other regulations (IEBC handbook, 2011).

Management results where the commission has developed an Election Results Management Framework which will ensure proper management of the election results. The results of the presidential elections shall be electronically transmitted from a polling station to the Constituency tallying center and to the National tallying center. The Commission shall tally and verify the results received at the national tallying center and publish the polling result forms on an online public portal. The declaration of Presidential results is based on the data submitted by the Constituency Returning officers to the national tallying Centre (Chebukati, 2017). Although three bench Judges of the High Court on 7th April 2017 over ruled that, the results for the Presidential Candidates announced at the Constituency Tallying Centre are final (Court of Appeal, 23rd July 2017) .

1.1.3 IEBC's Profile and Partnership

Kenya held peaceful general elections in 2013 within the context of a new constitution and a comprehensive reform of the legal and institutional framework governing elections. This followed the disputed 2007 elections that resulted in widespread post-election violence and led to the creation of an Independent Electoral and Boundaries Commission (IEBC), following an Interim Independent Electoral Commission (IIEC). The IEBC Commissioners were appointed in November 2011 and the IEBC had to undertake all of the essential elements of an electoral cycle within fifteen months. It oversaw the completion of boundaries delimitation; registration of voters; re-registration of political parties; enactment of consequential regulations; and execution of the necessary planning and electoral operations. The IEBC also introduced technology to support major aspects of electoral administration including Biometric Voter Registration (BVR), Electronic Voter Identification Devices (EVID) and the Result Transmission System (RTS) (UNDP, 2017).

In order to build capacity and improve performance, the Government of Kenya made request to the United Nations (UN) to provide electoral assistance. Other institutions assisting the IEBC in electoral capacity improvement are IDEA International and IFES. In accordance with its mandate and based on the parameters set by a DPA led Needs Assessment Mission (NAM), UNDP provides electoral support to UN Member States, such as Kenya. UNDP has over the years performed this role within the framework of the Note of Guidance defining UN Role in Electoral Assistance (2001) as revised. This Note of Guidance requires UN Member States to request the UN election support via the national agencies including the Electoral Commission. UNDP Kenya has successfully provided electoral technical assistance and other development support to Kenya for over three electoral cycles since 2007. This technical assistance and development support has been premised on, inter alia, the Guidance Note, Kenya's External Resources Policy, the United Nations Development Assistance Framework (UNDAF) for Kenya and the wider UN values and principles of integrity, inclusiveness and impartiality (UNDP, 2016).

1.2 Statement of the Problem

Since the resumption of plural politics in the country in 1991, election management bodies (EMBs) have been the object of deep-seated mistrust for their real or perceived lack of political

independence. Public trust in the electoral system has consequently eroded over time, and was extremely low in the aftermath of the 2007 general election. A relatively nascent institution, the Independent Electoral and Boundaries Commission (the IEBC), was in 2013 expected to help Kenya make a clean break with its past general elections history. Instead, this election divided significant sections of the country's voting population, as reflected in recent public opinion surveys. Continuing weakness in enforcing electoral law – or a lack of political will to enforce it has raised doubts about the IEBC's capacity to deal with law-breaking by diverse electoral role players (Aywa, 2015)

The capacity of the election management body to manage transparent, free and fair elections can be measured by its ability to perform functions such as voter registration, training polling assistants, voter education, managing logistics on Election Day, vote tallying, announcing results and settling electoral disputes, without constraints and is election is unswervingly influenced by its Institutional culture, policies, structure and monitoring mechanisms adopted. In some countries in Africa, the capacity of electoral bodies to deliver these functions has improved from one election to the next while in other countries there is stagnation. This situation may be due to the lack of political will on the part of ruling governments to resource the electoral bodies adequately to improve their capacities. The lack of capacity of election management bodies to deliver on their democratic mandate is an obstacle in their ability to organize free, fair and transparent elections (Atuobi, 2015).

1.3. Purpose of the Study

The purpose of this study was to investigate how institutional factors influence performance of capacity building projects adopted by Independent Electoral and Boundaries Commission in Kenya.

1.4. Research Objectives

This study was guided by the following objectives;

- i. To establish how Institutional policy influences performance of capacity building projects in Independent Electoral and Boundaries Commission.

- ii. To examine the influence of Institutional culture on performance of capacity building projects in Independent Electoral and Boundaries Commission.
- iii. To determine the influence of Institutional structure on performance of capacity building projects in Independent Electoral and Boundaries Commission.
- iv. To assess how ICT infrastructure influences performance of capacity building projects in Independent Electoral and Boundaries Commission.

1.5. Research Questions

The study was guided with the following:

- i. How does Institutional policy influence performance of capacity building projects by Independent Electoral and Boundaries Commission?
- ii. How does Institutional culture influence performance of capacity building projects by Independent Electoral and Boundaries Commission?
- iii. To what extent does Institutional structure influence performance of capacity building projects by Independent Electoral and Boundaries Commission?
- iv. How does ICT infrastructure influence performance of capacity building projects by Independent Electoral and Boundaries Commission?

1.6. Significance of the Study

The legitimacy of modern governance is based on free and fair elections. The capacity to conduct this election and all future elections is therefore very critical and this research hopes to help different stakeholders involved in the process to understand why and how capacity can be attained.

The study may help the government set up the necessary frameworks to improve capacity, recommend the necessary policy and legal formulations that may help in the planning and execution of capacity building projects, improve technology and train the law enforcement officers all to ensure that the capacity to conduct elections is achieved and effectively implemented.

1.7. Delimitations of the Study

The study was carried out in IEBC Nairobi county region and shall involve all members of IEBC staff from Headquarters, stakeholders from UNDP, the National Police Service within Nairobi County and members of the community particular from Kibra Constituency. The study was delimited to capacity building projects adopted by IEBC. The projects are; Electoral Security Arrangement Program (ESAP), ICT improvement, Human Resource Development, Voter /Civic education and Legal Framework Development

1.8. Limitations of the Study

Due to geographical scope, the researcher had anticipated challenges in reaching out to all the target population on time. To address this, the researcher hired research assistants to help distribute questionnaires and collect them as well.

The researcher also faced challenges on the unwillingness of the respondents to share information. The researcher assured the respondents of confidentiality of their personal information and that the research is purely academic. Reaching out to some of the IEBC staff was also anticipated to be a challenge. The researcher opted to send them questionnaires via email.

1.9. Assumptions of the Study

In this study the researcher assumed that the factors influencing performance of capacity building in IEBC are those stated in the objectives of the study. Other factors have no or negligible influence on the capacity building in IEBC. Therefore the study findings, conclusions and recommendations were pegged on the factors of the study and all other factors held constant.

The study further assumed that the respondents will be available and cooperative.

1.10. Definition of Significant Terms Used in the Study

Capacity building project: Planned undertaking of developing enterprises knowledge, output rate, management skills, and other capabilities through acquisition, incentives, technology and training.

Elections Management Body: An Institution or body that has the sole purpose of, and is legally responsible for, managing some or all of the elements that are essential for the conduct of elections and direct democracy instruments such as referendums, citizens' initiatives and recall votes.

ICT infrastructure: Refers to the composite hardware, software, network resources and services required for the existence, operation and management of an enterprise

Institutional culture: A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Institutional policy: Laws governing institutions to successful project delivery.

Institutional structure: Defines how people are organized or how their jobs are divided and coordinated

Performance: The measure of a state of an Institution or the outcomes that result from the management decisions and the execution of those decisions by employees of an Institution

1.11. Institution of the Study

This study is organized into five chapters; Chapter One contains the background of study, research problem, and significance of the study, research objectives and questions, purpose of the study, limitation, delimitation and assumptions. Chapter Two contains the literature review according to the key themes of the study, theoretical framework, related empirical literature as well as the conceptual framework. Chapter Three contains the following: research design, target population, sampling procedure, research instruments, validity and reliability of the instruments and data analysis. Chapter Four focuses on data analysis, presentation and interpretation while Chapter Five presents the study summary of findings, discussions, conclusions, recommendations and areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature in regards to the study. It covers both empirical and conceptual review on performance of capacity building projects, institutional policy, institutional culture, and institutional structure and ICT adoption into the process of electoral process. The study was guided with two theories; the theory of change and the theory of appreciative enquiry. The chapter finalizes with a discussions of the conceptual framework of the study, research gaps and summary of reviewed literature.

2.2 Performance of Capacity Building Projects

For any initiative to be successful, it must produce measurable results. Performance measures must be established for all levels of performance within the Institution and constantly monitored to ensure that the Institution's work is successful. One of the best ways to measure performance is by use of scorecards. Performance Scorecards enable Institutions to establish benchmarks for current performance and institute a continuous performance improvement cycle by monitoring performance through the measures established in the scorecard (USAID, 2010). Capacity building can also be defined as the Institutional and technical abilities, relationships and values that enable countries, Institutions, groups, and individuals at any level of society to carry out functions and achieve their development objectives over time. Capacity refers not only to skills and knowledge but also to relationships, values and attitudes, and many others (Morgan, 1998).

In a system context, capacity building projects performance should be assessed in three levels i.e. individual, Institution and environment. These levels provide the specific metrics with which performance is clearly assessed. Capacity at the individual level is the most fundamental element of capacity. It becomes the foundation for Institutional capacity and refers to the will and ability of an individual to set objectives and to achieve them using one's own knowledge and skills (JICA, 2004). Capacity at the individual level includes knowledge, skills, value, attitude, health, awareness, etc. It can be developed through various ways such as formal, non-formal and/or

informal education, training, on-the-job-training (OJT), independent reading, etc. In the context of Institutional development, it is also referred to as human resources development

Capacity at the Institution level will determine how individual capacities are utilized and strengthened. It refers to anything that will influence an Institution's performance (JICA, 2004) and includes: human resources (capacities of individuals in the Institution); physical resources (facilities, equipment, materials, etc.); intellectual resources (Institution strategy, strategic planning, management, business know-how, production technology, program management, process management. On the other hand, capacity at the environment level refers to the environment and conditions necessary for demonstrating capacity at the individual and Institutional levels (JICA, 2004). This includes systems and frameworks necessary for the formation/ implementation of policies and strategies beyond an individual Institution

2.3 Institutional Policy and Performance of Capacity Building Projects

Part of the problem with policy-making is that it is often primarily shaped by the knowledge of those who operate predominantly at macro levels. Without an adequate understanding of the local we won't know whether new policy measures are likely to be appropriate, and the perspectives and interests of local people often end up being cut out. Including and involving poor people in decision-making processes are key challenge. Including multiple perspectives in decision-making processes, and indeed in the framing of problems, allows us to know more about a complex and uncertain world than if we were to view it rigidly from a single standpoint. It increases the likelihood that policy action will be heading in the right direction (Keeley, 2001).

Policy/procedural frameworks are laws governing an industry to successful project delivery. In developed economies, laws, regulations and codes are established for use in relevant industries (Jambol, 2012).

The inclusion of the basic principles of the electoral system in the Constitution creates a safeguard against frequent changes, as the requirements for amending most constitutions are usually more rigorous than those for other laws. Thus, it is a recommended practice to include the fundamental guarantees for suffrage rights in a country's constitution. These would include provisions regulating the very basics of the electoral system, such as the right to elect and be elected, the

institutions subject to democratic elections and the terms of office of elected candidates (ODIHR, 2013).

Electoral processes are complex, standardized activities that require clear, simple and relatively comprehensive legal and policy definition in order to promote consistency, equity and a common understanding of electoral frameworks by all electoral stakeholders. The electoral legal framework within which an EMB operates may be defined in many different types of instruments—including international and regional treaties, the constitution, national and sub-national statute law, and EMB and other regulations. In some countries, an EMB has legal powers to regulate the electoral framework either by enacting new laws or by making rules and regulations that complement existing primary legislation. Such an arrangement is efficient and allows for the speedy amendment of the legal framework. For example, Uruguay’s EMB can make decisions and dictate actions that cannot be reviewed by any other branch of government. Thus it has legislative powers (making laws that govern elections), judicial powers (reviewing and interpreting laws with binding effect) and implementation powers for the laws and norms it has enacted (IDEA, 2014).

Management and execution of a General Election, referendum or by–election is anchored in law. Following the 2013 General Election, an audit of the applicability and practicality of the existing electoral laws was undertaken. Lessons were drawn that now inform the legislative reform agenda. There are other legal reform initiatives such as development of the Campaign Regulations, Regulations on Diaspora Voting, among others, which have to be undertaken. Others include policy and institutional reform, and capacity building for Commission staff and other stakeholders critical to the electoral process (IEBC, 2016)

The legal framework for management of elections is governed by the Constitution of Kenya, 2010 and statutory legislation. The functions of the Commission are governed by Article 88 of the Constitution which guides the delivery of democracy through free and fair elections. The success of the election process heavily depends on the fundamental and or appropriate electoral laws which make up the legal framework. The IEBC operates as an independent body under the IEBC Act, 2011. The major legislative provisions under which the IEBC develops its core business processes, purpose, values and leadership capabilities and conducts its activities are: The Independent

Electoral and Boundaries Commission Act, 2011 which provide for the operations, powers, responsibilities and functions of the Commission to supervise elections and referenda at County and National government levels, Elections Act 2011 provides for regulations and procedures for conducting elections. The, Elections Act published on 5th September 2011, which is a consolidation of all electoral laws, repealed the National Assembly and Presidential Elections Act and the Elections Offences Act. The Act stipulates the procedures to be followed during elections including registration of voters, rules and regulation on nomination of candidates for elections, referendum process, it provides for election offences and dispute resolution among other provisions (IEBC handbook, 2016).

Political Parties Act, 2011 published on 30th August 2011 is established under Article 91 and 92 of the Constitution of Kenya. This Act by and large describes the formation of Political parties, requirements of political parties, registration, deregistration, rights and privileges of political parties, funding of political parties, offences, it also establishes the Registrars' office as a state office as prescribed in Article 260 of the Constitution among others. The Act besides establishing the office of the Registrar of Political Parties it also makes it autonomous and not answerable to the Commission (IEBC handbook, 2016).

Campaign Finance Act, 2013 provides for among other things, promote good governance and a sustainable democratic political system, raise awareness and promote transparency in political party financing, reduce inequality of political parties during elections and to provide an even playing field for all political parties, safeguarding against the use of illegal resources to promote interests of candidate or political parties in party nominations and elections and make political parties accountable to their members. Election Regulations Section 109 of the Elections Act empowers the Commission to make regulations for the better carrying out of its mandate. The Public Finance Management Act, 2012 provides for managing public funds and property. Leadership, Ethics and Integrity Act, 2012 provides for conduct of officers holding public positions (Laws of Kenya).

2.4 Institutional Culture and performance of capacity building projects

Institutional culture gives meaning to Institutions through a collection of values and beliefs which are shared to varying degrees (Pettigrew 1979). It guides and shapes behaviors and attitudes of all

employees (Hofstede, 1980; Handy, 1985; Schein, 1985; O'Reilly and Chatman, 1996; Burnes et al., 2003). Institutional culture determines how individuals behave, what people pay attention to, how they respond to different situations, and how they socialize with new members and exclude those who do not fit in (Spataro, 2005).

It is crucial to understand Institutional dimensions because they help to explain many of our puzzling and frustrating experiences in social and Institutional life (Schein, 2010). It has been reported that as many as three-quarters of reengineering, total quality management, strategic planning, and downsizing efforts have failed entirely or have created problems serious enough that the survival of the Institution was threatened (Cameron, 1997). Several studies reported that the most frequently cited reason was the neglect of the Institution's culture. In other words, failure to change the Institution's culture doomed the other kinds of Institutional changes that were initiated (Schein, 2010; Caldwell, 1994; Pascale and Athos, 1993; Kotter and Heskett, 1992).

Clarke (1994), states that the essence of sustainable change is to understand the culture of the Institution that is to be changed. He further observed that if the proposed changes contradict cultural biases and traditions, it is inevitable that they will be difficult to embed in the Institution. Hence the culture of an Institution is the capacity to create systematic plans, provide for the logistics of resources, support and training of the people. It is central to any change program. People must be influenced and departmental boundaries crossed. New ideas must be accepted and new ways of working introduced. New standards of performance, reward and promotion need to be achieved. Clarke (1994) concludes that creating a culture of change means that "change has to be part of the way we do things here".

According to Trompenaars and Prud'homme (2004), views corporate culture in terms of how dilemmas are reconciled (or not) acknowledges that cultures are dynamic because reconciliation is a continuous process based on dialogue between different value orientations. This way of looking at corporate culture acknowledges that a corporate culture needs to constantly reinvent itself, because the way people in the Institution perceive, think and feel in relation to problems of internal integration and external adaptation needs to change as well. Looking at corporate culture in terms of how it reconciles value differences helps managers in understanding the core of their

company's culture and in changing day-to-day behaviors. This contrasts with a definition of corporate culture in terms of one fixed set of value polarities which will not resolve ambiguity, paradox and conflict.

2.5 Institutional Structure and performance of capacity building projects

Institutional structure defines how individuals and groups are organized or how their tasks are divided and coordinated (Mintzberg, 1983). In this changing world, companies have had to learn how to formulate and implement their strategies through projects and Institutional structures in order to successfully face threats and opportunities. However, the management of multiple projects is not easy due to its complexity.

Theories on Institutional structures started with the identification of organizing as a distinct managerial function. They took formal shapes upon results from studies on Institutional structures which covered many widely different industries. They included studies on the manufacturing industry by Lawrence and Lorsch (1967), administrative Institution by Balu and Schoenherr (1980), investment banks by Eccles and Crane (1988) and multi-national Institution (Ghoshal and Nohoria, 1989). With the emergence of the systems and contingency theories, the importance of the Institutional structure as a critical component of a formal Institution had finally gained position in research.

The Institutional structure of a company can have a large impact on the ability to manage a project (Oberlender, 2000). Unfortunately, many firms do not realize the necessity for Institutional change until it is too late. Kerzner (2004) observes that management has come to realize that Institutions must be dynamic in nature, i.e. they must be capable of rapid structuring should environmental conditions dictates. Wallace (2007) identifies that the way a project team is structured can play a major role in how it functions. Careful consideration of team composition and reporting relationship can make a big difference to the result. He points out that team structure will probably be adjusted at each stage to meet the evolving nature of the project. Building a good/effective team and a vital team structure will influence the way the team behaves. Wallace (2007) suggests four major factors which caused onset of Institutional revolutions as; the technology, competition and profit squeeze, high cost of marketing and unpredictability of consumer demands.

Akpan and Chizea (2002) have noted three types of Institutional structure as functional, product/project and matrix. However, there are often real and important conflicts between the types of Institutional structure that is called for if the tasks are to be achieved with minimum cost and the structure; as that will be required if the human beings are to have their needs satisfied into mechanistic and organic Institutional structures. According to Burns (1961) the establishment of management structures for the management of a project is one of the important activities required for accomplishing goals.

Shaker (2003) in a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people. Basically this involves the following, which are all aspects of setting Institution matters for performance: Getting Managers with leadership capabilities, Getting staff with competence and appropriate skills, Placing responsibilities on people for successful completion of the project, Establishing clear delegated authorities Defining proper communication lines. Since these outlined duties relate to the matters concerned with internal Institutional running, it may be argued that they are solely for the purpose of improving only Institutional performance. Kotnour (2000) asserts that some of the internal Institutional matters such as Institutional learning practices increase project success too. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the Institution.

The activity of setting a project Institutional structure is, for instance, one of the major Institutional matters whose influence on capacity building project performance may be significant. The IEBC has a nine-member Commission comprising a Chairperson and eight other members. The Commissioners are executive for a period of six years. The IEBC has a three-tiered structure: The National Office in Nairobi, regional Electoral Offices and Constituency Electoral Offices – reporting to the Regional Electoral office, the Secretary to the Commission or 00Chief Executive Officer is responsible for management and strategic leadership of the IEBC. Assisting the Commission Secretary are two Deputy Commission Secretaries. The national office has eight Directorates: Voter Education and Partnerships, Voter Registration and Electoral Operations, Finance, Information Technology, Legal and Public Affairs, Research and Development, Human Resource and Administration, Risk and Compliance. County Electoral Coordinators run the 47 offices. They are responsible for electoral activities in their jurisdictions. Constituency offices are

responsible for electoral administration in each electoral division (An electoral division corresponds to representation in the National Assembly). In particular, they administer the conduct of elections, roll management, and public awareness activities. There are a total of 290 Constituency level offices in the country (IEBC handbook, 2016).

2.6 ICT Infrastructure and performance of capacity building projects

Poor ICT infrastructure poses serious challenge for technological elections. This is owing to the fact that in developing countries, advanced technologies are often proposed without prerequisite complementary infrastructure. Maiye and McGrath (2008) conclude that “The decision to adopt certain systems should be reviewed to take account of the available infrastructure, in addition to issues of power and politics, literacy levels, culture and religion”. Challenges confronting developing countries like Nigeria pre-adoption of E-voting technology include inadequate funding, lack of IT specialist, erratic electricity supply, growing level of cybercrime and gender imbalance access to ICT (Onyekwelu, 2010).

Identification of election technology that meets the public acceptance is as important as the election itself (Burmester & Magkos, 2003). Given the numerous potential benefits of e-voting adoption, the technology is of less important if voters are not willing to accept or use the technology. That is to say, in planning for the adoption of new technology, the robust nature of the technology is not as important as the risk of accepting it. Therefore, the task is to measure the risk, better understand it and appropriately manage it (Navarra, 2011).

Development of robust technology such as e-voting system is closely associated with electricity supply (Onyekwelu & Akomolafe, 2010; Onu & Chiamogu, 2012). Adequate provision of electricity is required to operate polling place (client) voting machines whereas internet connectivity is required for internet (I-voting). However, in Nigeria, power outage is a common phenomenon with only about 40% of the population having access to electricity (Library of Congress – Federal Research Division, 2008). In addition, comprehensive biometric data for identification and monitoring election, a basic requisite for e-voting adoption, is lacking (Umoru, 2012).

All over the world, Election Management Bodies (EMBs) deploy various new technologies with the aim of improving efficiency and effectiveness of the electoral process. Kenya’s Election Act

2011 allows the Electoral Commission "to use such technology as it considers appropriate in the electoral process". In doing so, IEBC has, and will, pursue electoral technology to the extent that it answers to some compelling need, such as the need to eliminate double registration and the need to fasten the transmission of results. The Kenyan Constitution (2010) dictates that whatever system that the Commission adopts must be simple, accurate, verifiable, secure, accountable and transparent. But in developing and rolling out electoral technology, IEBC is cognizant to two issues that always characterize technological innovations-the huge public expectations and the limitations of technology (Navarra, 2011).

There is a growing demand that electoral technology provide convenient and mobile services just like other modern application of technology in business and even in social life. The Commission does not only seize the opportunity technology offers for accountably and transparency, it also builds the integrity of the people working with these technologies. The strategy is to enhance the capacity of both the processes and the people. Computerization alone does not validate the data. The Commission has so far implemented four key election technologies. There are plans to integrate these systems so as to have one gadget performing multiple functionalities. This would reduce costs, the logistics of deploying several technologies and the complexity in training staff (Maiye and McGrath, 2008).

The BVR system is used for registering voters. It comprises a laptop, a finger print scanner and a camera. BVR captures a voter's facial image, finger prints and civil data or Personally Identifiable Information (PII)-Name, gender, identity card/passport number, telephone number etc. The registration takes place at the registration centers where an individual is expected to vote. The BVR method of registration was the only system deployed by IEBC to register voters just before the 2013 general elections (IEBC, 2016). Data from the BVR machines are transferred to a centralized storage server from which hard copy registers are printed. The physical register, which has thumbnail photo of the voter, is distributed to polling centers for people to check and verify their registration details. IEBC also provides for the register verification online and via SMS. The printed registers are also used as back-ups during voting. Often confused for electronic voting, BVR nevertheless provides a basis or foundation for possible future implementation of e-voting by use of biometric technologies. The Commission is exploring ways of linking and cross-matching data from BVR with that of the National Registration Bureau (NRB) to ensure that those

who have died are removed and those who have attained the voting age are identified and contacted for registration (Mutungu, 2017).

The CRS is an election technology that ensures IEBC enters primary data on candidates that political parties nominate in a format that makes it easy for IEBC to verify the accuracy of the candidate details, compliance and generate ballot paper proofs. It achieves this by cross-matching the voters register and political party register (Githinji, 2016). Another technology adopted is the use EVID. There are two types of EVID technology: The laptop with attached finger print reader; and the handheld device with in-build finger print reader. IEBC used EVIDs for the first time during the March 4th General Elections (29,000 laptops and 4,600 handhelds). The EVIDs verify and confirm voters electronically as registered by BVR. IEBC uses them to “check-in” voters at polling station on polling day and are helpful in streamlining. EVID curbs impersonation and ensures that IEBC allows only those who registered to vote (Mutungu, 2017).

KIEMS kit is used to biometrically identify a voter and also used for transmitting provisional results electronically to National tallying Centre and Constituency tallying Centre. At the end of voting and when vote counting and tallying ends, the Presiding Officers (POs) enter the data on the signed results designated forms into a specially configured mobile phones and transmits the results simultaneous to the election results centers at the constituency and national level (Githinji, 2016). The Independent Electoral and Boundaries Commission uses RTS to: enhance transparency through electronic transmission of provisional results from the polling stations ,display and visualize provisional results at the tally centers and provide access to provisional elections data to media and other stakeholders in real time.

2.7 Theoretical framework

From literature, capacity building good practice can be summed into three main overarching themes: Capacity development is an endogenous process of Change that occurs at different levels and requires ownership from those whose capacity is being developed. While there may be several theories related to capacity building, this study borrows heavily from the theory of Appreciative inquiry and theory of change.

2.7.1 Appreciative Inquiry theory

Appreciative Inquiry (AI) was one of the first post-Lewinian Institution Development methods and probably catalyzed the subsequent proliferation of Dialogic OD methods (Bushe & Marshak, 2009) that operate outside the Lewinian paradigm.

Appreciative Inquiry (AI) is a method for studying and changing social systems (groups, Institutions, communities) that advocates collective inquiry into the best of what is in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur. Developed and extended since the mid-1980s primarily by students and faculty of the Department of Institutional Behavior at Case Western Reserve University, AI revolutionized the field of Institution development and was a precursor to the rise of positive Institution studies and the strengths based movement in American management (Kessler, 2013).

Appreciative Inquiry is a response to the centrality of problem-solving in managerial work and the classical action research approach to Institutional inquiry and change. The originator of AI, David Cooperrider, emphasizes the limitations of problem solving for expanding human horizons and possibilities. Pointing out that the most powerful force for change is a new idea, Cooperrider argues that we need forms of inquiry and change that are generative: they help us discover what could be, rather than try to fix what is (Bushe, 2013)

Responding to the postmodernist argument that all social research is inherently biased by the positioning of the researcher, he suggests this is not a reason to give up the pursuit of knowledge. On the contrary, it frees us to take the idea that Institutions are made and imagined to its logical conclusion: that what we choose to study and how we study it creates, as much as it discovers, the world. Therefore a wide field of creative, positive, possibility beckons to us. The AI model is based on the assumptions that Institutions are socially constructed phenomena, which have no tangible reality, and that ways of organizing are limited only by human imagination and the agreements people make with each other. It seeks to create processes of inquiry that will result in better, more effective, convivial, sustainable and vital social systems. It assumes this requires widespread engagement by those who will ultimately implement change.

2.7.2 Theory of Social change

A ‘Theory of Change’ approach seems to offer opportunities for planning of capacity development and institutional change processes. Capacity building is a process of change, often referred to as ‘dynamic’ because it requires constant adaptation to cope with rapidly changing environments (James, 1994; Morgan and baser, 1993). In order to promote sustainability, people and Institutions should have the abilities to be able to react to external pressures and identify their own solutions to problems that arise (baser, 2007).

Doug Reeler developed the theory of Social Change underlying the Logical Framework approach. This theory postulates that project interventions themselves introduce the change stimulus and processes that matter and are the vehicles that can actually deliver development. (Existing, indigenous social change processes, usually invisible to conventional analysis, are seldom acknowledged and are effectively reduced to irrelevancy – except where resultant active or passive resistance to change cannot be ignored) ,problems (as needs to be addressed) are discernable or visible to the practitioner upfront out of cause and effect analysis. Solutions to the core problems analyzed can be posed as predetermined outcomes. The use of logical problem trees is common, despite that fact that they are incapable of dealing with feedback loops and other complex systemic problems ((James, 1994; Morgan and baser, 1993).

Participatory processes in the planning phase can get all stakeholders on board, paving the way for ownership and sustainability., unpredictable factors, whether coming from outside or from within the Project, or even as the knock-on effects of the Project work itself are, at worst, inconveniences to be dealt with along the way and finally desired outcomes, impacts or results, sometimes envisioned several years up the line, can be coded into detailed action plans and budgets and pursued in a logical and linear way. In other words, if the planning is good enough the Project should succeed (baser, 2007).

2.8 Conceptual Framework

The conceptual model is a conceptualization in functional form of how the independent variables affect the dependent variable which is effective elections planning as shown in Figure 1.

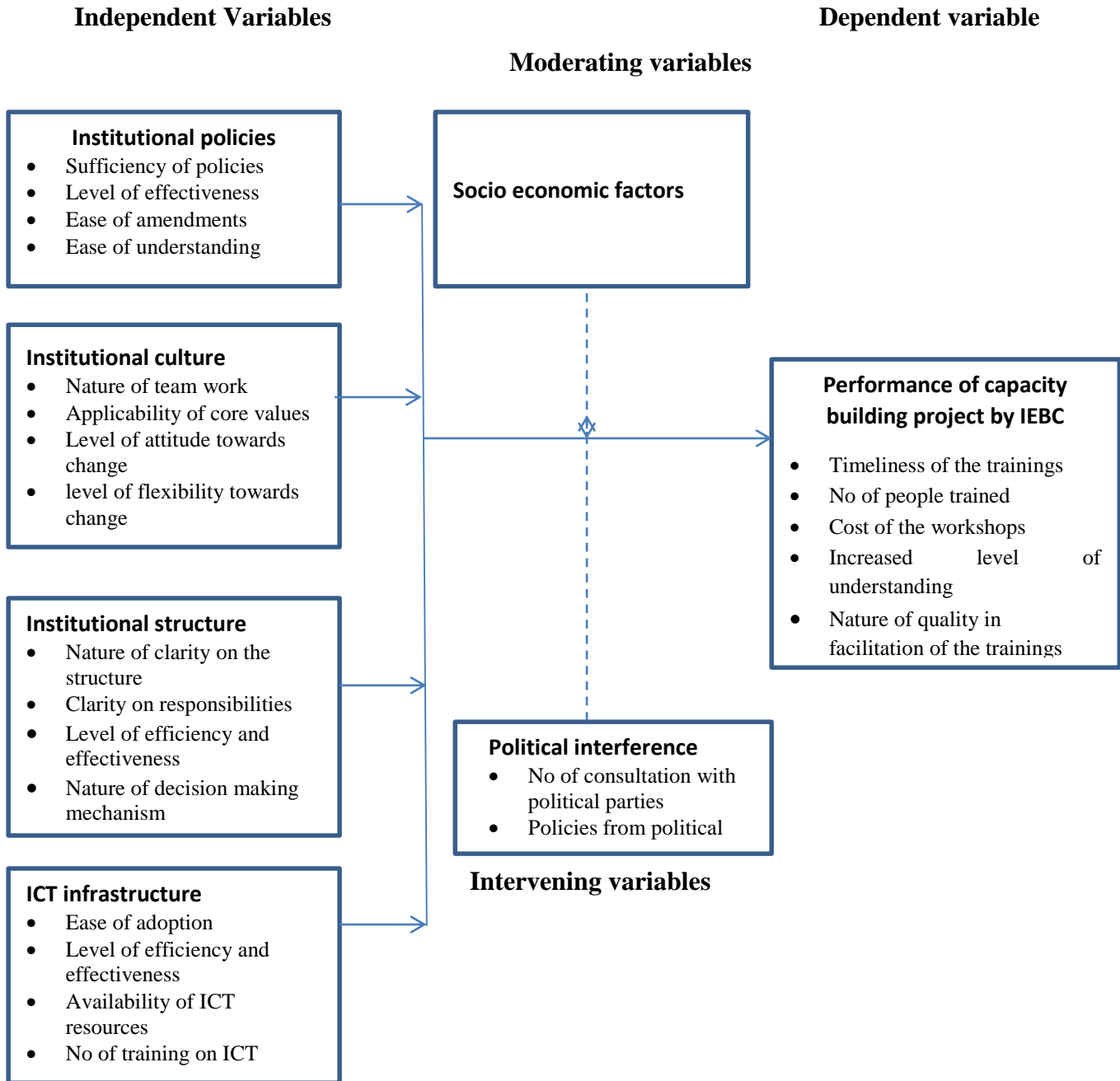


Figure 1: Conceptual Framework

The conceptual framework shows the interaction between the variables affecting performance of capacity building projects by IEBC. They are Institutional culture, Institutional policy, Institutional structure and ICT infrastructure which form the independent variables.

2.9 Knowledge Gap

Much literature and papers have been written on capacity building and yet a large majority has focused on capacity building for Institutional effectiveness and sustainable development.

Variable	Author	Topic	Findings	Research Gap
Institutional policy	Mainga, 2012	Factors influencing adoption of ethical behavior in selected public Institutions	Since the Institutional policies were not clear whereas some were taken for granted, there were cases of reported unethical conduct.	The study identified lack of Institutional policies as the cause on unethical behavior. however this study focus on the influence already set Institutional policies
Institutional culture	Ooko, 2013	Impact of Institutional culture on the achievement of targets in Institutions	The researcher found out that teamwork in an Institution highly influence performance	The study focus was on Institution setup whereas this study focuses on performance of capacity building projects
Institutional structure	Vollan, 2016	Influence of Institutional structure on project performance	The four variables under the study showed there is a positive relationship with performance	Whereas the study contends that Institution structure influences performance, this study is focusing on performance of capacity Building projects
ICT infrastructure	Ogero, 2014	Influence of project management system on Project performance in the construction Industry	Computer software's engineered for construction were crucial in decision making process	The researcher focused on MIS systems intended for ease in decision making and not a look at ICT infrastructure in totality
Performance of Capacity building Projects	Omondi, 2016	Influence of capacity building programs on project performance in non-governmental Institutions	The findings showed that trainings are crucial towards performance only after careful selection of the content	The study focused on influence of capacity building on performance, whereas this study focus is on the institutional factors influencing the programs

2.10 Summary of reviewed literature

Certainly, capacity building has received growing attention over the past 20 years (Ontario Trillium Foundation, 2005). This enhanced interest in capacity building has occurred simultaneously with the shift in the voluntary and community sectors' pool of available funding, increased expectation to do more with less, and overall public expectations of accountability. These changes within the sector have served to create challenges to Institutional sustainability, which overall hinders the ability of Institutions to do work that has impact. In a 2002 overview of capacity building efforts within the United States, findings showed that the majority of work commonly referred to as "capacity building" was focused at the Institutional level (Light & Hubbard, 2002). From this study, it's clear that funders, capacity builders, and Institutions are focused on the process of capacity building as opposed to the performance of capacity building. Kobusingye (2015) discusses factors influencing the implementation of capacity building initiatives in national information technology but with a focus on resources and Institutional culture. This study elaborates further and brings in the concept of policy framework, Institutional structure and technology to fill the missing gaps

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on how the study was carried out. It explains the research design, population of the study, sample size, sampling technique, data collection methods, research procedures and data analysis and presentation, ethical consideration and operationalization table.

3.2 Research Design

This research adopted a descriptive survey research design. Phil (1996) describes descriptive research studies as designed to obtain information concerning the current situation and other phenomena and wherever possible to draw valid conclusion from the facts discussed. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Orodho, 2002). Mugenda and Mugenda (1999), explains the purpose of descriptive research as determining and reporting the way things are. Surveys are popular as they allow collection of a large amount of data from a sizeable population in a highly economical manner. Often obtained by using a questionnaire administered to a sample, these data are standardized allowing ease comparison. Descriptive survey is also a suitable design since it aims at answering questions on who, what, where, how much and how many.

3.3 Target Population

Trochim (2006) describes target population as the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. Further, according to Sekaran and Bougie (2010), population is defined as entire group of people the researchers want to investigate. The researcher targeted the ICT projects in IEBC, Voter registration project and Electoral security arrangement program. The target population of this study consisted of staff members from IEBC, members of national police service and Community members.

The members of IEBC were drawn from three departments at which the capacity building program is being implemented. The departments were voter registration and electoral operations directorate, ICT directorate, Voter Education and partnership directorate. The members of National police service were drawn from Nairobi City county, central division and Starehe AP headquarters. It included officers from Kenya Police, Administration police and Directorate of Criminal investigations. The researcher also targeted members of the community who have benefitted from voter education in Kibra constituency. The total target population was 165 from the records of IEBC. Respondents as indicated in the breakdown in Table 3.1

Table 3.1: Target population

S/NO	Target respondents	Number	Percentage
1.	voter registration and electoral operations directorate, ,	10	6.0%
2.	ICT directorate	10	6.0%
3.	Voter Education and partnership directorate	10	6%
4.	Members of National police service (APS - 15, DCI – 15 and KPS – 15)	45	27.0%
5.	Community members	90	55.0%
TOTAL		165	100.0%

3.4 Sampling Technique and Sample Size

Sampling technique is the process of selecting sufficient number of elements from the population. As indicated in Babbie (1990), sampling is necessary because of the constraints of time and cost. For purpose of this research, the study adopts stratified random sampling to target the main stakeholders in the capacity building project.

According to Kothari (2004), if the population from which a sample is to be drawn does not constitute a homogeneous group, then stratified sampling technique is applied so as to obtain a

representative sample. In this technique, the population is stratified into a number of no overlapping subpopulations or strata and sample items are selected from each stratum. If the items selected from each stratum is based on simple random sampling the entire procedure, first stratification and then simple random sampling, is known as stratified random sampling.

The researcher selected sample size by using the Sloven's formula Altares et al. (2003).

$$n = \frac{N}{1 + N (e^2)}$$

Where,

n = Sample Size

N= Total population (165)

e= margin of error (5% or 0.05)

Therefore

$$n = 165 / 1 + 165(0.05^2) = 116.8$$

Therefore a sample size of 117 will be used

Table 3.2 sample size

S/NO	Target respondents	Target	Sample size
1.	voter registration and electoral operations directorate, ,	10	7
2.	ICT directorate	10	7
3.	Voter Education and partnership directorate	10	7
4.	Members of National police service (APS - 15, DCI – 15 and KPS – 15)	45	32
5.	Community members	90	64
TOTAL		165	117

3.5 Data Collection Instruments

The data for this research was collected using a survey questionnaire. The survey was created using suitable questions modified from related research and individual questions formed by the researcher. In the questionnaire, Likert scale was used to determine if the respondent agrees or disagrees in a statement. The questionnaire had both close and open ended questions. The questionnaire was a self-administered questionnaire, to enable the study to gather a self-report on people's opinion, attitudes and response on the research

3.5.1 Pilot testing of the Research Instrument

Initial testing of the questionnaire was done with respondents from the sample of the target population but they were not included in the sample size used to deduce the results to ensure that the questions are clear. Individuals used were employees in IEBC and some community members were not be considered in the sample size. The respondents gave feedback concerning the instrument, the flow and sensitivity of information. Respondents in the pilot study did not take part in the final research. Pilot testing was done with 10% of the sample size that is 12 respondents, as recommended by Baker (1994). After the pilot questionnaires were returned, reviewed and changes made to improve comprehension, sequence, right wordings and approximate time taken to finish answering the questionnaires. The study of the completed pilot questionnaire helped with the open ended section of the dependent variable and independent variable.

3.5.2 Validity of the Instrument

William, et al. (2004) affirm that validity refers to the degree to which results are obtained from the analysis of the data actually represents the phenomenon. Content validity ensures that the data collected using certain instrument represent specific domain of concept. Mugenda and Mugenda (2003) asserted that validity defines the accuracy and meaningfulness of inferences drawn from study findings. If the instrument is valid, the results obtained from the research will actually represent the study variables. The validity of the instrument used in this study was determined with the help of the supervisor.

3.5.3 Reliability of the Instrument

According to Mugenda and Mugenda (2003) reliability refers to the measure of the degree to which the research instrument yields consistent results. It is a test of sound measurement that determines the consistency of results of an instrument (Kothari, 2004). In this study, internal consistency reliability was applied to measure different aspects of performance of capacity building projects at IEBC. The split-half method was used to test reliability of the research instrument. For this method, the respondents were divided into two halves and the researcher ensured that the respondents used in the pilot study were not the same ones used in the main study. According to Mugenda & Mugenda, (2003) pilot test is a stage where research instruments are administered to a number of individuals in the target population who are not included in the sample size so as to test reliability and validity of the instrument. The researcher tested whether the design of questions is logical, clear and easy to be understood, exhaustive and how long it took to complete the questionnaire.

The pre-test allowed the researcher to check on whether the variables that were collected could be easily processed and analyzed. The pre-testing was carried out in Nairobi County on a sample consisting of 10% of the sample size that is 12 respondents. Views given by the respondents during pre-testing were analyzed and used to improve the questionnaires before actual collection of data. The refined questionnaire will then test for validity and reliability. The Cronbach's coefficient alpha was used to measure internal consistency reliability among a group of items combined to form a single scale and complement each other. The alpha value ranges between 0 and 1, with reliability increasing with increase in value. The findings from the reliability test were 0.87 which was deemed appropriate and hence the researcher used the instrument for analysis.

3.6 Data Analysis

Data was collected analyzed, interpreted and inferred through triangulation of information. The identified independent variables were analyzed through review of questionnaires and feedback from the target population interviewed. Before processing the responses, the completed questionnaires were checked for completeness and comprehensibility to ensure consistency. The data was then summarized, coded and entered into the Statistical Package for Social Sciences (SPSS) version 21 for analysis to enable the responses to be grouped into various categories.

Descriptive statistics entailing frequency distribution was used to analyze the data. Data presentation was done by the use of percentages, frequencies, mean and standard deviation.

3.7 Ethical Considerations

The information obtained from the study was handled with confidentiality and respondent privacy was be respected since the staff of the IEBC and National police service are supposed to act in a nonpartisan manner. The researcher first sought the consent of the respondents and clearly states the purpose of the research from the onset. The respondents were given a chance to ask any questions before consenting to be interviewed.

3.8 Operationalization Table

This section identifies indicators that were used to measure the dependent and independent variables. This study will use quantitative indicators to measure the relation between the dependent and independent variables. Analysis of the relationship using the identified indicators will be objective.

Table3.3 Operational Definition of Variables					
Objectives	variable	Indicators	Scale	Data collection	Type of analysis
To determine how Institution policy influences performance of capacity building projects	Institutional policy	Sufficiency of the policies Level of effectiveness of the policies Ease of amending the policies Ease of understanding	nominal interval ordinal ordinal	Questionnaire and interviews	Descriptive statistics
To examine the influence of Institution culture on performance of capacity building projects	Institutional culture	Nature of team work Applicability of core values Level of attitude towards change Level of flexibility towards change	nominal nominal interval interval nominal nominal		
To evaluate the influence of Institutional structure on performance of capacity building projects	Institutional structure	Nature of clarity of the structure Clear roles and responsibility Level of efficiency and effectiveness\ Nature of decision making mechanism	interval nominal ordinal ordinal		
To assess how ICT infrastructure influences performance of capacity building projects	ICT infrastructure	Ease of adoption of new technology Level of efficiency and effectiveness Availability of ICT infrastructure No of training to ICT personnel	ordinal ordinal		
	Performance of Capacity building projects	Timeliness of the trainings No of people trained Cost of the workshops Increased level of understanding Level of quality by facilitators	ordinal interval interval nominal ordinal		

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This Chapter provides the data analysis, presentation and interpretation of the findings for the research. The raw data collected by the researcher through questionnaires. The qualitative data was subjected to subscribed analysis and researcher made inferences from the view of the respondents. The results are presented in tables to bring out the findings and as well presented sequentially in line with the research questions. Data collected has been analyzed by use of frequency tables and percentages to bring out the institutional factors influencing performance of capacity building projects by IEBC in Kenya.

4.2 Questionnaire Return Rate

Out of the sample size determined of 117 to which survey questionnaires were distributed were distributed, 113 questionnaires were obtained. This represents 96.6% response rate. Mugenda and Mugenda (2003) states that a 50% response rate is adequate, 60% is good and above 70% is rated very well. Therefore the response rate was very sufficient for this study. The 117 questionnaires were distributed to three groups to represent the three types of respondents needed for the research. These were 21 questionnaires for IEBC, 32 questionnaires for National Police Service and 64 questionnaires for Members of the Community

4.3 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, highest level of education, professional qualification, department serving and length of service. The demographic data brings out the respondents' suitability in responding to the questions.

4.4 Institutional policy and performance of capacity building projects by IEBC

The respondents were asked to indicate whether Institutional policy influences performance of capacity building projects by IEBC in Kenya. The results are presented in the Table 4.5

Table 4.5 Institutional policy and performance of capacity building projects by IEBC

Influence of Institutional policy		
On capacity building projects	frequency	Percentage
Yes	96	85
No	17	15
Total	113	100

From the findings, 85% of the respondents indicated that Institutional policy performance of capacity building projects by IEBC while 15% disagreed. The respondents cited loopholes in election laws, code of conduct and very vague punishments in the election offences Act, 2016 which were likely to compromise performance of capacity building projects. 15% on the other hand believe that work should be passionate and only requires proper structure to influence the capacity building projects

4.4.2 Factors on Institutional policy

The respondents were asked to rate the following factors on how Institutional policy influences performance of capacity building projects by IEBC. The results are presented in the tables 4.6

Table 4.6 Factors on Institutional policy

Factor under consideration	Mean	Standard Deviation
Available laws are sufficient	2.25	0.65
Laws have been amended to ensure Institutional Effectiveness	3.61	0.72
Ease of amending policies	4.40	0.80
Available policies are binding	2.78	0.91
Employees are conversant with the set policies	4.23	0.77
Policies affect implementation of capacity projects	4.64	0.51

From the findings in Table 4.6, the respondents strongly agreed with a mean of 4.6371 that policies affect implementation of capacity building projects. They strongly agreed with a mean of 4.3983 that there is ease of amending the policies once they are identified and follow the due procedure. They also strongly agree with a mean of 4.2301 that the employees are conversant with the set policies already in place. However, the respondents are undecided with a mean of 3.6106 that the laws have been amended to ensure Institutional effectiveness, while disagreeing with a mean of 2.7788 that the available policies are binding. They also disagree with a mean of 2.2478 that the available laws are sufficient. From the findings, it can be deduced that the Institutional policies need to be reviewed. With majority of the respondents indicating that the policies are not sufficient and hence they should be reviewed to ensure effectiveness of the running of the Institution and hence the capacity building projects done.

4.4.3 Other policies influencing performance

Regarding other policies that influence performance of capacity building projects by IEBC, respondents indicated that policies regarding ethical practices should be enhanced. Ethical practices include being honest and truthful in and out of work to represent the better image of the Institution, following the right procedure without shortcuts, coercion and manipulation in order to perform that which is untrue and improper. They further indicated the availability of policies to protect health and guarantee safety both internally within the Institution and externally during

interaction with other citizens on any matters of election. Respondents also indicated the need to set policies that easily accepts their recommendations towards ensuring the best and free working environment during service provision.

4.5 Institutional culture and performance of capacity building projects by IEBC

The respondents were asked to rate the following factors on how institutional culture influences performance of capacity building projects by IEBC. The results are presented in the Table 4.7

Table 4.7 Factors on Institutional culture

Factor under consideration	Mean	Standard Deviation
Institutional culture enhances high work performance	4.60	0.49
The culture in IEBC encourages knowledge management	4.42	0.84
Culture is flexible for work efficiency	2.92	0.45
There's a positive work culture in the Institutional	2.29	0.99
There's a training and sensitization for culture enhancement	4.13	0.70
Employees have a good attitude to new concepts and change	2.40	0.54
Top management is keen to embrace change and positive value	4.60	0.62
There's reward for improved performance and workmanship	3.85	0.36

From the findings on Table 4.7, the respondents strongly agreed with a mean of 4.6018 that positive Institutional culture influences high performance. In the same line, the respondents strongly agreed with a mean of 4.4159 that the culture in IEBC encourages knowledge management while further strongly agreeing with a mean of 4.6018 that top management is keen to embrace change and positive attitude. Respondents also agree with a mean of 4.1327 that there's training and sensitization both for staff and community to improve culture in the Institution. However, the respondents are neutral with a mean of 3.8496 that there's reward for improvement of performance and workmanship. The respondents also disagree with a mean of 2.9204 that

culture is flexible and allows for the adoption of new ways of working while further disagreeing with a mean of 2.3982 that employees have a good attitude to new concepts and change .Finally, respondents disagree with a mean of 2.2920 to disagree that there’s positive working culture in the Institution.

4.5.1 Other Institutional culture factors influencing performance

On other Institutional culture factors, respondents recommended that management should create a culture that supports innovation while focussing on the results attained by the employees rather than putting all focus on the procedure and overlooking the result. Institutional al success should also not be the main focus at the expense of the net effect on the people. The Institution should focus on improving teamwork rather than individualism and unhealthy competition.

4.6 Institutional structure and performance of capacity building projects

The respondents were asked to indicate whether Institutional structure influences performance of capacity building projects by IEBC in Kenya. The results are presented in the Table 4.8

Table 4.8 Influence of Institutional structure on capacity building projects

Influence of Institutional structure		
On capacity building projects	frequency	Percentage
Yes	107	95
No	6	5
Total	113	100

According to the findings, 95% of the respondents indicated that Institutional structure influences performance of capacity building projects while 5% of the respondents indicated otherwise. The respondents further indicated that for the objectives of any project or Institution to be met, there must be clear and defined roles and responsibilities, as well as hierarchy to form the appropriate channel of communication. The respondents further indicated that of critical importance in any Institution structure was the Institution management/leadership contribution in supporting the

project implementation to its successful operation, with the Institution attracting competent and qualified staff to run its affairs professionally

4.6.1 Factors on Institutional structure

The respondents were asked to rate the following factors on how Institutional structure influences performance of capacity building projects by IEBC. The results are presented in the Table 4.9

Table 4.9 Factors on Institutional structure

Factor under consideration	Mean	Standard
Deviation		
IEBC Institutional structure is clear and comprehensible	3.56	0.58
Individuals, units and clusters role in the Institution are Clearly defined	2.58	0.50
There's functional formal and informal communication in The hierarchical pattern of IEBC	1.30	0.46
There is improved structure in IEBC in the recent past	3.55	0.65
Clear Institutional structure has enabled improved ways Working and capacity	3.67	0.47
There's improved efficiency and effectiveness with the Current IEBC structure	3.39	0.49
IEBC structure has a significant influence on the performance Of capacity building projects in the Institutiona	4.41	0.49
Delegation of responsibility improves the capacity	2.40	0.49
There's specialisation and division of labour as relates to job tasks in IEBC structure	2.69	0.46
Decision making mechanisms are effective	2.62	0.49

From the findings on Table 4.9, the respondents strongly agreed with a mean of 4.4107 that Institutional structure has a significant influence on the performance of capacity building projects.

Quite a number of respondents with a mean of 3.6726 agree that clear Institutional structure has enabled improved ways of working and capacity. Respondents with a mean of 3.3929 are neutral, neither agrees nor disagree that there's improved efficiency and effectiveness in the current IEBC structure. Respondents were neutral with a mean of 3.5752 that IEBC Institutional structure is clear and comprehensible, clear indication that they were not absolutely comfortable with the structures in place within the Institution. This is clearer where with a mean of 2.5841 respondents disagreed, units and clusters role in the Institution are clearly defined .The respondents were also neutral with a mean of 3.5487 that there is improved structure in IEBC in the recent past meaning that even though there might have been changes, the effect has hardly been positive. This is further confirmed by the respondents where they strongly disagree, with a mean of 1.3009 that there's functional formal and informal communication in the hierarchical pattern of IEBC. Finally, the respondent disagree with a mean of 2.3982 that There's delegation of responsibility in IEBC that improves the capacity, with a mean of 2.6903 disagree that there's specialisation and division of labour as relates to job tasks in IEBC structure and disagree with a mean of 2.6161 that Decision making mechanisms in IEBC are effective at strategic, tactical and operational levels.

4.7 ICT Infrastructure and performance of capacity building projects by IEBC

The respondents were asked to indicate whether ICT infrastructure influences performance of capacity building projects by IEBC in Kenya. The results are presented in the Table 4.10

Table 4.10 Influence of ICT infrastructure on Capacity Building Projects

ICT infrastructure		
on capacity building projects	frequency	Percentage
Yes	113	100
No	0	0
Total	113	100

According to the findings, 100% of the respondents indicated that ICT infrastructure influences performance of capacity building projects and none of the respondents indicated otherwise. The respondents clearly indicated that the use of ICT would improve capacity in terms of accuracy,

timeliness and orderliness. ICT would also increase efficiency and effectiveness to ensure Respondents highly appraised the deployment of laptops, biometric registration machines, and digital cameras during voter registration and acknowledged that it was a great step towards voter registration and voter identification. They however insisted that ICT technology cannot be a guarantee of free fair and credible elections, the same must be coupled with the right policies to ensure proper procurement and that the use of the technology is legal and valid to deliver the right result. Suitable staff must also be sourced, trained and supported in order to ensure that the technology does not fail, meaning a loss in taxpayer's money and loss in the citizen's faith of the electoral system. Respondents also indicted that results management was critical, they should be timely and accurate or could also lead to poll issues and claims or dishonesty in the polls.

4.7.1 Factors on ICT infrastructure

The respondents were asked to rate the following factors on how ICT infrastructure influences performance of capacity building projects by IEBC. The results are presented in the tables 4.11

Table 4.11 Factors on ICT infrastructure

Factor under consideration	Mean	Standard Deviation
IEBC has adopted use of modern technology in its operations	4.31	0.57
Use of modern technology and ICT has improved capacity in IEBC projects	4.04	0.57
There's improved efficiency and effectiveness with use of Technology	4.22	0.75
Performance of capacity building projects is highly dependent on the use of technology	3.85	0.57
Introduction of ICT infrastructure is a key pillar in improving the productivity in operations in IEBC	4.63	0.48
There's encouraging response towards adoption of ICT in IEBC operations	3.49	0.50
EMBs that have embraced use of ICT have experienced better results compared to those that have not	4.58	0.53
IEBC staff are well trained and continually trained on the use of ICT	2.80	0.66

From the findings on Table 4.11, the respondents strongly agreed with a mean of 4.6372 that introduction of ICT infrastructure is a key pillar in improving the productivity in operations in IEBC. More respondents with a mean of 4.5752 strongly agree that election management bodies that have embraced ICT have experienced better results than those that have not. This was majorly in relation to the successful digital elections held in Ghana and the United States of America. Respondents at a mean of 4.3097 indicated that IEBC has adopted use of modern technology in its operations; this is evident from the biometric voter registration, kiems kits and real time results transmission. With this technology respondents a mean of 4.0442 agree that use of modern technology and ICT has improved capacity in IEBC projects, this is so since the technology that has so far been used has seen improved performance in the voter registration and identification processes, results transmission and verifications at polling stations. For this reason, respondents

of mean 4.2212 agree that there's improved efficiency and effectiveness with use of Technology. Efficiency in this context refers to use of minimum resources to achieve maximum results while effectiveness refers to the successful achievement of its objectives. However respondents a mean of 3.8496 slightly agree that performance of capacity building projects is highly dependent on the use of technology. While it may be affected by technology, respondents argue that it is not the only factor or the major factor influencing performance of capacity building projects. A further group of respondents with a mean of 3.4867 agree are neutral on the point that there's encouraging response towards adoption of ICT in IEBC operations. This is likely because training has not been sufficient, machines have replaced human resource, and there are a lot of fears of electronic manipulation. Finally, respondents a mean of 2.7965 disagree that IEBC staff are well trained and continually trained on the use of ICT. This further explains

4.8 Performance of Capacity Building Projects

The dependent variable of this study was the performance of capacity building projects. The researcher engaged the respondents who were the community, and police officers who were the recipients of the trainings. Thus the results are as shown in table 4.12

Table 4.12 performance of capacity building projects

Performance of the Workshop	mean	standard deviation
The trainings were timely	3.55	0.67
I understood the lessons learnt clearly	3.27	0.53
The quality of the training was satisfactory	4.12	0.46
I acquired knowledge and skills on voting	3.81	0.83
Understanding the procedures	3.78	0.42
Clarification on voting issues	4.28	0.23
The training was to my satisfaction	3.12	0.58
Trainers were competent	4.28	0.23
The training materials were sufficient	3.01	0.28

The results from table 4.12 indicate that at an average mean, most respondents agreed that that the trainings conducted by the IEBC was sufficient and they were able to acquire relevant information on voting. On the timeliness of the training, a majority with a mean of 3.55 and standard deviation of 0.67 asserted that the training was done in a timely manner which was closer to election and hence the lesson will still be fresh in their minds. With a mean of 4.17, 3.12 and 4.28, the respondent's asserted that the quality of the training was satisfactory, the training was also to their satisfaction and the trainers were competent and knew what they were doing. However the training materials offered were sufficient with a mean of 3.1 even though some of the respondents argued that more should be done. Thus the respondents were contend with the trainings conducted.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study findings on institutional factors influencing performance of capacity building projects adopted by IEBC. The summary is followed by the discussions, conclusion and recommendations. The chapter concludes with the limitation to the study and suggestions for further research.

5.2 Summary

The study sought to find out how institutional factors influence performance of capacity building projects by IEBC. The institutional factors considered for this research are Institution policy, Institutional culture, and Institutional structure and ICT infrastructure. This section presents the summary of the findings on these variables.

5.2.1 Institutional policy and performance of capacity building projects by IEBC

The study established that majority of respondents at 85% agreed that Institutional policies influence performance of capacity building projects by IEBC while only 15% do not. The researcher established that while the respondents were well conversant of the existing policies, they responded that the policies were not binding and were therefore insufficient. The respondents expressed the desire for inculcation of policies on ethical practices, health and safety policies to be enhanced. Ethical practices include being honest and truth and working with integrity. This was precipitated by the hostile working environment presented by the 2007/8 General Elections and how violent the forthcoming by-elections were. There was need for transparency and for the officials to work in a secure and safe environment in order to achieve best results.

5.2.2 Institutional culture and performance of capacity building projects

This study established that Institutional culture influences performance to a great extent, with a mean of 4.6018, and further agreed that while the existing culture in IEBC encourages knowledge management, top management was keen to embrace change and positive attitude. Respondents also agree with a mean of 4.1327 that there's training and sensitization both for staff and community to improve culture in the Institution. However, the respondents indicated that there was no reward for performance and cited this as a culture that demotivated the performance of staff in the projects. Even though management had a positive attitude towards the culture, most respondents from the finding had a negative attitude towards the Institutional culture and how it was rigid to change it. This is because it discourages innovation, does not reward performance but gives a blanket commendation for any work done. Respondents cited that this culture harbors parasites and lazy workers at the expense of hard working personnel.

5.2.3 Institutional structure and performance of capacity building projects by IEBC

From to the findings, 95% of the respondents strongly agreed that Institutional structure influences performance of capacity building projects. The respondents further indicated that for the objectives of any project or Institution to be met, there must be clear and defined roles and responsibilities, as well as hierarchy to form the appropriate channel of communication. Respondents were undecided with a mean of 3.5752 that IEBC Institutional structure is clear and comprehensible, clear indication that they were not absolutely comfortable with the structures in place within the Institution. The respondents were unanimous on the need for the Institution to adopt best management practices ,with a clear structure, clearly defined job description, job alignment and attracting the best suited candidates to perform challenging tasks rather than reward of positions without merit.

5.2.4 ICT Infrastructure and performance of capacity building projects by IEBC

From the findings, 100% of the respondents indicated that ICT infrastructure influences performance of capacity building projects indicating also that the use of ICT would improve capacity in terms of accuracy, timeliness and orderliness, efficiency and effectiveness The recently acquired technology of laptops, biometric registration machines, and digital cameras during voter

registration and Use of KIEMS for voter identification and results transmission was a great milestone. Respondents however criticized the overdependence on technology Vis a Vis manual systems, claiming that technology was capable of manipulation and therefore the manual systems should not be completely abandoned. Respondents emphasized that professionals in ICT should be employed without risking the jobs of previous employees. The other employees should also be adequately trained to meet the standards of the ICT infrastructure adopted by the Institution.

5.3 Discussions

ODIHR (2013) asserts that the inclusion of the basic principles of the electoral system in the constitution creates a safeguard against frequent changes, as the requirements for amending most constitutions are usually more rigorous than those for other laws. Thus, it is a recommended practice to include the fundamental guarantees for suffrage rights in a country's constitution. These would include provisions regulating the very basics of the electoral system, such as the right to elect and be elected, the institutions subject to democratic elections and the terms of office of elected candidates. This study contends with other researchers where the respondents strongly agreed that policies affect implementation of capacity building projects. They strongly agreed that there is ease of amending the policies once they are identified and follow the due procedure. The also strongly agree that the employees are conversant with the set policies already in place.

Several studies reported that the most frequently cited reason was the neglect of the Institution's culture. In other words, failure to change the Institution's culture doomed the other kinds of Institutional changes that were initiated (Schein, 2010; Caldwell, 1994; Pascale and Athos, 1993; Kotter and Heskett, 1992). Clarke (1994), states that the essence of sustainable change is to understand the culture of the Institution that is to be changed. He further observed that if the proposed changes contradict cultural biases and traditions, it is inevitable that they will be difficult to embed in the Institution. Hence the culture of an Institution is the capacity to create systematic plans, provide for the logistics of resources, support and training of the people. This study agrees with other researchers that Institutional culture influence performance of an Institution or even projects. With respondents strongly agreed that positive Institutional culture influences high performance. In the same line, the respondents strongly agreed with a mean of 4.4159 that the culture in IEBC encourages knowledge management while further strongly agreeing with a mean

of 4.6018 that top management is keen to embrace change and positive attitude. Respondents also agree that there's training and sensitization both for staff and community to improve culture in the Institution.

According to Burns (1961) the establishment of management structures for the management of a project is one of the important activities required for accomplishing goals. Shaker (2003) in a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people. Placing responsibilities on people for successful completion of the project requires establishing clear delegated authorities and defining proper communication lines. Kotnour (2000) asserts that some of the internal Institutional matters such as Institutional learning practices increase project success too. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the Institution. The study also affirms what other researchers have found out in relation with Institutional structure that it influences performance. From the findings, the respondents strongly agreed that Institutional structure has a significant influence on the performance of capacity building projects. Quite a number of respondents with a mean of 3.6726 agree that clear Institutional structure has enabled improved ways of working and capacity. Respondents shown neutrality neither agrees nor disagree that there's improved efficiency and effectiveness in the current IEBC structure.

Identification of election technology that meets the public acceptance is as important as the election itself (Burmester & Magkos, 2003). Given the numerous potential benefits of e-voting adoption, the technology is of less important if voters are not willing to accept or use the technology. That is to say, in planning for the adoption of new technology, the robust nature of the technology is not as important as the risk of accepting it. Therefore, the task is to measure the risk, better understand it and appropriately manage it (Navarra, 2011). From the study, the respondents strongly agreed that introduction of ICT infrastructure is a key pillar in improving the productivity in operations in IEBC. More respondents strongly agree that election management bodies that have embraced ICT have experienced better results than those that have not. This was majorly in relation to the successful digital elections held in Ghana and the United States of America. Respondents indicated that IEBC has adopted use of modern technology in its operations; this is evident from the biometric voter registration, KIEMS kits and real time results transmission. With this

technology respondents agree that use of modern technology and ICT has improved capacity in IEBC projects, this is so since the technology that has so far been used has seen improved performance in the voter registration and identification processes, results transmission and verifications at polling stations.

5.4 Conclusion

This study concludes that the review of laws and policies is critical to performance of IEBC capacity building projects. No project can function without functional policies to create a befitting environment for its operation. The exercise of free space, with security and room for innovation is guaranteed by best policies. It is imperative therefore that there's review of the existing policies, against what is in place, to ensure that the policies in place will support the capacity building projects adopted by IEBC.

The study also concludes that the existing culture is positive and encourages Institutional performance. However, management should be flexible to change the culture towards building team work and encouraging personal performance without breeding unhealthy competition. The culture should be accommodative to change and bring on board all employees since the new projects will require new employees.

On Institutional structure, it's very critical to have a clear line of management that depicts where strategic, tactical and operational levels of management are and end. The roles of each person must be clear along with whom they report to. Each cluster and unit must have their roles and responsibilities and when all these are collated, they must lead towards achievement of the Institutions core objectives. The Institution must also enhance job placement, job alignment, job specification, specialization and division of labor. Performance appraisals must be done to ensure that each person is working towards the achievement of the Institutions objectives.

The study further concludes that ICT infrastructure is critical in the developing election society. This is in line with the world trends in election management and also with the increasing use of technology in basically everything people do. Overdependence on ICT can be disastrous when such fails, the Institution should therefore not abandon the previous manual systems, and the same

should be used concurrently. ICT systems are also prone to manipulation and bigger states such as The United States of America have claimed a hack on their electronic voter systems compromised their 2016 elections and this is therefore a lesson on the overdependence on ICT. The use of ICT should also be exploited for further usefulness as it is a very strong tool to ensure free and fair elections. The use of BVR and KIEMS kits were a big success in the previous elections and should be improved to avoid failures in forthcoming elections.

5.5 Recommendations

This study brings out the importance of IEBC capacity building projects in improvement of the election management in Kenya. With the conclusions from the study, the following recommendations are made;

1. IEBC should recommend and embrace election laws amendments and the amendment of policies to accommodate the capacity building projects. Consultations involving every member of the Institution and the publics should be sought in order to come up with all-inclusive policies.
2. The study recommends that IEBC should create a positive working culture that accommodates team spirit whilst encouraging individual performance. This is achieved through training, team building exercises, bonding, all-inclusive target setting and periodical performance reviews.
3. IEBC should set up a clear working structure especially on the new projects with the hierarchy and chain of information flow. Duties and responsibilities must be clearly defined and stated for all to see and understand. Training and induction courses should also be held to ensure that each team player knows what is expected of him/her and how to work towards achieving the same.
4. The study recommends that IEBC adopts the best ICT infrastructure to meet the world election standards. However, manual systems should not be abandoned as they serve as a backup to the digital systems. ICT systems are prone to manipulation; cyber security should

therefore be paramount to protect the integrity of elections. IEBC should also train its officers on the use of IT to ensure they are completely compliant with every new system. They should also attract the best brains for advice, to handle and also test the resilience from attacks the ICT systems have Capacity building is not only with IEBC but also law enforcement officers and citizens who are voters. IEBC should embark on all year training on voter education; the new improvements while receiving recommendations from voters on how to better manage elections. Law enforcement officers can also consult with IEBC and be involved in continuous training on policies and matters election security

5.6 Suggestions for Further Studies

This study investigated the institutional factors influencing performance of capacity building projects adopted by IEBC, a case of selected projects in Nairobi County. However more research should be done to cover the following:

1. Influence of overdependence on ICT in election Management
2. integration of political parties to enhance election integrity
3. Factors influencing voter apathy and low voter turnouts in elections
4. Impacts of political interferences on performance of Capacity Building Project in election Management.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL OF DATA

Samuel Mwangi Maina

P.O. Box 45371 00100

Nairobi, Kenya

0723391933

To whom it may concern

Dear Respondent.

Re: permission to conduct research in your institution

My name is Samuel Mwangi; I am a student at University of Nairobi pursuing a Masters of Arts degree in Project Planning and Management. I am humbly requesting you to kindly furnish me with information to assist in the completion of my research. The research is on factors influencing performance of capacity building projects by IEBC.

The information obtained in the research will be used for the intended purpose and will be held in strict confidence. Kindly answer all questions in the questionnaire. Your assistance is highly appreciated, thank you in advance.

Yours Faithfully,

Samuel Mwangi

0723391933

APPENDIX 11: UNIVERSITY APPROVAL LETTER



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/CEES/NEMC/26/227

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

7th July, 2017


TO WHOM IT MAY CONCERN

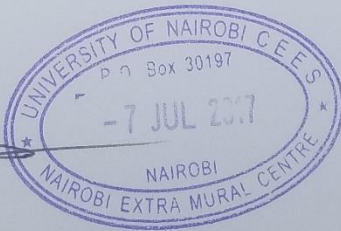
RE: SAMUEL MWANGI MAINA - REG NO L50/84396/2016

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Masters of Art in Project Planning and Management.

He is proceeding for research entitled "institutional factors influencing performance of capacity building projects by IEBC in Kenya." A Case of Selected Projects, Nairobi County.

Any assistance given to him will be highly appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA-MURAL CENTRE



APPENDIX II: RESEARCH PERMIT



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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

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

Ref. No. **NACOSTI/P/17/95064/20054**

Date: **3rd November, 2017**

Samuel Mwangi Maina
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Institutional factors influencing performance of capacity building projects by IEBC in Kenya, A case of selected projects, Nairobi County”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **3rd November, 2018.**

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

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

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

Copy to:

The County Commissioner
Nairobi County.

Using a scale 1-5, Please tick (☐) as appropriate. Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

Institutional Policy Factors	5	4	3	2	1
Available laws are sufficient					
Laws have been amended to ensure Institutional effectiveness					
Ease of amending policies					
Available policies are binding					
Employees are conversant with the set policies					
Policies affect implementation of capacity building projects					

10. Kindly list other Institutional policy factors influencing implementation of capacity building projects in IEBC.

.....

.....

SECTION C: Institutional culture and influence on capacity building projects by IEBC

11. The following statements relates to how Institutional culture influences performance of capacity building projects by IEBC. To what extent is the influence in your Institution?

12. Kindly list other Institutional culture factors influencing implementation of capacity building projects in IEBC.

.....

.....

SECTION D: Institutional structure and performance of capacity building projects

13. Do you think Institutional structure influences performance of capacity building projects by IEBC?

Yes [] No []

14. The following statements relates to how Institutional structure influences performance of capacity building projects by IEBC To what extent is the influence in your Institution?

Using a scale of 1, 2,3,4,5 where: 1- Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree

SECTION E. ICT Infrastructure and performance of capacity building projects by IEBC

15. Do you think use of ICT infrastructure influences performance of capacity building projects by IEBC?

Yes [] No []

16. The following statements relates to how ICT Infrastructure influences performance of capacity building projects by IEBC. To what extent is the influence in your Institution?

Using a scale of 1, 2,3,4,5 where: 1- Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree.

Performance of the workshop	5	4	3	2	1
The trainings were timely					
I understood the lessons learnt clearly					
The quality of the training was satisfactory					
I acquired knowledge and skills on voting					
I understand the procedures to be undertake while voting					
The training clarified areas I didn't understand					
The training was to my satisfaction					
The trainers were clear and competent with the training					
The training materials were sufficient					