

**FACTORS AFFECTING UPHOLDING OF ACCOUNTABILITY  
IN COUNTY GOVERNMENT PROJECTS IN NAROK COUNTY,  
KENYA**

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**DECLARATION**

This research project report is my original work and has not been presented in any other institution of higher learning for any award.

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This research project report has been submitted for examination with my approval as the university supervisor.

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## **DEDICATION**

I dedicate this work to my father Cleophas Pascal Barasa, my mother Mildred Nabangala Barasa, my wife Sharon Wanga, my friends Eng. John Aruma Ekale, Mr. Joseph Kizto as well as my Directors Rev. Fr. Gabriel Matata Makali and Rev. Fr. Patrick Nkaai.

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ANOVA</b>	Analysis of Variance
<b>CDF</b>	Constituency Development Fund
<b>CIDP</b>	County Integrated Development Plan
<b>EACC</b>	Ethics and Anti-Corruption Commission
<b>GoK</b>	Government of Kenya
<b>ICT</b>	Information and Communication Technology
<b>IEA</b>	Institute for Economic Affairs
<b>IEBC</b>	Independent Electoral and Boundaries Commission
<b>KHRC</b>	Kenya Human Rights Commission
<b>KIPPRA</b>	Kenya Institute of Public Policy Research and Analysis
<b>KNPHS</b>	Kenya National Population and Housing Census
<b>LASDAP</b>	Local Authority Service Delivery Action Plans
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MCA</b>	Member of County Assembly
<b>MP</b>	Member of Parliament
<b>NIMES</b>	National Integrated Monitoring System
<b>SPAN</b>	Social and Public Accountability Network
<b>TI</b>	Transparency International
<b>TISA</b>	The Institute for Social Accountability
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Program

## ABSTRACT

Upholding of accountability has become a universal principle in project management in the global arena hence this necessitating close observation on how various projects are run and resources spent. Despite many countries trying to institute laws to guarantee responsiveness in project management, the challenge of unaccountability still remains persistent. This study examined factors affecting upholding of accountability in county government projects in Narok County, Kenya. The following objectives guided the study: to assess how political influence, commitment of stakeholders, application of monitoring and evaluation practices, management of records, and project communication affected upholding of accountability in county government projects in Narok County. The study used a cross-sectional survey research design and targeted county government projects in Roads, Infrastructure and Public works sub-sector, which formed units of analysis for the study. A sample of 118 respondents was used, and primary data was collected through a structured questionnaire while secondary data was obtained from published materials such as books and journals among other sources. Both face-to-face interviews and self-administered questionnaires were applied in collecting data. Quantitative data was analyzed using descriptive data analysis techniques, supported by Statistical Package for Social Sciences (SPSS) IBM Version 21 software program and Excel worksheets. Qualitative data was organized using NVivo and analyzed using the coding, pattern and content analysis technique. Analyzed data was presented in the form of tables. From the sampled population of 118 respondents, 85 of them managed to successfully complete the interviews, making a response rate of 72%. In terms of gender, 64 (75%) were males while 21 (25%) were females. Regarding age distribution, 41 (48%) were aged 46-55, 25 (29%) were aged 36-45, 9 (11%) were aged 56 & above, 7 (8%) were aged 26-35, and 3 (4%) were aged 16-25 years. On the highest academic qualifications of the participants, majority of the respondents had a university degree, accounting for 53 (62%) and 32 (38%) had a diploma. From the findings, 57 (67%) of the projects had been in existence for 1-3 years, 17 (20%) for 4-6 years, 8 (9%) for 10 & above years and 3 (4%) for 7-9 years. Majority 61 (72%) of the respondents had worked in their respective projects for 1-3 years. From the findings, it was established that application of M&E practices had the greatest effect on upholding of accountability in county government projects, with the highest coefficient ( $\beta = 1.166$ ). This was followed by project communication ( $\beta = 0.927$ ), political influence ( $\beta = 0.244$ ), stakeholders' commitment ( $\beta = 0.121$ ), and management of records ( $\beta = 0.099$ ). This means that each of the five independent variables affected the overall upholding of accountability in county government projects proportionate to their respective coefficients. The study concluded that close monitoring and evaluation of projects was critical for projects and programs to have significant impact on communities. Secondly, the government and other development agencies had the responsibility for putting strong mechanisms in place to enhance service delivery to the public. Thirdly, besides the government having working structures in place, sensitization of the public about their roles in management of public affairs made the whole difference in terms of realizing tangible results. The study recommended enhancement of public participation so that all people can understand their role in management of county government projects.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Monitoring and evaluation of projects is increasingly becoming important in ensuring that there is sustainability of initiatives meant to assist in community development. Furthermore, devolved governance models are gaining prominence in many parts of the world hence ideally making it necessary for the public to be more closely involved with the way they are governed (Ronald and Marty, 2002). Upholding of accountability and integrity has become a universal principle in project management in the global arena hence this necessitating close monitoring of how various projects are run and resources spent. According to the Transparency International (TI, 2009), integrity entails behaviours and actions that are consistent with set moral standards as embraced by individuals and institutions that discourage corruption. In principle therefore, corruption is deemed to occur when public officials fail to fairly and transparently follow the standard procedures in the course of their service delivery leading to some individuals favoured at the expense of others.

Despite many countries trying to institute mechanisms for transparency in project management, the challenge of unaccountability still remains persistent (Behn, 2001). For instance, in Romania, assets and interests disclosures have been in place since 1996, through the adoption of the country's asset ownership laws (Barzelay, 2003). Yet, this system suffered a major deficiency namely the lack of transparency in public consultation of the assets and interests disclosures. This led to corruption becoming most prevalent in those public administration sectors that are closest to top decision makers who are able to influence public procurement, issuance of concessions and licenses and career promotion in public administration (Barzelay, 2003).

In Indonesia, the International Bank has a pro-poor initiative as an active devolved methodology to cultivating accountability that is grounded in public involvement. However, this approach still appears to be facing challenges due to public mistrust of those in high authority, especially those charged with overseeing judicial service system (O'Donnell, 2003). In South Africa, a study done on project governance in the country's selected experiments, it was concluded that public institutions need to adopt monitoring and evaluation practices for better service delivery (Waldt, 2008). This approach made it possible for timely service delivery within budgetary allocations

and according to community specifications. However, a lot still needed to be done to increase uptake of this practice at all governance levels. The same trend is being witnessed in the East African region where despite increased tendency to adopting monitoring and evaluation practices in public service delivery, there are still challenges associated with this attempt.

In Kenya, unlike the earlier governance administrative structures, devolution is thought to be at least quasi-democratic, giving citizens an opportunity to be more involved in decision-making processes of government projects (Oloo, 2006). Decentralization is popularly viewed as a system through which public involvement is institutionalized in government operations hence increasing chances of accountability (Omolo, 2010). Accountability has been defined as ethical conduct for governance where there is a high sense of responsibility and openness when dealing with public resources. According to Mwanzia (2010), devolving functions to smaller administrative units that are closer to the people should, ideally, increase interaction between the public and government representatives. Consequently, this is expected to enhance cooperation and mutual interdependence hence further cementing a working relationship where government initiatives make a greater impact on the public.

Despite the good intention of decentralization of governance structures, the Kenya Human Rights Commission (KHRC) and the Social and Public Accountability Network (SPAN, 2010) hypothesize that systems of devolution lack a logical coordinating framework. Accountability is premised largely on citizen participation where the public is given an opportunity to interrogate systems and hold government officers accountable to their actions or inactions. According to Okello, Oenga and Chege (2008), accountability is where all stakeholders influence or contribute to how systems are run. Essentially, participation establishes a sense of projects ownership hence reducing chances of blame games and increasing probability for success.

Studies further indicated that accountability contributes to sustainability of development initiatives because marginalized groups feel that their voices are listened to thus this creating little or no resistance to new ideas or projects (Odhiambo and Taifa, 2009). Accountability is important in fostering trust amongst all stakeholders, and makes it possible for the public to check office holders against any political interference in service delivery while encouraging meritocracy and professionalism amongst public servants (Yang and Callahan, 2005).

Initially, the CDF Act targeted constituency level development projects particularly those intended to combating poverty at the grassroots. The CDF committees were largely constituted by the local MP regardless of the existing framework detailing how these committees were supposed to be formed. This loophole, according to Odhiambo and Taifa (2009), gave room for politicians to meddle in government local projects and left very little chance for accountability by project officials. Devolved government units as provided for in the 2010 Constitution were meant to address the issue of public participation as a precursor for accountability (Omolo, 2010). Yet, despite elaborate constitutional provisions on how to entrench the concept of accountability in public service delivery and management of government projects, lamentations still exist regarding lack of answerability from those in charge of various administrative offices (SPAN, 2010).

Covering an area of about 17933.1 sq. KM, Narok County borders the Republic of Tanzania to the South, Kisii, Migori, Nyamira and Bomet counties to the West, Nakuru County to the North and Kajiado County to the East. According to the Kenya National Population and Housing Census (KNPHS, 2009), administratively, the County is divided into four sub-counties namely; Transmara West, Narok North, Narok South and Transmara East. The sub-counties are further subdivided into 16 divisions, 92 locations and 182 sub-locations with 169,220 households. Total population in the county is estimated to have been 1.2 million people by 2017.

Like many of the 47 counties in Kenya, Narok County faces numerous cross-cutting issues, including environmental, health, education, economic, administrative, and socio-cultural sectors among other key areas. The situation calls for the county government to initiate relevant projects to address any existing challenges and uplift the standard of living of the residents. For effective implementation of any given project in the county, all stakeholders should adhere to the best practices, including observing the tenets of accountability. Yet, a number of cases have emerged where projects are not able to proceed from their initial stages due to various reasons, including political interference, lack of commitment by all stakeholders, absence of sound monitoring and evaluation (M&E) structures, poor management of records, and ineffective project communication among other hurdles (Omolo, 2010).

In its County Integrated Development Plan (CIDP) 2013-2017, a blueprint for development and economic empowerment of its residents, the Narok County Government has proposed several projects cutting across all sectors (County Government of Narok, 2013). Some of the proposed

development initiatives include capacity building, water and sanitation, environmental conservation, garbage collection, transport, and agro forestry projects among others. However, without strict adherence to the best practices such as ensuring accountability and transparency, it may be very challenging for stakeholders trying to actualize these projects (Omolo, 2010). Accountability enhances citizen-government relationship hence accelerating development.

## **1.2 Statement of the Problem**

Accountability is one of the hallmarks of good governance that provide any project the momentum for rapid socio-economic and political transformation of the citizens' lives. Yet, contrary to the Kenyan Constitution's emphasis on adherence to the Public Code of conduct by all public servants, many cases keep on emerging where there is lack of transparency and fairness in public service delivery (Transparency International, 2009). This includes at the local levels of county administration where project managers across all sectors are often accused of corruption which hampers the devolved government's services to the citizenry.

Despite allocation of money for provision of essential services at all levels, it is still common for many local residents in Narok County to go for many days without these services because of misuse of the money (Seminega, 2012). This state of affairs has been linked to political influence, lack of commitment by all stakeholders in the development agenda, poor monitoring and evaluation practices, poor recordkeeping, and ineffective project communication. According to the current integrated development plan for Narok County, there are many projects which are yet to kick off due to bad governance of similar previous ones. For instance, poor policy guidelines and political meddling often have tended to dictate how resources are spent oblivious of other critical considerations. Similarly, poor leadership, ignorance by stakeholders, poor access to relevant information, ineffective M&E and ICT infrastructures among other factors make it difficult to track progress of projects especially at the grassroots levels.

If politics is not kept out of project implementation, there is always likely to be skewed allocation of resources hence denying other residents the opportunity to enjoy public service in a fair manner. Lack of commitment by all stakeholders may encourage project managers to mismanage the projects. Similarly, poor application of M&E practices, ineffective management of records, and uncoordinated project communication were likely to lead to collapse of projects since there will be no mechanisms of monitoring their progress. Such state of events has for instance



continued to be associated with collapse of CDF projects at the grassroots level. Generally therefore, the level and quality of service to the people is not commensurate to the supposedly improved systems. While on one hand these factors divert the budget earmarked for the projects elsewhere, on the other hand they limit the freedom of implementers from setting their priorities right and sticking to their work plans (Peruzzotti, E. and Smulovitz, C. 2006). It is against the aforementioned arguments that this study intends to examine factors that affect upholding of accountability in county government projects with specific focus on Narok County.

### **1.3 Purpose of the Study**

The purpose of this study was to examine factors affecting upholding of accountability in county government projects in Narok County, Kenya.

### **1.4 Objectives of the Study**

This study was guided by the following objectives.

- (i) To assess the extent to which political influence affects upholding of accountability in county government projects in Narok County.
- (ii) To establish how commitment of stakeholders affects upholding of accountability in county government projects in Narok County.
- (iii) To determine how application of monitoring & evaluation practices affects upholding of accountability in county government projects in Narok County.
- (iv) To examine how management of records affects upholding of accountability in county government projects in Narok County.
- (v) To determine how project communication affects upholding of accountability in county government projects in Narok County.

### **1.5 Research Questions**

This study addressed the following research questions:

- (i) To what extent does political influence affect upholding of accountability in county government projects in Narok County?
- (ii) How does commitment of stakeholders affect upholding of accountability in county government projects in Narok County?

- (iii) How does application of monitoring and evaluation practices affect upholding of accountability in county government projects in Narok County?
- (iv) How does management of records affect upholding of accountability in county government projects in Narok County?
- (v) How does project communication affect upholding of accountability in county government projects in Narok County?

## **1.6 Research Hypotheses**

The study intended to test the following hypotheses:

1. **H<sub>0</sub>**: There is no significant effect of political influence on upholding of accountability in county government projects in Narok County.
2. **H<sub>0</sub>**: There is no significant effect of commitment of stakeholders on upholding of accountability in county government projects in Narok County.
3. **H<sub>0</sub>**: There is no significant effect of application of monitoring and evaluation practices on upholding of accountability in county government projects in Narok County.
4. **H<sub>0</sub>**: There is no significant effect of management of records on upholding of accountability in county government projects in Narok County.
5. **H<sub>0</sub>**: There is no significant effect of project communication on upholding of accountability in county government projects in Narok County.

## **1.7 Significance of the Study**

It is every government's desire to utilize its resources prudently and maximize benefits for the citizens. However, due to the inability to uphold accountability for those resources, it sometimes becomes difficult to plan and deliver services to the public. This study may be important for the Narok County and other counties for highlighting on how best to involve all stakeholders in the allocation of resources based on priorities and without any undue influence. In addition, the study may provide Narok county government and other counties a basis for developing more viable monitoring and evaluation, recordkeeping, and project communication models to aid in upholding accountability of their resources.

This study is also likely to serve as a point of reference for other scholars interested in carrying out further empirical studies on government prudent resource allocation and distribution.

Generally, recommendations and suggestions from this study are anticipated to help in designing the best strategies on how to improve service delivery by the county governments of Kenya.

### **1.8 Delimitation of the Study**

This study was conducted in Narok County, with a specific focus on factors affecting upholding of accountability in county government projects. Narok County is one of the counties known to be experiencing non-accountability in its government projects. Indeed, currently parliament is being petitioned to push the county so that county government projects can be managed well and resources accounted for. The focus was restricted to county government-initiated projects which have been in existence for at least one year. The study was to understand to what extent political influence, commitment of stakeholders, application of monitoring and evaluation practices, management of records, and project communication affect upholding of accountability in these projects. These variables are critical in dictating how government projects are run in the county hence the focus of this study. For instance, political interference has the potential to influence how resources are allocated hence introducing the element of bias in project implementation. Similarly, little stakeholders' commitment means that projects will not be monitored keenly hence left only to managers who can easily take advantage of the situation and mess them up.

### **Limitations of the Study**

The study relied on information as provided by the respondents in the study area through a structured questionnaire. For credible data, this means that the respondents' honesty in giving the information was very critical. Yet, there is likely to be respondents unwilling to give correct information based on suspicions hence affecting credibility of data. Besides, owing to the limited sampled population, data are likely not to be appropriately generalizable to other sub-counties or geographical areas. In order to collect credible data, the researcher maintained nondisclosure of data collected and protected the respondents. The researcher also did proper introduction to the respondents so as to erase any sort of suspicion.

Another drawback may have been the wide geographical distribution of respondents making it expensive to collect data. The researcher tried to identify potential interviewees in advance and planned well by way of booking appointments so as to avoid wasting a lot of time. The researcher also tried to adhere to interview schedules.

## **1.9 Assumptions of the Study**

The research was conducted under the assumption that political influence, commitment of stakeholders, application of M&E practices, management of records, and project communication affected upholding of accountability in county government projects in Narok County. The study also was conducted under the assumption that the respondents were readily available and willing to give correct and honest responses. In addition, the study assumed that the data collection instruments had high validity so as to measure the desired constructs.

## **1.10 Definition of Significant Terms and Concepts**

**Application of M&E practices** – these are the existing monitoring and evaluation structures and how they are used for the success of the projects. Measuring indicators include existence of monitoring and evaluation structures, complexity of monitoring and evaluation structures, commitment to monitoring and evaluation practices, project manager’s skills and knowledge.

**Commitment of stakeholders** – this encompasses how much time and resources are spent by all the people involved in running of the projects. This includes the caliber of leadership and their freedom to participate fully. Measuring indicators include free public participation, learning of M&E practices, leadership caliber, frequency of participation, and level of impartiality exhibited.

**Management of records** – these are records with crucial information regarding the history and day-today running of the projects. Measuring indicators include existing ICT infrastructure, expertise in recordkeeping, reporting structures, relevance of information, and ease of access to relevant information.

**Political influence** – this involves undue pressure by those in political offices so as to influence how certain projects are implemented and the outcome. Measuring indicators include political interference, ineffective policies, tribalism, nepotism, and sabotage.

**Project Communication** – relates to the flow of information within the project rank and file. Measuring indicators include communication structures, procedures of communication, quality of information, timeliness of information, and completeness of information.

**Upholding of Accountability** – act of operating in openness, able to offer plausible explanations as to how the project is being run and being responsible for one’s actions and/or inactions regarding the project. Measuring indicators include openness to public scrutiny, public satisfaction, project’s sustainability, management adherence to priority, and value maximization.

### **1.11 Organization of the Study**

The study was organized in five chapters – one to five. Chapter one gives a background to the study, including research objectives, statement of the problem and significance of the study among other sub-topics. Chapter two focuses on literature review while chapter three highlights the methodology used in the study. Chapter four presents deals with analysis, presentation and interpretation of data while chapter five gives a summary of the findings and conclusions as well as recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is a discussion of existing scientific works on the concept of upholding of accountability in county government projects. The review is done based on the general highlight of accountability in county government projects and themes emanating from specific research objectives of the study. These include leadership influence, commitment of stakeholders, application of monitoring and evaluation practices, management of records, and project communication and their effects on upholding of accountability in county government projects. Under each theme, different sub variables are addressed. The chapter also highlights theory used, conceptual framework, summary of literature, and matrix table of literature reviewed.

#### **2.2 Upholding of Accountability in County Government Projects**

As the most celebrated governance model in Kenya in the recent past, devolution is mostly hailed for its ability to bring services closer to the people (Omolo, 2010). Despite the good tidings brought about by devolution, a number of challenges have also been reported. In order for devolution to work well, there must be clear public participation.

A study conducted by the Institute for economic affairs (IEA, 2006) on CDF, revealed that although CDF was generally well known by the public, only a few individuals knew about regulations governing the programme. Eighty five percent of the respondents across eight regions (provinces) said that they were aware of the programme but only 21% of them affirmed that they knew specifics about the initiative such as costs of the projects or how money for such projects was being disbursed (IEA, 2006). Similarly, a study by KHRC and SPAN (2006) established that 96% of the respondents were aware of CDF; only about 39% of them had been involved in the program in one way or the other. Following these revelations, it may be reasonable to conclude that upholding accountability of county government projects would be an uphill task as it would be difficult to put any government official to task without any information to back claims put forth.

Maintaining accountability in county government projects requires free information such that citizens are not viewed as just consumers but also as active players in the governance processes.

However, there have emerged complaints where due to various reasons information either never reaches the public in good time or totally fails to reach them (Barasa and Eising, 2012). Following a Task Force Report on Devolved Government (2011), accountability is viewed a central tenet of good governance hence attracting immense interests from all stakeholders keen on entrenching openness in management processes. In order to uphold accountability, public officials must be seen to be responsible for their decisions and actions and be answerable to the people they serve (Gikonyo, 2008). Yet, according to Oyugi and Kibua (2006), often there is a habit of public officials withholding information from the public for their own selfish gain. This in the long run leads to corruption since citizens are denied the opportunity to play the watchdog role they are supposed to play in relation to the running of their affairs by the county government.

According to Tilas (2014), administrative and political accountability stand out, where in political accountability, voted leaders are required to be answerable to their electorate while in administrative accountability, managers are supposed to be accountable to the people they serve as mandated through the offices they hold as they strive to meet their targets. Yet, sometimes the officials tend to abuse their offices by denying the public the opportunity to get any glimpse of what is happening in governance systems. For example, there are cases where politicians use their powers to completely shield their underhand dealings from the public eye (Ahmad *et al.*, 2005). Failing to disclose the budgetary allocations to the public is one way of keeping the people in the dark and ensuring that they have no basis upon which to question the way projects are managed in their respective localities. This is in addition to the tendency by political office holders to fail to complete initiated projects as they hide behind the ignorance of the masses that may not be aware of the kind of proposed projects to be initiated.

According to Mutua (2010), under devolution system citizen participation is imperative in service delivery processes. Service is supposed to be delivered in an environment devoid of any politics, which ideally should be retained at the County Assembly level. However, the formation of Sub-county Implementation units is sometimes seen as being influenced by external forces such as local politicians (Mwanzia, 2010).

### **2.3 Political Influence and Upholding of Accountability in County Government Projects**

It is common for the citizenry to demand accountability from public offices in all facets of governance. The demand has even increased following devolved governance functions as

provided under the current county government arrangements. According to Richards (2005), accountability is not just based on the ability to exercise control; it further demands for constant surveillance by the citizens to ensure that public servants act in the best interest of the public as they pursue projects that are relevant to the greater majority. In this sense, the public is meant to keep public officers on toes so as they can strictly follow laid down law and procedures as they discharge their duties. Yet, for this relationship to work smoothly there must be clear policy guidelines that enable the citizens to understand their mandate in the project management participatory approach. According to Connelly (2003), the role of policy-makers should be to initiate relevant guiding principles on behalf of the people. This calls for a mutual working relationship between the government leadership and the public where there is free two-way flow of information; a situation that will make it possible to prioritize on the kind of projects to be initiated. Clear comprehension of the needs of the public will lead to good and effective policies.

It is anticipated that information held by the county government is public information, and can lawfully be requested by the public so long as this does not jeopardize the position of either side. The new constitution is supposed to have expanded the culture of openness in the running of public projects as well as enhanced the growth of civil society networks; all these meant to aid good public management practices (Mboga, 2012). The multi-party system of governance and the expansion of space for civil society are ideally supposed to be matched by opportunities for public participation in devolved government systems. Under this arrangement, the law guarantees political participation by the public through civic education and elections where especially elected leaders are supposed to effectively educate the masses on the workings of the county government. Besides, as representatives of the people, the County Assembly is mandated to formulate laws that create forums for public participation and subsequent checking on those who intend to mess up public projects. Yet, contrary to expectations, the Members of County Assembly (MCAs) often tend to abdicate this role (Kwena, 2013). Although the responsibilities of ward representatives include informing the public about government projects and the general role citizens are supposed to play, many cases emerge where depending on personal interests in emerging projects by those in positions of leadership, the public may be given partial information or they are totally not informed (Mwanzia and Strathdee, 2010).

Conflict of interest between the central and county governments sometimes create confusion especially where central government line Ministries may be seen to be playing major roles in



service delivery in specific projects than the county government (GoK, 2011). In a study done by Kwena (2013) in Kilgoris Constituency, it emerged that politics played a role in accountability in county government projects. The findings showed that politicians were actively involved in determining who aired their views in public gatherings such as in Community Action Plans meetings. In addition, there was political interference in regard to what specific venues those meetings were held. This curtailed freedom of speech of certain individuals who were perceived to question the way projects were being managed hence letting the public only be aware of partial information.

While the participatory framework of the LASDAP was meant to improve the government-citizen relationship when it came to service delivery, competitive politics influenced a lot on how service delivery was executed. This competition was evidently manifest in the relationship between local political representative through MCAs and area Member of Parliament (MP). In this sense, the public voice was stifled while political representatives were in the forefront championing selective truths (Kwena, 2013). Ironically, the same political class has often been accused of malpractices such as being involved in corruption especially regarding CDF projects. Ultimately, rather than being seen to expand space for accountability in the management of projects, devolution appears to have decentralized fraud-related practices to the local levels. According to Kwena (2013) therefore, public involvement was always marred by political competition; a phenomenon which tends to limit the knowledge of local residents on government management processes. The findings in this study further revealed that more than 70% of the respondents thought that their participation would not make any difference in influencing project decisions. Two-thirds of the respondents further believed that their input was inconsequential as government decisions were done in an ad hoc manner where it didn't matter what the public felt. While the overall citizen participation was low, women and the youth were predominantly underrepresented in participatory local governance processes. It emerged that this group had little knowledge and interest in how government projects operated. This was as a result of their little political muscle and the belief that men had a greater ability than women and the youth to influence decisions on local projects. The youth also felt less compelled to participate in local government initiatives as they viewed civic participation as a domain of the old generation in society. The don't-care attitude from the citizenry therefore dampened efforts to put government officers to task regarding how local government projects were being run.

While Kwena (2013) clearly presents the role of politics in influencing accountability in local government projects, he rarely mentions the aspect of policy-making as a political process regarding the level of public involvement and how projects were supposed to be run. This study therefore intends to address political phenomena generally as a critical aspect in accountability of county government projects.

## **2.4 Commitment of Stakeholders and Upholding Accountability in County Government Projects**

Devolution makes it possible for the county government to hire staff from within the localities. Driven by the desire to spread the services to the lowest administrative units, county governments tend to hire local people likely to remain loyal and serve in their positions for long (Muriisa, 2011). Although not to all cadres of staff, there have also been cases of county governments offering staff other incentives such as housing and transport allowances (Mutakha, 2011). All these gestures are intended to enhance the staffs' commitment to serve their communities. However, these approaches have not worked across board. According to Mutakha (2011), attracting and retaining skilled employees is a big challenge not only to the county governments but also to any other employer. Moreover, there are no clear devolved governance policies on how to commit staff to work in government projects. Much as county workers at the lower ranks may be seen as committed to their offices, this may be due to limited options they have in terms of career opportunities.

Devolution was intended to place accountability in the hands of the smallest units of governance such as sub-counties and wards and make locals feel motivated when seeking services closer to where they stay (Pinto, 2010). However, devolved government accountability remains questionable especially given the fact that there is nothing much to ride home about regarding the kind of services locals receive several years after the enactment of the 2010 constitution (Mutakha, 2011). Often cases have emerged where there is conflict of interests between different stakeholders in the projects. This is as a result of duplication of roles as is sometimes evidenced through the subtle rivalry between the office of the governor and the central government as represented by the office of the county commissioner at the local levels through chiefs and sub-chiefs. According to Mutakha (2011), this kind of conflict ends up eroding or interfering with the commitment by some players in the success of the projects. Furthermore, collecting of

information for monitoring purposes becomes difficult thus creating unnecessary tension and destabilizing decision-making in the operations of the projects. Studies have further shown that accountability in project management is better upheld in an environment where there is an alignment of county government and central government policies where different office holders are clear of their responsibilities and are in full control of their jurisdictions without undue influence (Ondieki, 2016).

Elham (2008) further states that in pursuit of institutional excellence where there is effective governance and customer-oriented marketing there must be organizational capacity building through proper training of project managers. Training clarifies all stakeholders' roles in the management of the project and places specific responsibilities in the hands of respective individuals or professionals. Capacity building fosters a culture supportive of professional and personal development for the good of individuals and existence of the project.

In a study to establish factors affecting accountability of resources in Kiambu County, Ndung'u (2014) found that if the top project management ensured that the employees were well informed, this was likely to create more confidence as well as commitment on the team. The study further noted that free flow of information was very critical in prudent management of projects. Furthermore, harmonization of policies and sealing of all loopholes was vital for ensuring that funds were not diverted to where they were not intended such to personal accounts. Knowing that resources and their efforts were directed towards the right objectives, employees were bound to be more committed to their work. This study also emphasized the need for motivation of employees as a precursor for accountability of project management. Creating of reward systems for employees through performance bonuses, promotions and other incentives was also vital for enhancing teamwork among staff hence encouraging them to work towards a common goal (Ndung'u, 2014). The study concluded that accountability to the ideals of any project depended a lot on commitment of the top management. It was therefore important to clearly align performance measures to the goals and objectives of a project and institute incentive mechanisms for employees who work hard to achieve the best outcome with as little input as possible. These sentiments were echoes of Kibua and Mwabu (2008) findings which showed that employees were more committed to their work if they were led well and rewarded accordingly in their efforts.

Despite elaborate explanation by Ndung'u (2014) about how employees' commitment as part of the main stakeholders in any project was critical in fostering accountability, the study did not address some of the critical factors such as political interference. Often even the positions of project managers are threatened by other more influential stakeholders such as politicians and big business people who end up influencing how tenders should be handled.

## **2.5 Application of M&E Practices and Upholding of Accountability in County Government Projects**

According to KHRC and SPAN (2010), accountability of citizen participation in government project management cycle still remains in doubt as it becomes almost impossible to always account for project resources. It has not been easy for the public to interrogate systems (Omolo, 2010) since politics of patronage tend to contribute to corruption and general mismanagement of government projects, especially at the local levels (TISA, 2010).

Generally, Kenya prides in an elaborate monitoring and evaluation system as provided for under the directorate of national development monitoring (Mwachiro and Gakure, 2011). However, due to various factors including lack of sufficient resources for elaborate and working structures at devolved levels, this service is not fully functional at local levels. (TISA, 2010). Absence and ineffective monitoring and evaluation framework at local governance levels undermines accountability. Nevertheless, having communication structures in place does not in itself guarantee openness in public project management. It is imperative to involve local communities and other stakeholders at that level in conducting audits of projects. According to Omolo (2010), government officers need to go beyond just having in place M&E mechanisms to fully engaging the local citizens in all the project surveillance processes. For instance, by creating community assembly committees, different roles will have to be directly and actively played. These include financial allocation, audits, and procurement among others as oversight strategies meant to significantly reduce cases of corruption.

Ideally, local communities and other stakeholders at the grassroots are supposed to be more engaged in local project management (Oyugi, 2010). Yet, this engagement may be very minimal if the communities are not sensitized on the need for civic consciousness where they are not susceptible to political manipulations. The responsibility for decentralization of the functions of anti-corruption bodies such as the Ethics and Anti-Corruption Commission (EACC) in fighting

corruption and promoting accountability at county levels cannot be gainsaid. This has been buttressed by the vibrant civil society as well as active academia and research institutions which strive to unearth any ills being perpetuated at the grassroots government projects (Zoe and Allam, 2011). Effective M&E system should be able to aid flawless flow of information where the citizenry is free to deliberate any arising issues. Such a process would give the public an opportunity to investigate poor performance areas based on strategic policies. Ultimately, this would make it possible to seal all gaps and address any likely challenge as new way forward is charted (Mwanzia and Strathdee, 2010). However, according to Kimani, Nekesa, and Ndungu, (2009), despite having structural facilities through county government devolved governance units, cases of bribery often emerge where key opinion shapers are silenced through personal favours and end up compromising project M&E initiatives.

Feedback and reporting mechanisms are critical components in M&E processes. However, Mwanzia and Strathdee (2010) argue that the current decentralized governance structures witness reportedly poor quality reporting that is not based on sound indicators. Due to lack of appropriate training, some personnel in county government offices have no skills in M&E hence lacking the capacity for quality reports. Furthermore, information should be readily available so as to report on outcomes of the projects. Yet, depending on the kind of reporting mechanisms in place, reporting real time may be impossible.

In a study done by Nabulu (2015) on CDF projects in Narok County, she observed that there was a significant correlation between training on M&E, cost of M&E, and the capacity of M&E team, and the success of any project. Some of the recommendations by the study included enough allocation of funds for M&E practices, adoption of ICT in project management, and emphasis on the need to actively involve all stakeholders in management of devolved government projects. Yet, Nabulu (2015) failed to link these concerns with the fact that it may for example depend on the kind of stakeholders at play. Their level of understanding may not be at par hence rendering these efforts unworkable. This study intended to look at the link between critical factors that could affect accountability in the running of the projects, including politics and the nature of different players.

## **2.6 Management of Records and Upholding of Accountability in County Government Projects**

Access to information essential to aid in the management of projects would greatly depend on the systems in place (Meyer, 2005). The Urban Areas and Cities Act of 2012 provide under section 74 for the rights of the residents to contribute to the decision making processes of important government projects (Othieno, 2011). The boards are compelled by the Act to provide prompt responses to the subsequent written or oral communications by the residents. Any loan guaranteed or any grant applied and received from the national government and other multilateral sources by the county government must be on behalf of the local people recorded as a source of revenue for purposes of building institutions' accountability to the voters (Burugu, 2010).

According to Obwona (2010), it is therefore the citizens' responsibility to monitor and interrogate the usage of the borrowings in the forums to ensure sound growth and development of projects being implemented in their localities. Participation is also envisaged to ensure residents' involvement in the design of projects. The boards are required under the law to contribute towards capacity building of the residents to enable them objectively participate in all important projects being initiated in their resident areas (Burugu, 2010). However, forming board in rural areas sometimes proves a challenge especially given the level of exposure of most stakeholders and their training on recording keeping to enable them to coordinate, manage and supervise service delivery and development at the sub county level. Under the constitution the county assembly is supposed to be open to the public. Yet, the right records may not be availed for scrutiny by all interested parties.

## **2.7 Project Communication and Upholding of Accountability in County Government Projects**

Participatory communication is very critical in all aspects of development. This makes it possible for a balanced two-way information flow in a horizontal, vertical and iterative manner. Furthermore, using of various types of communication media enables all interested parties to fully participate in government projects (Kirungu, 2011). This in turn allows them to meaningfully contribute to the design, implementation, and monitoring of subsequent projects. Regardless of the level of participation, communication is critical in increasing awareness, resource mobilization, and fostering behavioural changes and eventual cementing of partnerships for

mutual goals (Thomson and Jackson, 2007). Yet, lack of effective communication can cause breakdown of important negotiation processes and limit alternatives for addressing any emerging issues, and ultimately, lead to nonattainment of desired outputs (Tan, Chong, and Uchenna, 2009).

It is increasingly becoming clear that utilization of information and communication technology (ICT) is indispensable in project management (Hagen and Zeed, 2005). For instance, effective ICT systems enhance openness in procurement processes hence sealing loopholes that may lead to pillaging of public money. In order to meet today's operating challenges, devolution government systems are encouraged to use ICT in order to enhance service delivery to residents as they cut costs and improve internal efficiencies and increase output. According to Kagendo (2012), ICT infrastructure is critical in promoting development in any government projects. Kirungu (2011) further argues that this encompasses both computerization of systems and scaling up of technology. Due to embracing of ICT in project management, E-procurement system for instance is slowly becoming the persevered mode of sourcing for goods and services hence making it easier for trailing any anomalies even years after particular transactions happened.

Despite the complexities of using e-procurement influenced by ignorance among the service users and lack of internet connectivity especially at local levels, this mode of communication has the potential for immediately availing information to the public and making it widely available thus enhancing transparency. Notwithstanding the importance of ICT in helping to uphold accountability in project management, there are factors that hinder total adoption of this approach. Lack of infrastructure, and high levels of poverty and illiteracy among other factors, are some of the hindrances to embracing ICT in upholding accountability in county project management (Seminega, 2012). Furthermore, there is the risk of the internet being compromised or erroneous information being uploaded into the system. In any case, despite the use of ICT in enhancing efficiency and accountability in management of projects, this is not the only strategy for realizing great success. A solid legal procurement framework, qualified and honest staff, and trusted oversight mechanisms for example are some of the essential factors that must be put in place for a well-functioning project system (Tan et al, 2009; Kagendo, 2012).

Literature on the role of ICT in upholding accountability of project management shows that management systems that have adopted this function are better managed (Kramer et al, 2007). Yet, it may not be generalized to all projects since not all projects can practically employ ICT in

their operations especially those being implemented in remote areas where there is no electricity or internet connectivity. It therefore becomes difficult to peg success of any project to the element of project communication as seen from the context of adoption of ICT.

A study by KIPPRA to assess the level of public awareness and to what extent the public participated in public projects decision-making, the findings showed that there was poor awareness amongst public members due to poor communication from the government side (KIPPRA, 2006). The study further found that failure by the public and project managers of their respective roles has significantly led to poor performance of government projects. Furthermore, there were no platforms through which the government informed the citizens about any impending projects or the progress of ongoing ones. This meant that it was not possible to put the government to task on its performance. This study did not also feature the aspect of political interference in the management of government projects. Hence, this study also focuses on the role of politics and other factors in making accountability of county government projects a viable undertaking.

## **2.8 Theoretical Framework**

The study adopted Systems Theory and Ladder of Participation Theory.

### **2.8.1 Systems Theory**

Systems Theory was founded by Jay Forrester to analyze and explain complex management processes. This theory implies that the organization is perceived as a system that has parts that are not isolated but rather integrated parts that ought to be coordinated for efficiency and effectiveness. As explicated further by Meadows, *et al* (1972) who argued that a good system is one that enhances dynamic public participation in planning and underlines (Fung & Wright, 2011; Innes & Booher, 2004; Shipley & Utz, 2012) a continuous decision-making (Feldman & Khademian, 2007) process. The significance of community involvement in administrative process has a positive element of inclusivity in the management system. In addition, systems theory opens up possibilities of informed feedback mechanisms, which act as incentives for improvement in the management of any organization. This is important for the county administrative structures since the theory enhances corporate growth and profitability and consistency in the management of the county.



Meadows (2008), further argues that systems theory views the organization (County) as an open system where there is continual interaction with the broader outer community of which it is a part. In other words, the County government is perceived as an organization within its total population, with diverse channels of interaction for better service delivery. The County government is a whole and involves the study of the organization in terms of the relationship between technical and managerial variables within the system.

### **2.8.2 Ladder of Participation Theory**

Arnstein, (1969) informs that participatory theory attempts to enhance public involvement in public affairs by widening the public space and challenging bureaucratic systems and processes so as to realize democratic governance. The theory of ladder of participation has eight different stages or levels of participation at community level. These stages include manipulation, therapy, informing, consultation, placation, partnership, delegated power, and citizen control. According to (Wouter, 2008), manipulation level is the bottom rung of the ladder while citizen control depicts the highest form of authority citizens may achieve and be fully in charge of policies. The fundamental point here is that people are only able to participate in public affairs if they have the capacity to understand how systems operate around them. Public participation is achieved by having the public in mind, and providing them the chance to be involved in how public projects are designed and executed. According to Sadiullah (2006), those involved in whatever decisions must be able to relate with them and the outcome must be desirable to all the participants.

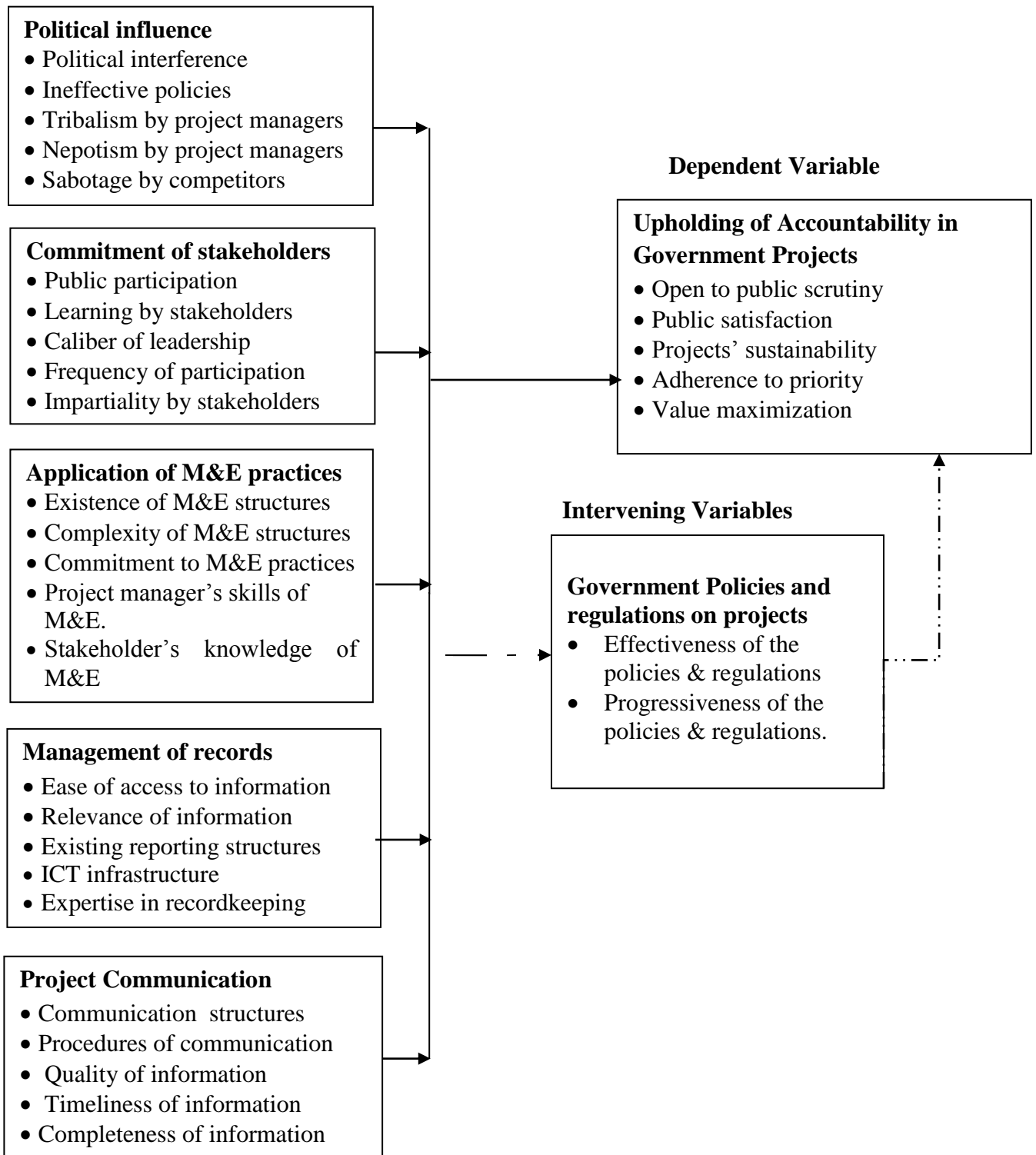
Sidiullah (2006) further explains that when the public participate in projects that concern them, those projects are bound to serve them better and improve their lives in general. The theory basically emphasizes the need for beneficiaries of the project to be fully involved in the design and implementation of the projects. This theory is therefore relevant for this study.

### **2.9 Conceptual Framework**

The study intended to examine issues that influence upholding of accountability in county government projects with specific reference to Narok County, Kenya. Figure 2.1 depicts a diagrammatical relationship between independent and dependent variables. The picture presents five independent variables as leading to dependent variable, the outcome. These include political influence, commitment of stakeholders, application of M&E practices, management of records,

and project communication as factors that were likely to affect upholding of accountability in government projects in Narok County.

## Independent Variables



**Figure 1: Conceptual Framework of factors affecting upholding of Accountability in county government projects.**

Political influence, commitment of stakeholders, application of M&E practices, management of records, and project communication are likely to influence upholding of accountability in county government projects. Following undue pressure from the political class, bad procurement and management policies as well as discriminative HR policies were probable to thrive hence entrenching tribalism, nepotism, and the culture of sabotage in the management of projects.

The level of commitment by stakeholders would likewise dictate freedom and frequency of involvement by all the participants for the common good. This may also touch on the calibre of leadership expected and the level of impartiality exhibited by all key stakeholders when running the project.

Existing monitoring and evaluation structures were also critical in influencing upholding of accountability in project management. This determined the commitment of the M&E players to M&E practices, the project manager's skills of M&E, and stakeholder's knowledge of M&E processes. With this knowledge, every stakeholder could be able to objectively critique how the project was being run with the aim of improvement.

Records with crucial information regarding the history and day-today running of the projects are very important in helping interested parties in the project to understand the kind of input needed for the overall success of the project. For this variable to be effective there was need to stabilize ICT infrastructure, expertise in recordkeeping, clear reporting structures, flow of relevant information, and ease of access to relevant information.

Project communication also has an implication on upholding of accountability in project management. It is important to have clear channels of flow of information within the project rank and file. This may require strong communication structures, clear procedures of communication, quality information flow, timeliness of information, and completeness of information.

If all the five variables were in place, it is anticipated that there could be high level of openness regarding how the project is being run hence leading to a greater impact on the community the project is intended to serve. There could be room for public scrutiny and value maximization where decisions are made based on priority with the ultimate goal of high public satisfaction.

## 2.10 Knowledge Gap

Based on the literature review, there were gaps that this study sought to bridge. The knowledge gaps are summarized in table 2.1.

**Table 2.1 Matrix Table of Literature Reviewed**

<b>Variable</b>	<b>Author (Year)</b>	<b>Title of study</b>	<b>Findings</b>	<b>Knowledge gap</b>
Political influence	Kwena (2013)	Factors affecting community participation in management of development projects through Local Authority Service Delivery Action Plans (LASDAP) in Kilgoris Constituency	politics played a role in accountability in county government projects	Role of project communication in upholding accountability
	Mwanzia and Strathdee, (2010)	Voices in development management: Participatory development in Kenya, empowerment transformation and sustainability	citizen participation was crucial in service at the local levels	Role of project communication in upholding accountability
Stakeholder commitment	Ndung'u (2014)	Factors affecting accountability of resources in Kiambu County.	Top project management was very critical in influencing employees performance	Political influence on accountability
	Muriisa (2011)	Decentralization in Uganda: prospects for improved service delivery	Stakeholder commitment was essential in upholding accountability	Influence of project communication in accountability
	Kibua & Mwabu (2008)	Decentralization and Devolution in Kenya; New Approaches		
M&E practices application	Nabulu (2015)	Factors influencing performance of M&E of government projects in Kenya: a case of constituency development fund projects in Narok East sub-county	Adherence to M&E practices was very important in project management	Role of management of records in project management
Management of records	Obwona (2010)	Decentralization of services in Uganda	Institutional weaknesses and insufficient	Influence of management records and

	Othieno (2011)	Devolution in Kenya's new constitution: constitution working paper No. 4	finances significantly affected service delivery  Was important for public to monitor progress of projects.	weak information flow on project accountability  Influence of project communication in accountability
Project communication	KIPPRA (2006)  Kirungu (2011)	level of public awareness on public projects decision-making  constraints in the implementation of government policies in public boarding secondary schools in Murang'a district	There was poor awareness amongst public members due to poor communication  Communication enabled all stakeholders to fully participate in government projects	Influence of project communication and role of ICT in project accountability  Political influence on accountability

## 2.11 Summary of Literature Review

Relevant literature was reviewed in this chapter based on the research problem. Two theories guided the study, and empirical studies were reviewed in line with specific research objectives so as to find out what other scholars have discovered about upholding of accountability in county government projects.

Various authors have insinuated that several factors affect upholding of accountability in county government projects at local levels. However, this study focused on the aspects of political influence, commitment of stakeholders, application of M&E practices, management of records, and project communication which still remain not fully exploited to find out their effect on accountability in management of government projects. Furthermore, under governance structures at all levels, public participation in service delivery is hardly emphasized, at least not in the practical sense. More often than not, this concept seems to be on paper but in the practical sense those on the receiving end, particularly the common citizen, get a raw deal.

On the theme of political influence, contrary to popular public expectation of politics playing a positive role in project management in terms of creating good laws, it emerged that sometimes political interference thrives at local administrative levels (GoK, 2011). For instance, Kwena (2013) found that often the political class gets involved in malpractices such as corruption and nepotism hence curtailing accountability in project management. Besides, public involvement is often marred by political competition; a phenomenon which tends to limit the knowledge of local residents on government management processes.

About stakeholders' commitment, literature review has shown that despite spirited efforts to attract and retain skilled employees in project management, there is a challenge of lacking clear devolved governance policies on how to commit staff to work in government projects. Much as county workers at the lower ranks may be seen as committed to their offices, this could be due to limited options they have in terms of career opportunities (Mutakha, 2011). There is also lack of capacity among employees to carry out their duties as expected of them.

Regarding application of M&E practices in upholding of accountability in County Government projects, it is still not easy to hold specific individuals to account in regard to resource utilization when running county government projects (Mwachiro and Gakure, 2011). In any case, there is still lack of sufficient resources for elaborate and working structures at all devolved levels hence denying local citizens crucial services (TISA, 2010).

On management of records and upholding of accountability in county government projects, literature has shown that records are not duly availed to the public so that they can monitor and interrogate the usage of resources for sound growth and development of projects being implemented in their localities (Obwona (2010). Furthermore, given the level of exposure of most people in rural areas, they are reluctant to demand for proof accountability through available performance records (Burugu, 2010).

Concerning project communication and upholding of accountability in county government projects, literature generally revealed that there are no clear communication structures on the ground for helping to communicate effectively on the progress of relevant projects (Seminega, 2012). Furthermore, the complexity of using e-procurement system puts off ignorant citizens from being keen to know how projects are run within their localities. In addition, notwithstanding the importance of ICT in helping to uphold accountability in project management, there are factors

that hinder total adoption of this approach. Lack of infrastructure, and high levels of poverty and illiteracy among other factors, are some of the hindrances to embracing ICT in upholding accountability in county project management (Seminega, 2012). Furthermore, there is the risk of the internet being compromised or erroneous information being uploaded into the system.

This study, therefore, presented an opportunity to explore the existing county project governance systems, and how they can be improved to enhance accountability as a cornerstone of good governance. Furthermore, it exposed challenges that emanated when public involvement was introduced in service delivery by the government at the smallest units and could help to strengthen the resolve by all development stakeholders to make things work better for the citizenry.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter highlights the methodology used in the study. It focuses on the research design, target population, sampling procedure, data collection methods, reliability and validity of the research instrument, methods of data analysis and presentation, operationalization of variables and ethical considerations.

#### **3.2 Research Design**

Kothari (2013) defines research design as the general layout showing the detailed manner in which data will be collected, analyzed and reported in a manner relevant to the research purpose and in tandem with the research procedure. Methods to be applied in answering the research questions and solve the research problem are selected at this point. This research employed a cross-sectional descriptive survey research design to address the research problem. Kothari (2013) states that cross-sectional descriptive survey research design is appropriate as it give an accurate description of the relationship between accountability in county government projects and independent variables, namely political influence, commitment of stakeholders, application of M&E practices, management of records, and project communication. On the other hand, correlational research design was used for testing hypotheses.

#### **3.3 Target Population**

Kothari (2013) posits that elements of the research comprise the total set of elements possessing the characteristics needed by the researcher before sampling can ensue. The target population for this study was county government projects in Narok County. The accessible or research population was projects that were initiated at least one year before the commencement of this study.

According to the County Integrated Development Plan (CIDP) 2013-2017 of County Government of Narok, there were hundreds of projects initiated by the county government spanning across different sub-sectors. Some of the sub-sectors include Agricultural and Irrigation sub-sector, Livestock productions and Veterinary Service sub-sector, Fisheries sub-sector, Forestry sub-

sector, Land Adjudication and Settlement, Roads, Infrastructure and Public works sub-sector, Transport, Public Works, ICT sub-sector, Housing, Works and Urban Development sub-sector, Energy sub-sector, Trade, Industrialization and Cooperative development, Tourism, and Finance & Planning among others. This study focused on Roads, Infrastructure and Public works sub-sector, which formed units of analysis.

**Table 3.1 Target Population**

<b>Roads, Infrastructure and Public Works Sub-sector</b>	<b>Target Population</b>
Road construction & maintenances	29
Construction and repair of bridges	21
Construction and maintenance of health facilities	29
Construction, repair & maintenance of water facilities	27
Construction and expansion of markets	26
Electricity connections	15
Construction, repair & maintenance of sports grounds	21
Maintenance of airstrip	2
<b>Total</b>	<b>170</b>

### **3.4 Sample Size and Sampling Procedure**

A sample comprises of selected elements from a research population which was to be studied and the results thereof generalized back to the research population. Orodho (2002) further holds that there should be similarities in all elements of the population for the study. In order to select the appropriate sample size, the researcher employed a sample design which minimized bias while maximizing on sample representativeness. Snowballing or referral sampling technique was used to identify respondents.

#### **3.4.1 Sample Size**

This study used a sample size of 118 respondents drawn from a population of 170. This was based on Krejcie & Morgan (1970) table of sampling theory (*see appendix V*). The table utilizes the following formula to obtain the various sample sizes for various population sizes:

$$n_0 = \frac{(t)^2(p)(q)}{d^2}$$

Where  $n_0$  is the sample size for categorical data;  $t$  is the value for the selected alpha level which is 0.025 in each tail = 1.65;  $p$  is the set at an estimated value of 0.5 hence  $(p)(q) = 0.25$ ;  $d$  is the acceptable margin of error for proportion being estimated at 0.05. In a broad sense, the units of analysis can be grouped as summarized in table 3.2.

### 3.4.2 Sampling Procedure

With a target population of 170 and based on the Krejcie & Morgan (1970) table of sampling theory, sampling was done in the following manner and the sample size was arrived to as 118 respondents.

**Table 3.2 Sample Size**

<b>Roads, Infrastructure and Public Works Sub-sector</b>	<b>Target Population</b>	<b>Sample Size</b>
Road construction & maintenances	29	20
Construction and repair of bridges	21	15
Construction and maintenance of health facilities	29	20
Construction, repair & maintenance of water facilities	27	19
Construction and expansion of markets	26	18
Electricity connections	15	10
Construction, repair & maintenance of sports grounds	21	15
Maintenance of airstrip	2	1
<b>Total</b>	<b>170</b>	<b>118</b>

### 3.5 Research Instruments

Both primary and secondary data were used in the study to address the research questions. Secondary data was obtained from past studies while primary data was obtained directly from the field. The questionnaires were developed in such a way that credible data could be collected so as to answer the research question appropriately. Furthermore, questionnaires were piloted, and tested for reliability and validity before being used.

### **3.5.1 Pilot Testing of Instruments**

Five randomly selected respondents were used for pilot. These respondents did not participate in the actual study. Pilot testing was important to help develop a more effective research instrument for collection of the right data. Moreover, the pilot study ensured that the questionnaires were clearly phrased so as to be well understood by all the respondents.

### **3.5.2 Validity of Instruments**

According to Kothari (2013), validity of an instrument refers to a degree to which the instrument is able to perform its intended function. The questionnaire was tested for content and construct validity. Content validity measure refers to subjecting the instrument to experts including the supervisor to check questions in the questionnaire against objectives to see if they help in achieving objectives. Construct validity focuses on clarity or vagueness of values given to respondents to help them fill questions appropriately.

In addition to checking for the validity of the questionnaire against set objectives, construct validity was also used to check how agreeable various constructs are to guarantee credible data. The researcher also used the expertise of his supervisor to check on the ethical appropriateness of the instruments in accordance with the study objectives.

### **3.5.3 Reliability of the Instruments**

Creswell (2014) defines reliability as the consistency of the instruments after repeated trials. It contributes to standardization of a research tool so as generalization of the findings can be made possible. Split-half method was used to test the reliability of the instrument. Data from pilot study was keyed into SPSS and thereafter the Cronbach's alpha was generated. The Cronbach's alpha explores the internal consistency of the questionnaire, based on the average inter-item correlation. A figure in the range of 0.7 to 1.0 was considered for reliability of the questionnaire.

## **3.6 Data Collection Methods**

Upon securing approval from the university department and other relevant authorities, a number of steps were taken before fieldwork commenced. First, one research assistant was hired and

trained on the questionnaire and data collection procedures. Then enough copies of the questionnaire were made before proceeding to the field. Data collection involved both direct interviews and self-administered interviews depending on the circumstances such as availability of the respondents and their ability to understand the questionnaire on their own.

After enough questionnaires were fielded, they were assessed for completeness and serialized and coded in preparation for data entry. This was followed with data analysis, presentation, and discussion. During the entire fieldwork process, high level of confidentiality was observed as a way of protecting the respondents' privacy.

### **3.7 Data Analysis Techniques**

Both quantitative and qualitative data were appropriately organized and coded for analysis. Quantitative was analyzed with the help of descriptive data analysis techniques supported by SPSS (v21) program and Excel worksheets. Hypotheses were tested at 95% confidence level, and data were summarized using descriptive statistics, which according to Kothari (2013) is development of certain indices from the raw data. Analyzed data were presented through tables in form of frequencies, percentages, means and standard deviations.

Qualitative data on the other hand was organized using NVivo and analyzed through content analysis technique. This technique was used in making inferences and critically analyzing narratives which were then interpreted in accordance with emerging themes as per the objectives of the study. The excerpts then embedded in the main text. Emerging themes were described qualitatively, based on objective and subjective knowledge obtained from literature review to bring out the distinguished relationships between variables.

### **3.8 Ethical Considerations**

Research ethics revolve around acceptable norms and behaviours (Schicktanz & Dusche, 2011). The research participants were clearly informed of the intention of the study so that they could participate on their own volition. During the entire research process all due protocol was observed. An authorization letter to start fieldwork was first and foremost obtained from the University Department together with other relevant ethical clearances. This included a letter from NACOSTI. The researcher was also truthful when presenting data and avoided plagiarism at all cost. In addition, confidentiality of the respondents was assured where all the information they

gave was treated with utmost secrecy where it was not shared with any party other than being used only for the purpose of the study. Proper acknowledgement of the source was done so as to respect intellectual property.

### 3.9 Operationalization of Variables

This section presents operationalized definitions of variables of the study. These related to aspects of upholding of accountability in county government projects in Narok County, Kenya. Table 3.2 presents these constants.

**Table 3.2 Operational Definition of Variables**

Objectives	Variables	Indicators	Measurement Scale	Data analysis techniques	Tools of Analysis
	Independent Variables				
1: To assess the extent to which political influence affects upholding of accountability in county government projects in Narok County	Political influence	<ul style="list-style-type: none"> <li>• Political interference</li> <li>• Ineffective policies</li> <li>• Tribalism</li> <li>• Nepotism</li> <li>• Sabotage</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal scale</li> <li>• Nominal scale</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Content analysis: examining data and interpreting it by forming an impression and presenting it in a structured form</li> </ul>	<ul style="list-style-type: none"> <li>• SPSS &amp; NVivo software</li> </ul>
2: To establish how commitment of stakeholders affect upholding of	Commitment of stakeholders	<ul style="list-style-type: none"> <li>• Free participation</li> <li>• Learning</li> <li>• Caliber of leadership</li> <li>• Frequency of participation</li> <li>• Impartiality</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal scale</li> <li>• Nominal scale</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Content analysis: examining data and interpreting it by forming an impression and presenting it in a</li> </ul>	<ul style="list-style-type: none"> <li>• SPSS &amp; NVivo software</li> </ul>

accountability in county government projects in Narok County				structured form	
<b>3:</b> To determine how application of M&E practices affects upholding of accountability in county government projects in Narok County	Application of M&E practices	<ul style="list-style-type: none"> <li>• Existence of M&amp;E structures</li> <li>• Complexity of M&amp;E structures</li> <li>• Commitment to M&amp;E practices</li> <li>• Project manager's skills of M&amp;E.</li> <li>• Stakeholder's knowledge of M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal scale</li> <li>• Nominal scale</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Content analysis: examining data and interpreting it by forming an impression and presenting it in a structured form</li> </ul>	<ul style="list-style-type: none"> <li>• SPSS &amp; NVivo software</li> </ul>
<b>4:</b> To examine how management of records affect upholding of accountability in county government projects in Narok County	Management of records.	<ul style="list-style-type: none"> <li>• Ease of access to information</li> <li>• Relevance of information</li> <li>• Existing reporting structures</li> <li>• ICT infrastructure</li> <li>• Expertise in recordkeeping</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal scale</li> <li>• Nominal scale</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Content analysis: examining data and interpreting it by forming an impression and presenting it in a structured form</li> </ul>	<ul style="list-style-type: none"> <li>• SPSS &amp; NVivo software</li> </ul>

<p><b>5:</b> To determine how project communication affect upholding of accountability in county government projects in Narok County</p>	<p>Project Communication</p>	<ul style="list-style-type: none"> <li>• Communication structures</li> <li>• Procedures of communication</li> <li>• Quality of information</li> <li>• Timeliness of information</li> <li>• Completeness of information</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal scale</li> <li>• Nominal scale</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Content analysis: examining data and interpreting it by forming an impression and presenting it in a structured form</li> </ul>	<ul style="list-style-type: none"> <li>• SPSS &amp; NVivo software</li> </ul>
	<p><b>Dependent Variable</b></p>				
	<p>Upholding of Accountability in Government Projects</p>	<ul style="list-style-type: none"> <li>• Open to public scrutiny</li> <li>• Public satisfaction</li> <li>• Projects' sustainability</li> <li>• Adherence to priority</li> <li>• Value maximization</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal scale</li> <li>• Nominal scale</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Content analysis: examining data and interpreting it by forming an impression and presenting it in a structured form</li> </ul>	<ul style="list-style-type: none"> <li>• SPSS &amp; NVivo software</li> </ul>



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

The study findings have been presented in this chapter and they have been discussed based on the study thematic objectives. The thematic areas included: response rate, personal information, Upholding of accountability in County Government Projects, Political influence and Upholding of Accountability, Stakeholders' Commitment and Upholding of Accountability, Application of M&E Practices and Upholding of Accountability, Management of Records and Upholding of Accountability, Project Communication and Upholding of Accountability and the Summary of Status on Political Influence, Stakeholders' Commitment, Application of M&E Practices, Records Management, and Project Communication on Upholding of Accountability in Project Management.

#### 4.2 Questionnaire Return Rate

From the sampled population of 118 respondents, 85 of them managed to successfully complete the questionnaires. As illustrated in Table 4.1, this was 72% response rate. The respondents were allowed to fill the questionnaires in their convenient time and in some cases one-on-one interviews were conducted. Throughout fieldwork there were follow-ups to ensure a high response rate.

**Table 4.1 Questionnaire Return Rate**

Roads, Infrastructure and Public Works Sub-sector	Sample Size	Response Rate	
		Frequency	Percentage (%)
Road construction & maintenances	20	13	11
Construction and repair of bridges	15	12	10
Construction & maintenance of health facilities	20	14	12
Construction, repair & maintenance of water facilities	19	14	12
Construction and expansion of markets	18	13	11
Electricity connections	10	7	6
Construction, repair & maintenance of sports grounds	15	11	9
Maintenance of airstrip	1	1	1
<b>Total</b>	<b>118</b>	<b>85</b>	<b>72</b>

### 4.3 Respondents' Social Demographic Information

Social demographic information of the respondents included: Gender categories of respondents, Age, Education Level, and Period of existence of projects, Working experience in Projects. These are further discussed as follows;

**Table 4.2 Gender Distribution of Respondents**

Gender	Frequency ( <i>f</i> )	Percentage (%)
Male	64	75
Female	21	25
<b>Total</b>	<b>85</b>	<b>100</b>

As illustrated in Table 4.2, 64 (75%) of the 85 participants were males while 21 (25%) of them were females. The implication is that the ratio of men to women in terms of leadership in the projects in Narok County was 3:1. This shows that more men are involved in project implementation than women. Therefore they have a bigger role in upholding of accountability in Projects in Narok County.

#### 4.3.1 Distribution of Respondents by Age

As summarized in Table 4.3, the respondents were also distributed based on their age categories.

**Table 4.3 Distribution of Respondents by Age**

Age Category in Years	Frequency ( <i>f</i> )	Percentage (%)
16-25	3	4
26-35	7	8
36-45	25	29
46-55	41	48
56-& above	9	11
<b>Total</b>	<b>85</b>	<b>100</b>

As illustrated in Table 4.3, 41 (48%) were aged 46-55, 25 (29%) were aged 36-45, 9 (11%) were aged 56 & above, 7 (8%) were aged 26-35, and 3 (4%) were aged 16-25 years. From the findings, cumulatively majority of the respondents were aged 36-55 years, which accounted for 66 (77%).

A conclusion can be drawn that project managers were mature and experienced individuals, hence well placed to manage their work and uphold accountability.

This trend may imply that the respondents were mature enough to understand the need for upholding accountability in county government projects in Narok County.

#### 4.3.2 Distribution of Respondents by Highest Level of Education

Table 4.4 illustrates the level of qualifications of the respondents, which was considered based on primary, high school, tertiary, university and ‘other’.

**Table 4.4 Highest Level of Education**

Highest Education Level	Frequency ( <i>f</i> )	Percentage (%)
Primary	0	0
High School	0	0
Tertiary	32	38
University	53	62
Other	0	0
<b>Total</b>	<b>85</b>	<b>100</b>

As summarized in Table 4.4, primary, high school and ‘other’ levels did not score anything. Majority of the respondents had a university degree, accounting for 53 (62%) and were followed by those who had a diploma which made 32 (38%). Based on the findings, this may imply that project managers were well-educated and therefore comprehended the questions posed to them; which in turn led to obtaining reliable data for analysis. This may further imply that majority of the project managers were enlightened enough to understand the importance of upholding accountability in management of the county projects.

#### 4.3.3 Distribution of Respondents by Existence of Projects

Asked about the duration of existence of their respective projects, from the findings, 57 (67%) of the projects had been in existence for 1-3 years, 17 (20%) had run for 4-6 years, 8 (9%) had existed for 10 & above years while 3 (4%) had been there for 7-9 years. Table 4.5 summarizes these findings.

**Table 4.5 Running Period of Projects**

<b>Duration of Projects in years</b>	<b>Frequency (<i>f</i>)</b>	<b>Percentage (%)</b>
1-3	57	67
4-6	17	20
7-9	3	4
10 & above	8	9
<b>Total</b>	<b>85</b>	<b>100</b>

Generally, majority of the projects had existed for 1-6 years, accounting for 74 (87%) collectively. The relatively short time within which most projects had been running may be explained by the role of devolution in service delivery where most of the local projects may have been launched in the most recent past. However, the findings can also indicate that majority of the project managers were operating within a timeframe where they understood the role of accountability in county government project management hence likely to be successful.

#### **4.3.4 Distribution of Respondents by Working Experience in Projects**

The respondents were also asked to indicate their experience in their respective projects. This was to ascertain their level of understanding of the operations of the project hence the reliability of data provided. As summarized in the Table below, popular majority 61 (72%) of the participants had worked in their respective projects for 1-3 years. Twenty percent (17) had worked for 4-6 years, 4 (5%) had worked for 10 & above years while 3 (4%) had been in their position for 7-9 years.

**Table 4.6 Respondents' Project Working Experience**

<b>Work Experience in Years</b>	<b>Frequency(<i>f</i>)</b>	<b>Percentage (%)</b>
1-3	61	72
4-6	17	20
7-9	3	4
10 & above	4	5
<b>Total</b>	<b>85</b>	<b>100</b>

These findings are in tandem with the revelation on the period of existence of projects. Overall, the findings implied that the respondents were well versed with the operations of their respective projects and therefore the information obtained from them was reliable. Further, they were in a good position to understand the need for upholding of accountability in county project management hence the likelihood for those projects to run successfully.

#### 4.3.5 Inferential Analysis

Before regression of factors that affected upholding of accountability in county government projects, Multicollinearity and normality tests were performed.

#### 4.3.6 Multicollinearity Test

As presented in Table 4.19, Multicollinearity test was detected using Variance of Inflation Factor (VIF). Based on the findings as summarized in Table 4.19, all the VIP fell between 1&10. This means that there was no Multicollinearity in the data set and hence the data was suitable for regression modeling.

**Table 4.7 Multicollinearity Test**

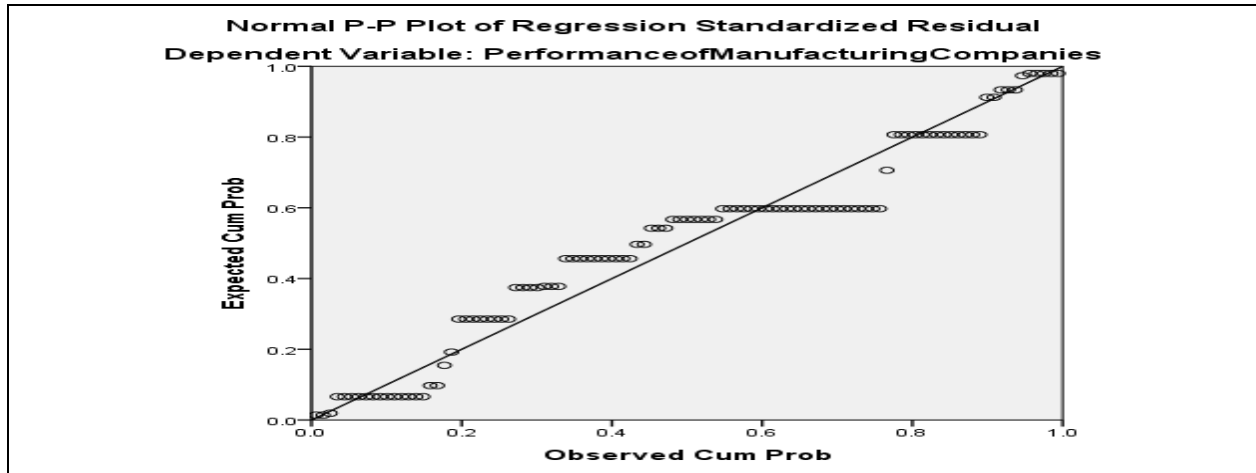
Constant	Collinearity Statistics	
	Tolerance	VIF
Political Influence	0.137	7.471
Commitment of stakeholders	0.128	7.943
Application of M&E practices	0.143	7.076
Management of records	0.168	6.982
Project communication	0.124	7.977

a. Dependent Variable: upholding of accountability in county government projects

### 4.3.7 Normality Test

As demonstrated in Figure 4.1, normal PP plots were used to test for normality of the data set

**Figure 4.1 Normality Test**



From figure 4.1, nearly all the data points are closely aligned along the straight line, showing a relationship between observed and expected cumulative probabilities. This means that the observations were based on normal distribution hence suitable for regression.

### 4.3.8 Correlation between Independent and Dependent Variables

A correlation examination was done to establish how independent variables, i.e. Political Influence ( $X_1$ ), stakeholders' commitment ( $X_2$ ), application of M&E practices ( $X_3$ ), management of records ( $X_4$ ), and project communication ( $X_5$ ) and upholding of accountability in county government projects ( $Y$ ) as a dependent variable. Multiple regression analysis was performed so as to understand what kind of relationship existed between the variables.

### 4.3.9 Model Summary

Table 4.8 presents findings of the coefficient of correlation R and the coefficient of determination R square.

**Table 4.8 Coefficient of Correlation and the Coefficient of Determination R Square**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.933 <sup>a</sup>	.869	.862	.84395

a. Predictors: Political influence, stakeholders' commitment, application of M&E practices, management of records, project communication

Based on the summary in Table 4.8, the coefficient of correlation R is .933, implying that a strong correlation exists between independent (predictors) and dependent variables (outcome). The coefficient of determination R square is 0.869, indicating that 86.9% change in performance of upholding of accountability in county projects in Narok County. There are other factors therefore – apart from those considered in the study – that affect upholding of accountability in county projects in Narok County by 13.1%. Since the study did not focus on this fraction, future studies may give attention to them.

### 4.4 Analysis of Variance (ANOVA)

Analysis of variance (ANOVA) of the regression model was performed to understand the correlation between independent and dependent variables. Table 4.9 show that the value of F calculated was 10.66. The value of F critical (5, 79) at 95% level of significance = 2.41, which was less than F calculated. Based on this indication, it can therefore be inferred that the model used in the study was significant in predicting how the independent variables affected upholding of accountability in county projects in Narok County.

**Table 4.9 Analysis of Variance (ANOVA)**

Source	Sum of squares	Degree of Freedom (df)	Mean Square	F calculated	Sig.
<b>Model Regression</b>	741.29	5	148.26	10.66	.000 <sup>b</sup>
<b>Residual Error</b>	264.49	79	6.96		
<b>Corrected Total</b>	<b>1005.78</b>	<b>84</b>			

a. upholding of accountability in county government projects

b. Predictors (Constant): Political Influence, stakeholders' commitment, application of M&E practices, management of records, project communication

#### 4.4.1 Regression Coefficients

A multiple regression analysis was also done so as to determine the strength of the relationship between independent and dependent variables. The regression coefficients with p values of individual variables used in the study are illustrated in Table 4.10.

**Table 4.10 Multiple Regression Analysis**

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
Constant	3.918	1.211		3.324	0.002
X <sub>1</sub> (Political Influence)	0.244	0.065	0.087	3.713	0.018
X <sub>2</sub> (Commitment of stakeholders)	0.121	0.032	0.036	3.212	0.014
X <sub>3</sub> (Application of M&E practices)	1.166	0.251	0.481	3.117	0.001
X <sub>4</sub> (Management of records)	0.099	0.373	0.0273	0.345	0.797
X <sub>5</sub> (Project communication)	0.927	0.231	0.368	3.554	0.002

a. upholding of accountability in county government projects

From Table 4.10, the following model was established:

$$Y = 3.918 + 0.244X_1 + 0.121X_2 + 1.166X_3 + 0.099X_4 + 0.927X_5,$$

Where X<sub>1</sub> represents Political Influence, X<sub>2</sub> represents commitment of stakeholders, X<sub>3</sub> represents application of M&E practices, X<sub>4</sub> represents management of records, and X<sub>5</sub> represents project communication.

Taking all factors into consideration and at zero, the constant was 3.918, indicating the level of accountability in county government projects. From this analysis, it further means that a unit increase in Political Influence other factors held constant would lead to a 0.244 increase in performance in upholding of accountability in county government projects. A unit increase in commitment of stakeholders other factors held constant would lead to 0.121 increases in performance in upholding of accountability in county government projects. A unit increase in application of M&E practices other factors held constant would lead to 1.166 increases in performance in upholding of accountability in county government projects. A unit increase in management of records other factors held constant would lead to 0.099 increases in performance in upholding of accountability in county government projects. A unit increase in project



communication other factors held constant would lead to 0.927 increases in performance in upholding of accountability in county government projects.

At 5% significance level, the study can document that Political Influence ( $p=0.018<0.05$ ), commitment of stakeholders ( $p=0.014<0.05$ ), application of M&E practices ( $p=0.001<0.05$ ) and project communication ( $p=0.002<0.05$ ) all had significant influence on upholding of accountability in county government projects. However, only management of records ( $p=0.797>0.05$ ) had insignificant influence on upholding of accountability in county government projects.

#### **4.5 Upholding of Accountability in County Government Projects**

Descriptive analysis was done to summarize findings on how political influence, commitment of stakeholders, application of M&E practices, management of records, and project communication affected upholding of accountability in county government projects in Narok County. All the respondents agreed that there was upholding of accountability in government projects in Narok County. Based on the five-point Likert scale, there were varied responses on different variables regarding upholding of accountability in government projects in Narok County. For instance, 39 (46%) respondents agreed that the county government projects in Narok County are open to public scrutiny while none strongly disagreed or disagreed with these sentiments. As similar trend was experienced regarding how the projects were being managed where 36 (42%) respondents agreed that county government projects in Narok County are managed to public satisfaction while a similar number had neutral views. However, a big number of the respondents 36 (42%) appeared to disagree with the feelings that there was sustainability of county government projects in Narok County, and that county government projects in Narok County are managed with strict adherence to priority of beneficiaries 35 (41%). Table 4.11 shows the summary.

**Table 4.11 Upholding of Accountability in County Government Projects**

Upholding of Accountability	1		2		3		4		5		Total		m ea n	SD
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
County government projects in Narok County are open to public scrutiny	0	0	0	0	46	54	39	46	0	0	85	100	17	-68
County government projects in Narok County are managed to public satisfaction	0	0	6	7	36	42	36	42	7	8	85	100	17	-68
There is sustainability of county government projects in Narok County	0	0	36	42	44	52	0	0	5	6	85	100	17	-68
County government projects in Narok County are managed with strict adherence to priority of beneficiaries	0	0	35	41	3	4	5	6	42	49	85	100	17	-68
County government projects in Narok County are managed under an environment of value maximization	0	0	0	0	0	0	76	89	9	11	85	100	17	-68
<b>Composite mean</b>	<b>0</b>		<b>15.4</b>		<b>25.8</b>		<b>31.2</b>		<b>12.6</b>		<b>85</b>			
<b>Composite standard deviation</b>	<b>17</b>		<b>1.6</b>		<b>-8.8</b>		<b>-14.2</b>		<b>4.4</b>		<b>-68</b>			

Asked if upholding of accountability in county government projects in the county were influenced by any factors, all the respondents unanimously answered in the affirmative. This was a general question to gauge if there was need to delve into specific issues that would potentially affect how projects were being run in the study area. This revelation may be a confirmation that all the project managers were aware of the kind of influence that other factors had on upholding of accountability in county government projects, which therefore called for their proactive management so as to achieve desired results.

#### **4.6 Political Influence and Upholding of Accountability**

Political Influence and Upholding of Accountability was one of the objectives that the study was out to achieve. Whether politics affected upholding of accountability in county government projects, all the respondents said yes. This indicated a 100% vote that this factor was in one way

or the other impactful on the running of the county projects. This generally meant that politics influenced how county projects were being managed in Narok County.

Therefore the participants were asked to give their opinions on their level of agreement or disagreement with the statements using a five-point Likert Scale where 1 = strongly disagree, 2 = disagree 3 = neutral 4 = agree and 5 = strongly agree. Five questions were fielded which touched on varied areas where politics played a role in running of the county projects in Narok County, and the results are presented in Table 4.12

**Table 4.12 Various Factors of Political Influence on Upholding of Accountability**

Political Influence	1		2		3		4		5		Total		m ea n	SD
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
There is political interference in the running of county government projects in Narok County	0	0	0	0	0	0	0	0	85	100	85	100	17	-68
There are ineffective policies for the running of county government projects in Narok County	0	0	0	0	58	68	27	32	0	0	85	100	17	-68
Tribalism is witnessed in the running of county government projects in Narok County	0	0	8	9	13	15	55	65	9	11	85	100	17	-68
Nepotism is witnessed in the running of county government projects in Narok County	0	0	8	9	11	13	48	56	18	21	85	100	17	-68
Political sabotage is witnessed in the running of county government projects in Narok County	0	0	0	0	44	52	37	44	4	5	85	100	17	-68
<b>Composite mean</b>	<b>0</b>		<b>3.2</b>		<b>25.2</b>		<b>33.4</b>		<b>23.2</b>		<b>85</b>			
<b>Composite standard deviation</b>	<b>17</b>		<b>13.8</b>		<b>-8.2</b>		<b>-16.4</b>		<b>-6.2</b>		<b>-68</b>			

From Table 4.12, 85 (100%) of the respondents strongly agreed that there was political interference in the running of county government projects in Narok County. Almost a similar trend was noticed regarding tribalism, nepotism, and political sabotage in running of the county projects. Asked if tribalism was being witnessed in the running of county government projects in Narok County, 55 (65%) agreed to this view while none (0%) of the respondent strongly disagreed. Similarly, whether nepotism was being witnessed in the running of county government

projects in the county, 48 (56%) of the respondents agreed with these sentiments. Nearly the same pattern was noted with regard to political sabotage where 37 (44%) of the respondents agreed to this.

The revelation in this study about political interference in running of the county government projects was a confirmation to why some projects tend to stall or even collapse midstream. The findings were in line with an earlier study that had established that Members of the County Assembly (MCAs) and other political leaders played a key part in the running of projects within their jurisdictions. Political competition led a number of political leaders to sabotaging their competitors' efforts by deliberately failing to support projects that were initiated by their predecessors or hiding crucial information from the public so as to avoid scrutiny.

### Hypothesis 1

**H<sub>0</sub>**: There is no significant effect of political influence on upholding of accountability in county government projects in Narok County.

In testing this hypothesis, multiple regression showed that there was a strong correlation between political Influence and upholding of accountability in county government projects ( $\beta = 0.244$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{01}$  and concluded that political Influence affected upholding of accountability in county projects. Table 4.13 illustrates a summary of these statistics.

**Table 4.13 Multiple Regression Analysis: Objective 1**

Predictor	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
<b>Constant</b>	3.918	1.211		3.324	0.002
<b>X<sub>1</sub> (political influence)</b>	0.244	0.065	0.087	3.713	0.018

a. upholding of accountability in county government projects

Table 4.13 shows that politics played a critical role in influencing upholding of accountability in the running of the county government projects.

## 4.7 Stakeholders' Commitment and Upholding of Accountability

Like in the case of politics, commitment of stakeholders had a very significant effect on upholding of accountability in county government projects where 100% said yes. Therefore the respondents were asked to give their opinions on their level of agreement or disagreement based on a five-point Likert Scale (1-5). Five questions were fielded which touched on varied areas where Commitment of stakeholders played a role in running of the county projects in Narok County.

**Table 4.14 Various Factors of Stakeholders' Commitment on Upholding of Accountability**

Stakeholders' Commitment	1		2		3		4		5		Total		mean	SD
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
There is free participation by all stakeholders in the running of county government projects in Narok County	3	4	5	6	11	13	27	32	39	46	85	100	17	-68
There is effective learning by all stakeholders about the running of county government projects in Narok County	0	0	12	14	14	16	35	41	24	28	85	100	17	-68
There is high caliber of leadership to help stakeholders in the running of county government projects in Narok County	0	0	11	13	19	22	29	34	26	31	85	100	17	-68
There is frequency of participation by all stakeholders in the running of county government projects in Narok County	0	0	11	13	9	11	39	46	26	31	85	100	17	-68
Impartiality is witnessed by stakeholders in the running of county government projects in Narok County	3	4	39	46	26	31	7	8	10	12	85	100	17	-68
<b>Composite mean</b>	<b>1.2</b>		<b>15.6</b>		<b>15.8</b>		<b>27.4</b>		<b>25</b>		<b>85</b>			
<b>Composite standard deviation</b>	<b>15.8</b>		<b>1.4</b>		<b>1.2</b>		<b>-10.4</b>		<b>-8</b>		<b>-68</b>			

From the summary in Table 4.14, majority 59 (46%) of the respondents strongly agreed that there was free participation by all stakeholders in the running of county government projects in Narok County. Almost similar sentiments were expressed regarding learning of stakeholders on running of county projects where 35 (41%) agreed that this was happening. Concerning the caliber of leadership to help stakeholders in running of the county projects, 34% and 31% respectively

agreed and strongly agreed. More or less similar sentiments were expressed regarding frequency of participation by all stakeholders. Forty six percent and 26 (31%) respectively agreed and strongly agreed that this was happening. However, majority 39 (46%) of the respondents seemed to disagree that impartiality was witnessed by stakeholders in the running of county government projects in Narok County.

Studies on devolution and county staffing have indicated that there was a bias when it came to filling vacancies in various county departments where the locals were favoured. These views clearly emerged in this study where majority of the respondents seemed to suggest that all stakeholders were generally sufficiently involved in running of the county projects. It therefore means that most projects in Narok County were likely to generally involve all the stakeholders hence increasing their level of success. This also indicated that county governments tended to employ more people who knew their working environment well so as to be able to deliver services to the lowest administrative units. Yet, there were several cases where the county management was accused of bias where individuals were given positions based on their closeness to the people in big offices. This view may inform why majority 39 (46%) of the respondents in this study disagreed that impartiality was being witnessed by stakeholders in the running of county government projects in Narok County.

## **Hypothesis 2**

**H<sub>0</sub>:** There is no significant effect of commitment of stakeholders on upholding of accountability in county government projects in Narok County.

Multiple regression results indicated that there was a significant relationship between stakeholders' commitment and upholding of accountability in county government projects ( $\beta = 0.121$ ,  $p = 0.05$ ). Therefore the study failed to accept H<sub>02</sub> and concluded that commitment of stakeholders has a significant effect on upholding of accountability in county government projects. These statistics are presented in Table 4.15.

**Table 4.15 Multiple Regression Analysis: Objective 2**

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
Constant	3.918	1.211		3.324	0.002
X <sub>2</sub> (Commitment of stakeholders)	0.121	0.032	0.036	3.212	0.014

a. upholding of accountability in county government projects

Table 4.15 shows that commitment of stakeholders played a critical role in influencing upholding of accountability in the running of the county government projects.

#### 4.8 Application of M&E Practices and Upholding of Accountability

The respondents were also asked about the role of application of M&E practices on upholding of accountability in county government projects and all the respondents had a yes response. Therefore the participants were asked their opinion based on five-point Likert Scale (1-5), and the results are presented in Table 4.15. Five questions were fielded which touched on varied areas where M&E played a role in running of the county projects in Narok County.

**Table 4.16 Various Factors of M&E Practices on Upholding of Accountability**

Application of M&E Practices	1		2		3		4		5		Total		me an	SD
	f	%	f	%	f	%	f	%	f	%	f	%		
There is existence of M&E structures for running of county government projects in Narok County	1	1	3	4	19	22	36	42	26	31	85	100	17	-68
Existing M&E structures for running of county government projects in Narok County are complex	0	0	20	24	30	35	24	28	11	13	85	100	17	-68
All the players in the running of county government projects in Narok County are committed to M&E practices	0	0	17	20	57	67	8	9	3	4	85	100	17	-68
Project managers have relevant M&E skills for effective running of county government projects in Narok County	16	19	4	5	43	51	19	22	3	4	85	100	17	-68
All stakeholders have relevant M&E knowledge for effective running of county government projects in Narok County	1	1	73	86	0	0	3	4	8	9	85	100	17	-68
<b>Composite mean</b>	<b>3.6</b>		<b>23.4</b>		<b>29.8</b>		<b>18</b>		<b>10.2</b>		<b>85</b>			
<b>Composite standard deviation</b>	<b>13.4</b>		<b>-6.4</b>		<b>-12.8</b>		<b>-1</b>		<b>6.8</b>		<b>-68</b>			

On specific aspects of M&E, the respondents expressed mixed reactions. From the summary in Table 4.13 for instance, 36 (42%) and 26 (31%) respectively agreed and strongly agreed that there was existence of M&E structures for running of county government projects in Narok County. Only 1 (1%) and 3 (4%) respectively strongly disagreed and disagreed with this assertion. Regarding complexity of the existing structures, majority 30 (35%) of the respondents held neutral views. None of the respondent strongly disagreed with this claim. Almost similar sentiments were expressed regarding commitment to M&E practices by all players in county government project management where 57 (67%) held neutral views. Similarly, majority 43 (51%) of the respondents were neutral on whether project managers have relevant M&E skills for effective running of county government projects in Narok County. However, the respondents deviated from their neutral views when an inquiry was made regarding whether all stakeholders had relevant M&E knowledge for effective running of county government projects in Narok County. While only 1 (1%) strongly disagreed with this assertion, a greater majority 73 (86%) disagreed.

By and large, the respondents' views on the influence of M&E practices in upholding of accountability in the running of county projects were neutral. This may indicate a sign of lack of clarity on what these practices actually are. This may be a further indication that it was generally not easy for the public to interrogate how project were being run. This was perhaps due to dearth of knowledge on what structures were required in this process. Many challenges such as insufficient resources may have made it impossible to have elaborate and functional M&E structures at devolved levels. It can be conclude that people at the grassroots needed sensitization on M&E practices so as to understand their role in ensuring that everything was done properly. This called for M&E capacity building as this was rarely considered as an explicitly resourced and carefully considered project goal.

### **Hypothesis 3**

**H<sub>0</sub>**: There is no significant effect of application of M&E practices on upholding of accountability in county government projects in Narok County.

Multiple regression results indicated that there was a significant relationship between application of M&E practices and upholding of accountability in county government projects ( $\beta = 1.166$ ,  $p = 0.05$ ). Therefore the study failed to accept H<sub>03</sub> and concluded that application of M&E practices



has a significant effect on upholding of accountability in county government projects. Summary of the statistics is illustrated in Table 4.17.

**Table 4.17 Multiple Regression Analysis: Objective 3**

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
<b>Constant</b>	3.918	1.211		3.324	0.002
<b>X<sub>3</sub> (Application of M&amp;E practices)</b>	1.166	0.251	0.481	3.117	0.001

a. upholding of accountability in county government projects

Table 4.17 shows that application of M&E practices played a critical role in influencing upholding of accountability in the running of the county government projects.

#### **4.9 Management of Records and Upholding of Accountability**

Asked if management of records had any influence on upholding of accountability in county government projects, 100% of the respondents said yes. Therefore the respondents were asked to give their opinions based on a five-point Likert Scale (1-5) and results are presented in table 4.18. Five questions were fielded which touched on varied areas where Management of records played a role in running of the county projects in Narok County.

**Table 4.18 Various Factors of Management of Records on Upholding of Accountability**

Management of Records	1		2		3		4		5		Total		mean	SD
	f	%	f	%	f	%	f	%	f	%	f	%		
There is ease of access to information for running of county government projects in Narok County	15	18	4	5	19	22	24	28	23	27	85	100	17	-68
There is access of relevant information for running of county government projects in Narok County	3	4	15	18	10	12	25	29	32	38	85	100	17	-68
Existing reporting structures are effective for running of county government projects in Narok County	1	1	4	5	37	44	36	42	7	8	85	100	17	-68
There is ICT infrastructure readily available for running of county government projects in Narok County	15	18	12	14	22	26	22	26	14	16	85	100	17	-68
Project staffs have recordkeeping skills for effective running of county government projects in Narok County	0	0	48	56	25	29	8	9	4	5	85	100	17	-68
<b>Composite mean</b>	<b>6.8</b>		<b>16.6</b>		<b>22.6</b>		<b>23</b>		<b>16</b>		<b>85</b>			
<b>Composite standard deviation</b>	<b>10.2</b>		<b>0.4</b>		<b>-5.6</b>		<b>-6</b>		<b>1</b>		<b>-68</b>			

Table 4.18 shows that the respondents expressed varied views regarding various aspects related to management of records and upholding of accountability in running of county government projects. For instance, 24 (28%) and 23 (27%) respectively agreed and strongly agreed that there was ease of access to information for running of county government projects in Narok County while 15 (18%) and 4 (5%) respectively strongly disagreed and disagreed with this sentiment. Conversely, majority 32 (38%) and 25 (29%) of the respondents respectively strongly agreed and agreed that there was access of relevant information for running of county government projects in Narok County. Regarding whether existing reporting structures are effective for running of county government projects in Narok County, 37 (44%) had neutral views while 36 (42%) agreed with this assertion. Similar sentiments were expressed on the availability of ICT structures where there was a tally of 22 (26%) for those who had neutral views and those who agreed with this view. However, the trend changed regarding whether project staffs had recordkeeping skills for

effective running of county government projects in Narok County where majority 46 (56%); disagreed and 25 (29%) had neutral views.

The mixed reactions in this study regarding management of records and upholding of accountability in county projects meant that for instance despite the importance of recordkeeping in running of community projects, there were numerous challenges encountered in enforcing this at the local levels. This may call more efforts for project managers to avail records for public scrutiny so as to uphold accountability.

#### Hypothesis 4

**H<sub>0</sub>:** There is no significant effect of management of records on upholding of accountability in county government projects in Narok County.

Multiple regression results indicated that there was a significant relationship between management of records and upholding of accountability in county government projects ( $\beta = 0.099$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{04}$  and concluded that management of records has a significant effect on upholding of accountability in county government projects. A summary of these statistics is presented in Table 4.19.

**Table 4.19 Multiple Regression Analysis: Objective 4**

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
Constant	3.918	1.211		3.324	0.002
X <sub>4</sub> (Management of records)	0.099	0.373	0.0273	0.345	0.797

a. upholding of accountability in county government projects

Table 4.19 shows that management of records played a critical role in influencing upholding of accountability in the running of the county government projects.

#### 4.10 Project Communication and Upholding of Accountability

On project communication and upholding of accountability in county government projects, all (100%) of the respondents equally said yes. Therefore the respondents were asked to give their opinions on their level of agreement or disagreement with the statements using a five-point Likert Scale where 1 = strongly disagree, 2 = disagree 3 = neutral 4 = agree and 5 = strongly agree, the

results are presented in Table 4.17. Five questions were fielded which touched on varied areas where Project Communication played a role in running of the county projects in Narok County.

**Table 4.20 Various Factors of Project Communication on Upholding of Accountability**

Project Communication	1		2		3		4		5		Total		Me an	SD
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
There are communication structures for running of county government projects in Narok County	0	0	0	0	4	5	7	8	74	87	85	100	17	-68
There are clear and effective communication structures for running of county government projects in Narok County	0	0	0	0	19	22	40	47	26	31	85	100	17	-68
There is quality information flow for running of county government projects in Narok County	0	0	0	0	36	42	35	41	14	16	85	100	17	-68
Information for running of county government projects in Narok County is delivered in a timely manner	0	0	8	9	18	21	48	56	11	13	85	100	17	-68
Information delivered for running of county government projects in Narok County is always complete	0	0	20	24	7	8	28	33	30	35	85	100	17	-68
<b>Composite mean</b>	<b>0</b>		<b>5.6</b>		<b>16.8</b>		<b>31.6</b>		<b>31</b>		<b>85</b>			
<b>Composite standard deviation</b>	<b>17</b>		<b>11.4</b>		<b>0.2</b>		<b>-14.6</b>		<b>-14</b>		<b>-68</b>			

From the summary in Table 4.17, project communication was very critical in upholding of accountability in running of county government projects. In all the five factors on this domain there was no strong disagreement. Furthermore, the respondents only disagreed 8 (9%) on the assertions that information for running of county government projects in Narok County was delivered in a timely manner, and that information delivered for running of county government projects in Narok County was always complete 20 (24%). Otherwise, 74 (87%) strongly agreed that there were communication structures for running of county government projects in Narok County. Similarly, majority 40 (47%) agreed that there were clear and effective communication structures for running of county government projects in Narok County. Similar sentiments were expressed regarding the fact that information delivered for running of county government projects

in Narok County was always complete where 30 (35%) and 28 (33%) respectively strongly agreed and agreed.

The findings in this study regarding project communication meant that this was very critical in all aspects of project development. This made it possible for a balanced two-way information flow in a horizontal, vertical and iterative manner. This could further mean that by using of various types of communication media, this enabled all stakeholders including the private sector and the civil society to fully participate in government projects. However, there were challenges standing in the way of project communication. These included lack of infrastructure, high poverty and illiteracy levels among stakeholders that became hindrances to embracing ICT in upholding of accountability in county project management. This may call for concerted efforts from all stakeholders in order to have proper structures in place.

### Hypothesis 5

**H<sub>0</sub>:** There is no significant effect of project communication on upholding of accountability in county government projects in Narok County.

Multiple regression results indicated that there was a significant relationship between project communication and upholding of accountability in county government projects ( $\beta = 0.927$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{05}$  and concluded that project communication has a significant effect on upholding of accountability in county government projects. A summary is presented in Table 4.21.

**Table 4.21 Multiple Regression Analysis: Objective 5**

Predictor	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
Constant	3.918	1.211		3.324	0.002
X <sub>5</sub> (Project communication)	0.927	0.231	0.368	3.554	0.002

a. upholding of accountability in county government projects

Table 4.21 shows that project communication played a critical role in influencing upholding of accountability in the running of the county government projects.

#### **4.10.1 Summary of Status on Political Influence, Stakeholders' Commitment, Application of M&E Practices, Records Management, and Project Communication on Upholding of Accountability in Project Management**

A significant number of programs and projects in various departments reported to have experienced inadequate or no funding for the planned activities. This adversely affected these departments in terms of operations - including lack of necessary office equipment and utilities such as electricity, water, and office furniture among others that compromised service delivery. Overall, the county treasury was reported to be experiencing late disbursement of funding from the national treasury. This meant that very little could be absorbed in execution of planned activities. As a result of lack and inadequate financial support, critical programs in some of the departments such as Health, Agriculture and Water were left for the development partners, which was not only unsustainable but also unpredictable.

Most of the areas in the county have inadequate and poorly developed infrastructure, including road networks, electricity and water which are critical for effective projects implementation. This often led to delay or suspension of completion of some of the planned and targeted projects as the laying of requisite dependable infrastructure was being sorted out. For instance, most of roads in rural areas where agriculture is the main economic activity are impassable during rainy seasons. There were also human resources and policy related challenges where for example improper job description, and inadequate training, lack of performance contract and staff appraisals were common. In addition, competing interests among the sector stakeholders and development partners often led to changes in priorities based on socio-political climate and demands prevailing at one particular time.

Technology provided the county with the opportunity to optimize on the benefits of the prioritized projects and programs. However, most systems were not automated hence derailing the county in service delivery such as revenue collections, appraisal systems, monitoring and evaluations among others. Despite Narok town being connected with fibre optic cables to enhance access to internet services, only a small percentage of the population use internet services which implies low level technology penetration. On access to government information and government services, the county of Narok has one Huduma center which is not adequate to serve the entire county effectively.

Projects with higher socio- economic impact as well as on-going projects have been prioritized in projects financing. The rationale of public participation is to enhance value in decision-making, policy formulation and resource allocation in order to ensure that the budget addresses needs identified and prioritized by the affected public. However, the mechanisms for public participation were not elaborate. Full utilization of IFMIS in e-procurement is expected to entrench efficiency, with planning. This would lead to savings, thereby unlocking funds to implement priority development projects. Further, IFMIS usage would promote Programme Based Budgeting (PBB), which enables effective results monitoring. Yet, this was also a challenge to the county.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary of the findings, conclusions and recommendations. The chapter also presents suggestions for future studies. The summary is based on the five specific objectives of the study, including political influence, commitment of stakeholders, M&E practices, management of records and project communication and upholding of accountability of county projects.

#### **5.2 Summary of the Findings**

This study examined factors affecting upholding of accountability in county government projects in Narok County, Kenya. The study was guided by the following objectives: to assess the extent to which Political Influence affects upholding of accountability in county government projects, to establish how commitment of stakeholders affects upholding of accountability in county government projects, to determine how application of M&E practices affects upholding of accountability in county government projects, to examine how management of records affects upholding of accountability in county government projects, and to determine how project communication affects upholding of accountability in county government projects in Narok County.

##### **5.2.1 Political Influence and Upholding of Accountability**

Based on the statistics, all the respondents agreed that there was political interference in the running of county government projects in Narok County. In testing the null hypothesis, multiple regression results indicated that there was a significant relationship between political Influence and upholding of accountability in county government projects ( $\beta = 0.244$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{01}$  and concluded that political Influence has a significant effect on upholding of accountability in county government projects.

##### **5.2.2 Commitment of Stakeholders and Upholding of Accountability**

Like in the case of politics, commitment of stakeholders had a very significant effect on upholding of accountability in county government projects where 100% said yes. Furthermore,



multiple regression results indicated that there was a significant relationship between stakeholders' commitment and upholding of accountability in county government projects

( $\beta = 0.121$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{02}$  and concluded that commitment of stakeholders has a significant effect on upholding of accountability in county government projects.

### **5.2.3 M&E Practices and Upholding of Accountability**

The respondents were also asked about the role of application of M&E practices on upholding of accountability in county government projects and all the respondents had a yes response. Further, multiple regression results indicated that there was a significant relationship between application of M&E practices and upholding of accountability in county government projects ( $\beta = 1.166$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{03}$  and concluded that application of M&E practices has a significant effect on upholding of accountability in county government projects.

### **5.2.4 Management of Records and Upholding of Accountability**

On the effect of management of records, 100% of the respondents confirmed that this was the case. Multiple regression results also indicated that there was a significant relationship between management of records and upholding of accountability in county government projects ( $\beta = 0.099$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{04}$  and concluded that management of records has a significant effect on upholding of accountability in county government projects.

### **5.2.5 Project communication and Upholding of Accountability**

On project communication and upholding of accountability in county government projects, all (100%) of the respondents equally said yes. Multiple regression results further indicated that there was a significant relationship between project communication and upholding of accountability in county government projects ( $\beta = 0.927$ ,  $p = 0.05$ ). Therefore the study failed to accept  $H_{05}$  and concluded that project communication has a significant effect on upholding of accountability in county government projects.

## **5.3 Conclusions**

From the findings, each of the five independent variables affected the overall upholding of accountability in county government projects in varied levels. It was established that political interference determined the direction and progress of projects at the county level.

Similarly, stakeholders' commitment played a critical role in upholding of accountability at the county level.

Also, application of M&E practices had the greatest effect on upholding of accountability in county government projects. Informed by the importance of devolution where services are taken closer to the people, close monitoring and evaluation of projects was critical for projects and programs to have significant impact on communities.

Management of Records also had a big impact on upholding of accountability in county government projects, with  $\beta = 0.099$ .

Furthermore, it emerged that project communication, with  $\beta = 0.927$  played an important role on upholding of accountability in county government projects. Based on these revelations, the government and other development agents had the responsibility for putting strong mechanisms in place to enhance service delivery to the public. Besides the government having working structures in place, sensitization of the public about their roles in management of public affairs also made the whole difference in terms of realizing tangible results.

#### **5.4 Recommendations**

The study recommends the following:

1. There was need for the county government to address all areas including the leadership at all levels so that accountability can be enhanced when it comes to project implementation.
2. Public participation should be enhanced so that all people can understand their role in management of county government projects.

#### **5.5 Suggestions for Further Studies**

The study makes the following suggestions as possible topics to be researched in future:

1. A comparative assessment of factors influencing running of county projects in Kenya.
2. How to enhance accountability in county government projects in Narok County.

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**APPENDICES**

**APPENDIX I: INTRODUCTION LETTER**

**GODRICK WAFULA BARASA**

**P.O BOX**

**DATE.....**

Dear Respondent,

**RE: Participation in Research**

I am an MA student undertaking Project Planning and Management in the University of Nairobi. I am conducting a study on **factors affecting upholding of accountability in county government projects in Narok County, Kenya** so as to fulfil the requirements of the course. I have chosen you as one of the respondents who can help me with relevant information for the study. I would like therefore to request you to take a few of your time and provide me with the information. I assure you that all the information you give will be treated confidentially and used only for the purpose of this research.

I would highly appreciate your cooperation for the success of this research. I would also be very grateful for your time. Thank you in advance.

Sincerely,

Signature.....

**GODRICK WAFULA BARASA**

## APPENDIX II: QUESTIONNAIRE

Kindly take your time to fill this questionnaire, giving information regarding **factors affecting upholding of accountability in county government projects in Narok County**. The data will only be used for research purposes and will be treated confidentially.

### SECTION I: RESPONDENT’S SOCIAL AND DEMOGRAPHIC INFORMATION

No.	Questions	Response	
1.	Gender of respondent	Male	1
		Female	2
2.	Age of respondent	(a) 16-25	( )
		(b) 26-35	( )
		(c) 36-45	( )
		(d) 46-55	( )
		(e) 56-& above	( )
3.	Highest Level of Education of respondent	(a) Primary	( )
		(b) High School	( )
		(b) Tertiary	( )
		(c) University	( )
4.	Period of existence of project (in years)	(d) Other....specify	( )
		(a) 1-3 years	( )
		(b) 4-6 years	( )
		(c) 7-9 years	( )
		(d) 10 & above	( )
5.	Period worked for the project (in years)	(a) 1-3 Years	( )
		(b) 4-6 Years	( )
		(c) 7-9 Years	( )
		(d) 10 & above	( )

### SECTION II: UPHOLDING OF ACCOUNTABILITY IN COUNTY GOVERNMENT PROJECTS

6. Is upholding of accountability in county government projects in Narok County influenced by any factors?

Yes  No  If the answer is yes, kindly proceed to the rest of the questionnaire. *(Please tick only one response under each proposition)*. On a scale of 1-5 where *1= strongly disagree, 2= disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on various propositions concerning factors affecting upholding of accountability in county government projects in Narok County?

**A. UPHOLDING OF ACCOUNTABILITY**

7. Is there upholding of accountability in government projects in Narok County?

Yes  No  If yes, on a scale of 1-5 where *1= strongly disagree, 2= disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on the following propositions concerning upholding of accountability in government projects in Narok County?

<b>Upholding of Accountability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) County government projects in Narok County are open to public scrutiny.					
(ii) County government projects in Narok County are managed to public satisfaction.					
(iii) There is sustainability of county government projects in Narok County.					
(iv) County government projects in Narok County are managed with strict adherence to priority of beneficiaries.					
(v) County government projects in Narok County are managed under an environment of value maximization.					

## B. POLITICAL INFLUENCE

8. Does politics influence how projects are implemented in Narok County? Yes  No

If yes, what is your opinion on the following?

Political Influence	1	2	3	4	5
(i) There is political interference in the running of county government projects in Narok County.					
(ii) There are ineffective policies for the running of county government projects in Narok County.					
(iii) Tribalism is witnessed in the running of county government projects in Narok County.					
(iv) Nepotism is witnessed in the running of county government projects in Narok County.					
(v) Political sabotage is witnessed in the running of county government projects in Narok County.					

## B. COMMITMENT OF STAKEHOLDERS

9. Does stakeholders' commitment influence how projects are implemented in Narok County?

Yes  No  . If yes, what is your opinion on the following?

Stakeholders' Commitment	1	2	3	4	5
(i) There is free participation by all stakeholders in the running of county government projects in Narok County.					
(ii) There is effective learning by all stakeholders about the running of county government projects in Narok County					
(iii) There is high caliber of leadership to help stakeholders in the running of county government projects in Narok County.					
(iv) There is frequency of participation by all stakeholders in the running of county government projects in Narok County.					
(v) Impartiality is witnessed by stakeholders in the running of county government projects in Narok County.					

### C. APPLICATION OF M&E PRACTICES

10. Does application of M&E practices influence how projects are implemented in Narok County? Yes  No  If yes, what is your opinion on the following?

Application of M&E Practices	1	2	3	4	5
(i) There is existence of M&E structures for running of county government projects in Narok County.					
(ii) Existing M&E structures for running of county government projects in Narok County are complex.					
(iii) All the players in the running of county government projects in Narok County are committed to M&E practices.					
(iv) Project managers have relevant M&E skills for effective running of county government projects in Narok County.					
(v) All stakeholders have relevant M&E knowledge for effective running of county government projects in Narok County.					

### D. MANAGEMENT OF RECORDS

11. Does management of records influence how projects are implemented in Narok County? Yes  No  If yes, what is your opinion on the following?

Management of Records	1	2	3	4	5
(i) There is ease of access to information for running of county government projects in Narok County.					
(ii) There is access of relevant information for running of county government projects in Narok County.					
(iii) Existing reporting structures are effective for running of county government projects in Narok County.					
(iv) There is ICT infrastructure readily available for running of county government projects in Narok County.					
(v) Project staffs have recordkeeping skills for effective running of county government projects in Narok County.					

**E. PROJECT COMMUNICATION**

12. Does project communication influence how projects are implemented in Narok County?

Yes  No  If yes, what is your opinion on the following?

<b>Project Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) There are communication structures for running of county government projects in Narok County.					
(ii) There are clear and effective communication structures for running of county government projects in Narok County.					
(iii) There is quality information flow for running of county government projects in Narok County.					
(iv) Information for running of county government projects in Narok County is delivered in a timely manner.					
(v) Information delivered for running of county government projects in Narok County is always complete.					

13. Please explain the general status of political influence, stakeholders’ commitment, application of M&E practices, management of records, and project communication as factors affecting upholding of accountability in county government projects in Narok County.

.....  
 .....

*Thank you for your time and participation.*

**APPENDIX III: KREJEE & MORGAN 1970 SAMPLING TABLE**

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

**APPENDIX IV: RESEARCH AUTHORIZATION**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

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NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/14469/24836**

Date: **15<sup>th</sup> September, 2018**

Godrick Wafula Barasa  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Factors affecting upholding of accountability in County Government Projects in Narok County Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Narok County** for the period ending **13<sup>th</sup> September, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Narok 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.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Narok County.

The County Director of Education  
Narok County.



**APPENDIX V: RESEARCH PERMIT**

**THIS IS TO CERTIFY THAT:  
MR. GODRICK WAFULA BARASA  
of UNIVERSITY OF NAIROBI, 0-20224  
AMALO, has been permitted to conduct  
research in Narok County**

**Permit No : NACOSTI/P/18/14469/24836  
Date Of Issue : 15th September, 2018  
Fee Received :Ksh 1000**

**on the topic: FACTORS AFFECTING  
UPHOLDING OF ACCOUNTABILITY IN  
COUNTY GOVERNMENT PROJECTS IN  
NAROK COUNTY KENYA**

**for the period ending:  
13th September, 2019**



**Applicant's  
Signature**

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