

**POLITICAL FACTORS INFLUENCING PERFORMANCE OF ROAD
CONSTRUCTION PROJECTS IN LAIKIPIA COUNTY: A CASE OF NANYUKI-
DOLDOL ROAD CONSTRUCTION PROJECT**

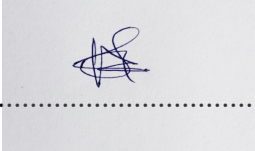
ISAACK WAIGURU

**A Research Report Submitted In Partial Fulfilment of the Requirements of The Award
of Masters Degree In Project Planning And Management**

2021

DECLARATION


This research report is my original work and has not been submitted to any other University for the award of a degree or for examination purpose.

Sign.......... Date..... **7/ Dec/ 2021**.....

Name: Isaack Waiguru

Reg No.: L50/36960/2020

This research report has been submitted for examination with our approval as the University supervisor/s.

Sign..... Date..... **08 December, 2021**.....

Prof. Raphael Nyonje

Associate Professor

School of Continuing And Distance Learning

University of Nairobi

DEDICATION

This research project is dedicated to my parents Mr and Mrs Maruga for the support they have offered me in the pursuit of this academic endeavour.

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I am gratefully indebted to my supervisor Professor Raphael Nyonje who gave me full support during the preparation of this report. He has always been available to patiently and enthusiastically motivate me to keep going. He gave me the knowledge and skills that I needed to successfully complete my research proposal. This is the best mentor I have had for my studies.

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ABBREVIATIONS AND ACRONYMS

BSC: Balanced Score Card

JIT: Just In Time

KACC: Kenya Anti-Corruption Commission

KeNHA: Kenya National Highways Authority

KeRRA: Kenya Rural Roads Authority

KRB: Kenya Roads Board

KTSSP: Kenya Transport Sector Support Project (KTSSP)

KURA: Kenya Urban Roads Authority (KURA)

NGO: Non-Governmental Organization

PAD: Project Appraisal Document

TQM: Total Quality Management

TPM: Total Productive Management

US: United States

ABSTRACT

The purpose of this study was to examine the political factors influencing performance of roads construction in Laikipia County; a case of Nanyuki Doldol road. The objectives of the study were to determine how political leadership influence performance of road construction projects, to assess how political environment influence performance of road construction projects, to examine how political involvement influence performance of road construction projects, to ascertain how political stakeholder mapping influence performance of road construction projects in Laikipia County. The study was guided by theory of performance. The study used descriptive survey design. A pilot study was conducted before the actual study to ensure validity and reliability of the instruments. The population of the study were the government road engineer, road constructors, public participants and local community leaders. The population of the study was 86 representatives including government road engineers, road contractors, youth representative, women representative, local community leaders, member of county assembly representative, Member of Parliament representative and county executive member in transport. From this a sample of 74 was obtained by use of Yamane formula. The respondents involved in the study were chosen by use of simple random sampling technique to avoid biasness. Data was collected using questionnaire. Data was analyzed quantitatively using frequencies and means while qualitative data was analyzed thematically and interpreted in context. Descriptive statistics such as means and percentages were used to analyze various variables. From the findings 84% of the respondents believed that political leaders are never available and are not committed to roads projects while 75% of the respondents believed that there was high level bureaucracy in the government such that it was not easy to request for a project, 89% of the respondents believed that political competition delays construction of roads. Also 37% of the respondents believed that political stakeholder mapping happened before initiation of roads projects. Lastly 81% of the respondents were not contented with the progress of the road construction. The researcher recommended that the government should empower oversight bodies that are not necessarily constituted of politicians to caution halting of projects during elections, make the tendering process more transparent, penalize contractors who are not able to complete projects in a timely manner and allocate more funds for completion of the Nanyuki Doldol Road. The researcher proposes that more studies to be done to ascertain whether financial constraint is a reason why contractors are not able to complete roads projects in time.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In the old times, before civilization, most nations of the world were not developed and relied heavily on natural gifting in their operations. For instance, rivers were commonly used as the quickest modes of transport. People would arrange their belongings or products that required transport and then they would use rivers using canoes to transport them in lower areas. In some instances, they would be wrapped well and thrown into rivers and collected in lower areas. Romans are known to be the first people who constructed stone paved roads in North Africa and Europe (Kaming et al, 2018) The main reason for this construction was to support their military operations. In later years, other countries started constructing stone paved roads and the quality of these roads went on in improving. This improvement was greatly influenced by traffic and the need to ease the flow. It was also necessitated by the need to provide proper drainage. Initially these roads were constructed by arranging stones in a certain pattern that was passable. Eventually the Arabs started constructing roads that were covered with tar. This was a great milestone and this was greatly embraced and is widely used today (WB, 2017).

Modern modes of roads construction involve removal of obstacles and unnecessary material and constructing the roads with more quality materials using modern machinery that are effective in constructing quality roads. Normally these roads are designed for use by vehicles and pedestrians. Important aspects such as drainage, width and alignment are taken into great consideration (Karim, 2015). Roads in the first world countries such as Europe and America are well done and are an efficient mode of transport. On the other hand, roads in the third world countries and developing countries are still under construction with majority of them being in dilapidated conditions. Accessibility by road in Africa is poor and causes great losses while needed for transportations. Actually, Africa has approximately 34 percent road accessibility while the rest of the world has 90 percent access (Luu et al, 2017).

Roads construction across the world has had its own challenges ranging from financial, geographical, weather, contractors to political among others. These challenges are not unique but they affect third world countries more. In Europe construction of roads highly depends upon finance at the lower level of the project. This leads to creation of a culture that is progress

driven. These projects are highly focused on quality, timely completion and maintenance and is highly guided by Total Quality Management (TQM), Just in Time (JIT) and Total Productive Maintenance (TPM) (Yu, Kim, Jung, & Chin, 2017). A study by Lee et al (2016) show that manageable controlled and skilled staff, experienced contractors, avoiding toxic political influence and utilization of modern technologies are some of the strategies used by firms in America to reduce wastage and increase efficiency in delivering of quality roads. A study done in Sydney found out that inadequate technical skills, political influence and untimely funding highly affecting and delayed performance of road projects Karim & Marosszeky (2015). In Malaysia studies showed that poor planning, inadequate skilled personnel and funds were the main causes of poor performance of roads projects (Sambasivan et al, 2016).

Ninety-three percent (93%) of transport in Kenya depend on road transport. However, according to the Kenya Anti-Corruption Report KACC Report of 2007 the costs of this transport are very high (Kenya Anti-Corruption Commission KACC Report (2017). The road network in Kenya is constituted of about 160000 kms. Of these kilometres only about 11000 kms are paved. This shows that the greatest percentage of road network in Kenya is earthland and is unpassable during rainy seasons. The greatest challenge therefore is upgrading this network to improved state and maintaining it so as to benefit majority of the population. A weak legal framework highly influences the state of roads in the country, with the Kenya Transport Sector Support Project (KTSSP), KACC report and Project Appraisal Document (PAD) citing lack or regular and routine checking of roads, regular maintenance and conspiracy between corrupt government officials which lead to approvals of substandard roads as the main contributing factors. The government has made tremendous progress in establishment of independent bodies such as Kenya Roads Board (KRB) and classification of roads and assigning them to agencies to cater for the same. This led to establishment of Kenya National Highways Authority (KeNHA), Kenya Rural Roads Authority (KeRRA) and Kenya Urban Roads Authority (KURA). Tremendous improvement has been noted but there is great room for improvement (World Bank, 2017)

The history of roads construction in Kenya dates back to the colonial times. This development was politically instigated and was largely influenced by the need to connect productive areas for transport purposes. That is, the colonial masters were more interested in connecting productive areas that they had interest in and not developing the country's road network. Consequently, at the time the country gained independence most regions had poor or no roads network. However, as the country came of age, after gaining independence, the road networks

across the country have improved but have largely been influenced by political and socio-economic factors that derails/delays completion of these projects (Samad, 2016). That is, the government has made tremendous progress in improving and creating road networks in the country. On the other hand, some areas remain largely marginalized, particularly the arid and semi-arid areas; communities in these areas continue to struggle with poor roads network.

1.2.Statement of the Problem

The history of roads construction in Kenya dates back to the colonial times. This development was politically instigated and was largely influenced by the need to connect productive areas for transport purposes. That is, the colonial masters were more interested in connecting productive areas that they had interest in and not developing the country's road network. Consequently, at the time the country gained independence most regions had poor or no roads network. However, as the country came of age, after gaining independence, the road networks across the country have improved but have largely been influenced by political and socio-economic factors that derails/delays completion of these projects (Samad, 2015). That is, the government has made tremendous progress in improving and creating road networks in the country. On the other hand, some areas remains largely marginalized, particularly the arid and semi-arid areas; communities in these areas continue to struggle with poor roads network.

Nanyuki-Doldol road construction has been budgeted to cost KSh 1.6 billion 65 km Nanyuki to Doldol road in Laikipia North. Nanyuki-Doldol road connects the largely marginalized laikipia area with Marua-Nyeri-Nanyuki-Isiolo highway. The state of this road network (Nanyuki-Doldol) is unbearable. In-fact, the further you get from Nanyuki towards Doldol the worse it gets. Nevertheless, the government has made efforts to upgrade this road. It is this realization that prompted the researcher to consider doing a study on Political Factors Influencing Performance of Road Construction Projects: The case of Nanyuki-Doldol Road Construction Project.

1.3.Purpose of the Study

The purpose of this study was to examine political factors influencing performance of road construction projects in Laikipia County: The case of Nanyuki-Doldol Road Construction Project.

1.4.Objectives

The objectives of the study were as follows;

- i. To determine how political leadership influence performance of road construction projects in Laikipia County.
- ii. To assess how political environment influence performance of road construction projects in Laikipia County.
- iii. To examine how political involvement influence performance of road construction projects in Laikipia County.
- iv. To ascertain how political stakeholder mapping influence performance of road construction projects in Laikipia County.

1.5. Research Questions

The study sought to answer the following questions;

- i. How does political leadership influence performance of road construction projects in Laikipia County?
- ii. How does political environment influence performance of road construction projects in Laikipia County?
- iii. How does how political involvement influence performance of road construction projects in Laikipia County?
- iv. How does political stakeholder mapping influence performance of road construction projects in Laikipia County?

1.6. Significance of the Study

The findings of the study were of benefit to various stakeholders who are concerned with road constructions. For instance, the findings will help the county government of laikipia to understand the influence of political factors on construction of roads in the rural areas and whether this influence is positive or negative. This will help the county government in planning and delivering its mandate to the electorate. Other counties across the country will also benefit from the findings of this study. This is because most of these factors are universal and could be influencing road constructions in a similar manner. The findings will also help the national government to understand the state of the political scene and its influence on road constructions, this will help the government to reflect and investigate whether the political factors affect other sectors of government departments. Consequently, this knowledge will enable the government to formulate policies and guidelines to control or escalate the situation.

The findings of the study will also be important to the contractors in the region and across other regions. This is because the findings will enable them have knowledge of what to expect once

they obtain contracts to construct roads and prepare adequately on how to approach the eventualities.

Future researchers will also have an opportunity to go through the literature that would guide them in studies they wish to undertake. The study will also help the said researchers in identifying possible gaps in the field highlighted in the course of the study. Consequently, the researchers will have an easy time identifying future research areas.

The electorate will also benefit, though indirectly. Once the political factors and especially the negative ones are highlighted and addressed by the relevant authorities, completion of projects was more timely and efficient. This way, the electorate will benefit.

1.7.Delimitation of the Study

The study was conducted in Doldol sub county, Laikipia County, Kenya. The study focused on government engineers, registered road contractors, local community leaders and public participants. The study focused on the political factors influencing performance of roads construction projects in Laikipia County; A case of Nanyuki - Doldol Road. Because of the constraint of resources and time a sample was drawn to represent the target population and hence a census would not be conducted even though it has the chance to guarantee better quality results compared to sampling.

1.8.Limitations of the Study

Several of respondents might not provide reliable data in time which might be as a result of fear of being victimized or due to their busy schedule. Some of the respondents might provide inaccurate information concerning the percentage of the project already implemented or the expected completion dates of the projects. The responses might also not be clear due to language barrier. In order to address the limitations, the researcher gave the questionnaires to the key informants as well as do a regular follow ups of the already issued questionnaires. The questionnaires were also translated to a local dialect to increase the chances of response. The participants were assured that responses anonymity was upheld.

1.9. Assumptions of the Study

The researcher assumed that the respondents targeted accepted to participate in the study. The study held the opinion that the responses given was the actual truthful as per the participant. Finally, it was assumed that the predictor variables remained consistent throughout the study and hereafter influenced the performance of road construction projects.

1.10. Definition of Significant Terms

This section defines variables and constructs used in relation to the study.

Performance of Road Construction Projects: this referred to the efficiency and effectiveness demonstrated in the construction of Nanyuki-Doldol road

Political Factors: These refers to politically related issues affecting Nanyuki-Doldol road construction.

Political Environment: This referred to the political space that influences performance of Nanyuki-Doldol road construction in this study.

Political Leadership: This referred to the political authorities associated with construction of the roads e.g. county leadership and local leadership.

Political involvement: This refer to the extent to which political leaders were involved implementation of the road project

Political stakeholder mapping: This refers to the forum through which the public is engaged in road construction projects.

1.11. Organization of the study

The study was organized into 5 chapters. Chapter one comprised of background, statement of the problem, purpose, objectives, research questions, significance, delimitation, limitations, assumptions, definition of significant terms and organization of the study. Chapter two focused on the literature review on various aspects related to the study. Chapter three included research methodology, that is, research design, target population, Sampling procedure and sample size, data collection instruments, pilot study, reliability, validity, data collection methods, operationalization table and ethical issues. Chapter four dealt with data analysis, presentation

and interpretation of findings. Finally, chapter five focused on summary, discussions, conclusions, recommendation of the findings and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviewed related literature in relation to the study. It focused on performance of roads construction projects, political leadership and performance of roads construction projects, political environment and performance of roads construction projects, political involvement and performance of roads construction projects as well as political stakeholder mapping and performance of road construction projects. The chapter also highlighted the theoretical and conceptual frameworks that guided the study.

2.2. Performance of Roads Construction Projects

To enhance considerable project performance project proponents, project donors and all the concerned must have a workable blueprint beforehand. That is proper planning and designing of the projects including but not limited to costs formulation, project goals, workable timelines, technical expertise needed and the time to start the said projects is key to ensure smooth and efficient implementation of such projects. A proper discussion should be held with the project contractors where the planned blue print is negotiated and agreed upon. The contractors should be enlightened on the expectations of the end users and the needs to be addressed by the said projects and the expectations in term of the expected completion time (Zulu and Chileshe, 2015).

The project contractors should be ready for unanticipated changes in the course of execution of the project and be flexible enough to handle the unexpected. Effective navigation and conquering of these changes can only be effectively addressed through proper communication between project contractors and the stakeholders involved (Agusto, 2016). The researcher agrees with this argument and considers efficiency and effectiveness as key indicators for performance of road construction. For instance, a contractor may experience weather problems once they are on site and construction works cannot proceed as a result of risks involved as well as altering of the quality of the expected roads outcomes. Consequently, this scenario may call for the contractor to abandon construction works for a time and this may affect the set timelines of construction of the projects. It is therefore important for the contractor to reach out to the stakeholders to communicate and consult on the same. Many projects fail due to poor communication (Samson &Lema, 2017).

Good working relationship between all the involved stakeholders is important in ensuring success of a project. Key to note, is the role played by the top management in this success. It is

important for the contractors to forge a good relationship with the top management. According to Samson and Lema (2016), projects whose implementers involve the top management appropriately and maximally end up performing well. When the top management is properly involved it is easier for them to commit their resources to the project hence raising chances of success. In first world countries, road construction projects success rate is high as a results of good working relationship among all the relevant stakeholders. They leverage highly on good communication, high level coordination and timely availability of funds to guarantee this success (Cheung et al, 2014).

Performance measurement is key in ensuring success of any project. For an organization to be able to measure the performance of its projects, it must begin by articulately and clearly setting its goals and objectives with clear indicators that can be measured upon. Anything short of this is recipe for disaster that can yield nothing other than failure of the project. According to Beatham (2017), performance measurement allows an organization to learn and improves on its weak areas thus promoting success rate of their projects.

2.3. Political Leadership and Performance of Roads Construction Projects

Good leadership is the heartbeat of any progressive development. Most often, leaders are the driving force of any organizations. Consequently, organization with great leaders perform way better while those with mediocre leaders stagnate and eventually fail. In the political space, electorates with visionary leaders have better roads, better health facilities, and better education facilities among other amenities (Karimi,2018). The peace of these regions is admirable. These leaders are highly respected and people in these regions see them as their gods since they benefit greatly from. They are able to access good healthcare, their children attend good schools, transport is easy and their homesteads or areas are watered and electrified. This enhances their economic activities and they are able to generate wealth courtesy of their great leaders. The opposite is true (Mbaabu, 2012).

Nations with great leaders have made tremendous progress and have generated massive wealth for their people creating surplus that is exported to generate foreign currencies thus boosting the gross domestic per capita (Mutua, 2014). These nations have received accolades from other nations of the world. They have also greatly helped the stability of global economies as they bridge the insufficiencies in other economies through exports. For example, Martin Luther King Jr. through his servant leadership worked in the interest of the people and through his leadership

led a movement that ended legal segregation in the United States (US) (Ndichu, 2018). Bill Gates built an empire in Microsoft through his unrelenting and progressive leadership. Other political leaders have transformed their nations from scratch, for instance South Korea has transformed immensely in a span of 50 years. On the other side, retrogressive and barbaric leaders such as Idi Amin and Hitler caused pain and mayhem to their people. This led to massive loss of innocent lives and consequential downfall of their economies at their time (Ugwu, 2017).

Servant leaders provide oversight to projects in their regions. For instance, when the government initiates a road project in an area, the area leadership should oversee. That is, the leadership should follow to see to it that the project is progressing without hitch. They should sound an alarm whenever such projects stall or substandard work is done. This will ensure accountability and responsibility by site contractors and will eventually lead to good performance of projects (Zulu et al, 2016).

2.4. Political Environment and Performance of Roads Construction Projects

Political environment in this context in which performance of roads construction projects happen. This space is affected by bureaucracy, peace and stability, policies in place, corruption and tendering process among others. These are factors that affect successful implementation of roads. They may affect these projects positively, negatively. The process of roads construction is a political process from its early stages. It is one of the projects that affect majority of the population on a single day and as such attracts immeasurable political attention as politicians scramble to gain political capital (Karim, 2015). In Kenya for instance, it may take years after a road is mapped for tarmacking and sometimes takes the intervention and influence of regional leadership to fast track the process. Either, it is an expensive venture and requires to be properly budgeted for. The bureaucracy involved in this process is not to be ignored, leaders with less influence or those at loggerheads with top leadership may never get it done. This is a great setback to the electorate (Kaming et al, 2019).

The process of adoption of roads constructions suffers greatly from political interference. Murray (2018) noted that legislators have great interest in how monies are spent in their area of representation. The rationale is to fuel their reelection bids. This is not unexpected as the work of a legislator is to represent the interest of their people in the national sphere. This representation yields approval from the electorate. For instance, in Kenya legislators are given constituency development funds (CDF) to develop their constituencies (World Bank, 2015).

While this is at the liberty of the legislator, it creates conflict of interest because of the interests of the electorate against his interests. A legislator would want to spend the money in an area or a region in his constituency that will yield political capital in his favor. This area or region may not necessarily be the most deserving for such an investment. On the other hands, areas or people support the legislature may not benefit as the legislature tries to increase his chances of reelection by distributing the funds to his nemesis in bid to try to gain their support and eventually expand their support base. In India, a study by Keefer and Kheman in 2009 found out that members of parliament put little or no effort in distributing funds to their supporters. They considered their strongholds secured in their favor, this is contrary to the guidelines provided for in CDF distribution.

2.5. Political involvement and Performance of Roads Construction Projects

Elections are an important aspect in the lives of people across the world. These elections yield leaders who drive the agenda of the people in the next phase of electoral term. The process of election is tumultuous and draining. It consumes a considerable amount of time and is expensive. The leaders chosen determine the status of development agenda of the people for the next phase as well as the status of the existing non completed projects within the period they are in office. Some unscrupulous leaders put the state of existing projects in a state of limbo and start new own projects. Their argument is that by completing the ones started by their predecessors they gain nothing or little from it, that is, they feel that the predecessor will gain the glory. This is retrogressive thinking that only serves to hurt the electorate for no good reason and only serves to achieve the selfish agenda of the politician (Ahadzie, 2016).

Political competition is a component of elections where leaders compete to gain trust from the electorate so that they can be chosen as leaders. It is a rigorous activity that destabilizes so many things. In actual sense it halts almost all developmental projects associated with politicians as they engage in politics (Faridi et al, 2015). The most unfortunate thing is that after the end of the politicking period, some election losers try to mislead the electorate to reject projects by their competitors now elected leaders so as to derail their track record to reduce their score card in the next general election. This is a sad state of affairs but it is a reality in some quarters. This denies the electorate the right to enjoy good development by their rightfully elected leaders and makes the region to lag behind development wise (Hampson, 2017).

Leaders may also delay construction of roads in anticipation to use them as electoral pledges in a looming election. This interferes with the set timelines to finish the said projects. Worse is when a development oriented leader fails to capture a seat and one that is not development

oriented is chosen. He is unable to match up the development record and projects that were yet to be completed stalls and development in the region lags behind (Njenga, 2015).

2.6. Political stakeholder mapping and Performance of Roads Construction Projects

Political stakeholder mapping is an important aspect in the development of a region. It ensures that the citizens are aware of the developments happening in their areas. They are able to participate in the decision making thus owning the projects from their inception. According to Armitage (1988) political stakeholder mapping is the process by which the general public or the citizens are involved in giving views to make a decision on projects to be installed in their areas. Westergaard on the other hand defined it as the collective effort by citizens to influence decisions on projects to be done. There are two forms of participation, that is, active participation as well as passive participation. Active participation entails participation in all the activities of the projects, that is, from decision making to implementation of the project. In the passive participation the public is kept at bay but they are informed of all the decisions and the progress of the project (Wong et al, 2015).

Community participation gives the public the opportunity to learn and gives them an opportunity to view different perspectives. It educates the public on how to engage with the government, their leaders, non-governmental organizations, donors and how to resolve conflicts if any. Once people are educated they are able to handle issues by themselves (Baum, 1999 and Nampila, 2015). This avenue is important as it also allows community to identify their problems, organize themselves into groups and tackle the thorny issues in the community and build a better society. This participation or enables the citizens to understand that they not only have rights but also have to bear responsibility. This realization help the communities to tackle issues at the community level such that over reliance on the state is reduced (Nampila, 2015).

The World Bank has insisted on the need for governments to undertake political stakeholder mapping in all community projects so that the people can stop seeing these projects as government projects but rather their own projects that they should own and protect. Most governments and agencies have embraced this concept and through enhancing capacity building and empowerment, the results are marvelous (Gonzales, 1998). In this case empowerment means giving people who are marginalized and vulnerable an opportunity to manage their own resources. By allowing people to take part in the development projects you not only enhance

performance but also transform the nation to a working nation and reduce the amount of resources that would have otherwise been used to cater for professionals that would have been engaged (Lyons et al, 2016).

2.7. Theoretical Framework

This study was guided by the Theory of Performance.

2.7.1. Theory of Performance

Theory of Performance is based on six foundational concepts that forms a framework that explains performance and its adjustment. Performance is associated with valued results obtain from productive activities. A performer can be a person a team of people working together to obtain certain desired results. Developing performance is a journey (Thomlinson et al, 2015). Three propositions are made for effective performance progress. These comprise a performer's mindset, engagement in an inspirational environment, and immersion in reflective training (Caine et al, 2005).

Of the three axioms, engagement in reflective practice and inspiration environment are very relevant to our study. To ensure performance of road construction projects you need a political setup that has goodwill and the capacity to deliver the desired results. This would mean setting of clear goals and timely and embark to ensure the same. Challenging and smart goals accompanied by honest and productive feedback lead to higher levels of group and individual performance (Latham, 1990). According to the theory the more enriched an environment is, the more the performance improves and the contrary is true.

2.8. Conceptual Framework

This is a diagrammatic representation of how research variables relate to one another.

Independent Variables

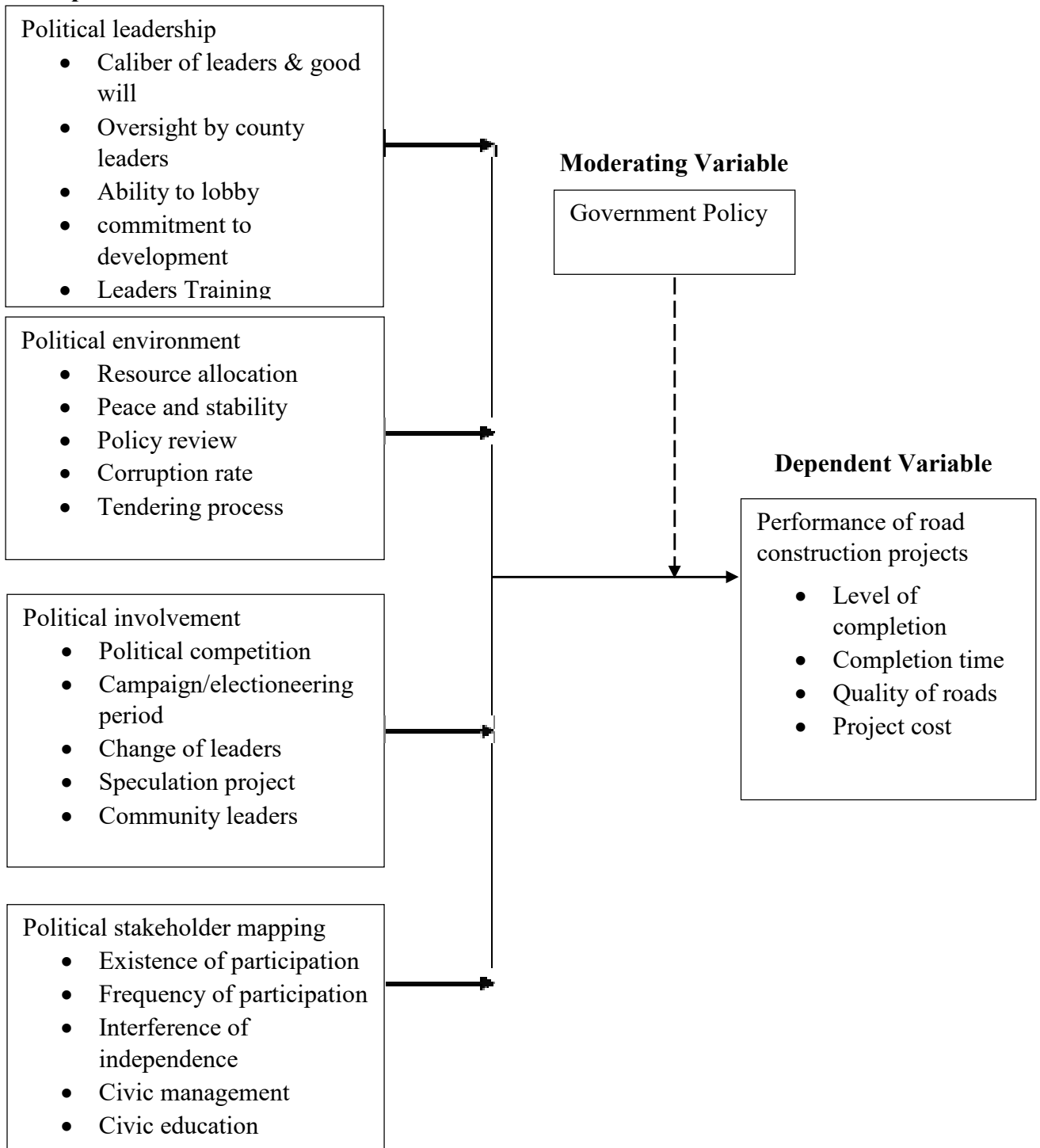


Figure 2. 1: Conceptual framework showing the relationship between independent, dependent and moderating variable

Figure 2.1 shows how the independent variables (Administration Commitment, Performance measurement and staff commitment) influence the dependent variable (Performance of Performance Contracting Implementation), moderated by the government policy.

2.9 Research gap matrix

Objective	Researched By	Study Objectives	Findings	Gap	Focus of the study
Political leadership	(Mahanaim, 2005)	Examined how political leadership was conducted in order for the community to participate in the progression of the project and how this impacted on performance of the project	It was clearly seen that little awareness was made hence the community did not have the opportunity to contribute towards the success of the project this influencing its performance.	The researcher did not find out whether there were any contributions made from the community in terms of resources to reinforce towards the present ones in the project performance	Stakeholder involvement is introduced as a variable in this study
Political environment	(Ahmad & Mercedes, 2006)	They examined how political environment influenced performance and objectively studied on how funds were	The findings were that there was late disbursement of the required funds for the continual of	The findings did not show the records of total loans disbursed despite having financing partners which	Accountability and transparency will be assessed in this study

		disbursed to the water project in Peru	projects activities; hence there was late delivery of labor, issuance of wages to laborers as well as late purchase of raw materials needed.	therefore brought about the gap of accountability and transparency which lacked hence did not create room for trust and honesty on how funds were utilized and acquired.	
Political involvement	(Santos and Pache, 2015)	Examine how political involvement influenced implementation of project in the NGOs	The findings were that resources are a very vital element for any project hence should be adequate and available for use anytime they are needed for the progress of the project	The study did not show how in case of inadequacy whether there were any resources contributed by the community and the mode of purchase for the resources. Also no clear indication of how the management of resources	The study will consider the direction of the relationship between political involvement and road construction projects

				was carried out to ensure they were available and adequate.	
Political stakeholder mapping	(Mukunga, 2012)	Examine performance of community based projects on visits and progression reports towards the progress of the project	It showed that little assessment was conducted since no reports were offered for the project and that few of the respondents were made aware of the assessment program for the project. This clearly showed that little or poor monitoring and evaluation was made	There was no clear indication whether the community people were informed on contributing towards the assessment of the project	Political offices affiliated to the construction of road projects will be involved in the study

2.10 Summary

This chapter reviewed literature related to performance of road construction projects and was guided through by the various objectives. Several scholars were seen to have reacted to the concept of performance of road construction projects and it was evident that roads projects are greatly influenced by the political sphere. That political leadership that has goodwill of the people is key in ensuring timely completion of roads. Various scholars have also highlighted that political stakeholder mapping is important in ensuring that the people are not shortchanged by unscrupulous political leaders. In general, the reviewed literature noted that politics plays a vital role in the performance of roads construction projects and can either influence positively or negatively depending on the caliber of the political class.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter focused on Research design, target population, sampling procedure, methods of data collection, validity and reliability, methods of data analysis, operational definition of variables and ethical issues.

3.2. Research Design

A research design is the plan of conditions for gathering and analysis of data in a way that purposes to amalgamate relevance and answer the research questions. It is the conceptual structure through which research is undertaken. In other words, it comprises the outline for collection, measurement and analysis of data (Maria, 2016).

This study will utilize Descriptive Survey. Descriptive survey design will help provide answers to the questions of who, what, when, where, and how, is associated with the study's research problem. This design was chosen since the study falls under the category of social research and its appropriateness in social research.

3.3. Target Population

The table below outlines key populations that were targeted by the study and the number of individuals in each category.

Table 3. 1: Target Population

	Target Population
Government Road Engineer	1
Registered Contractors	2
Local community leaders	20
Public participation department	30
Youth representatives	10
Women representatives	10
Member of parliament representatives	2

Member of county assembly representatives	9
County executive member in transport	2

Total	86
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Source: *Laikipia county integrated development plan (2018-2022)*

3.4. Sample Size and Sampling Procedure

This section focused on the sample size and sampling procedure.

3.4.1. Sample Size

Table 3. 2: Sample Frame

	Target Population	Sample size at 10% precision
Government Road Engineer	1	1
Registered Contractor	2	2
Local Community Leaders	20	17
Public participation department	30	24
Youth leaders	10	9
Women leaders	10	9
Member of parliament representative	2	2
Member of county assembly representative	9	8
County executive member in transport	2	2
Total	86	74

Yamane formula (1967)

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

n = sample size

N = sample population

e = precision

Yamane was considered since the population was finite.

3.4.2. Sampling Procedure

The researcher obtained the required sample through simple random sampling and census in cases where all the representatives were involved. In the categories where the target population is small a census was conducted. Otherwise a 10% of the population was considered for sampling as described above.

3.5. Data Collection Instruments

Questionnaires were used to collect information. A self-administered questionnaire for staff was utilized. A questionnaire is appropriate because the respondents being sort are many and would take a lot of time to interview them one by one. Questionnaires will also enable collection of large amounts of information within a short span of time and was interpreted easily without changing the meaning.

3.5.1 Validity

Validity is the extent to which the research instrument measures what it is supposed to measure and performs as it is designed to perform (Heale, 2015). It also refers to the suitability, meaningfulness and helpfulness of the conclusions an investigator makes (Wambugu, et. al., 2015). Validity is dependent of accuracy and precision. Accuracy refers to the degree to which bias is absent from a sample while precision is measured by the standard error of estimate. The smaller the standard error of estimate the higher the precision of the sample (Nowak, 2008). To test both content validity and construct validity, the pre-testing was undertaken before actual data collection. Content validity refers to appropriateness of the content of the instrument. This study therefore relied on expert judgment-the supervisor. Construct validity of an instrument refers to the degree to which the information the instrument collects correspond with theories used in the study and, pertained to whether the questionnaire and interview guide adequately cover the dependent, moderating and independent variables.

3.5.2 Reliability

Reliability is the capacity of the instrument to reliably yield similar outcomes when rehashed estimations are taken of comparable people under similar conditions. The consistency of the

examination instrument was assessed using Cronbach's Alpha coefficient which is commonly used when there are various rating scale request in an outline/study that edge a scale. The inward consistency Cronbach's Alpha (α) ranges from 0 to 1 and it is a dependability coefficient that reflects how well the estimations things unequivocally identify with each other. In accordance with Nunnaly (1978) suggestion, just forms with cut of 0.7 and more significant was considered for advance examination, a pilot consider was driven on respondents who were not used as piece of the last examination and a short later Cronbach's Alpha coefficient was figured to set up internal consistency of the instrument.

3.5.3 Pilot Study

The data collection instruments was piloted in Isiolo County which has similar characteristics and projects as the neighboring Laikipia County. Respondents targeted for the pilot study was not considered in the main study. In the pilot study, there was 9 respondents for the pretest that is, one representative from every category. The respondents for the pilot study was picked randomly. According to Orodho (2008) participants in the pilot study should be drawn from similar population from which the main participants are selected. The objective of having the pilot study is to polish the study's instruments, that is, by participants reacting on the clarity and simplicity of the questions' language, content, relevance of the items to the envisioned group, redundancy of the questions and time consumed answering the questions validity was enhanced. Moreover, it will test whether there is vagueness in any item; if the instrument elicits the anticipated data.

3.6. Data Collection Procedures

The Researcher got an introductory letter from the University of Nairobi. The letter was then used to apply for research permit from National Council of Science and Technology (NACOSTI). The researcher also wrote a letter seeking permission to carry out research and collect Data to the Kenya rural roads authority's (KERRA) Office. The researcher personally visited the project site to administer the questionnaire for which no research assistant was needed. During the time of administering the instrument, the researcher explained to the respondents the importance of the study. The researcher also explained the complex items as were requested by the respondents. Further an appropriate date for collecting the completed questionnaire was arrived at.

3.7. Data analysis techniques

The study produced quantitative and qualitative data. After collection of data, editing and entry was done to ensure the accuracy of the data and conversion from raw form to appropriate forms that are easier and realistic to analyze. The descriptive statistics was employed for descriptive analysis of age, level of education, and professional training as well as existing programs and challenges there-in. Arithmetic means and percentages was calculated and interpreted. Data summaries was presented in tables which was followed by interpretations and discussions. SPSS was used for this analysis.

Narrative reports from qualitative data was used to enhance the validity of the study results. The data collected was analyzed in line with the research questions. Data cleaning was done and all responses given to open ended questions was grouped thematically, coded and analyzed. Means and percentages was computed from numerical data while qualitative data was analyzed using discussions, explanations as well as citations.

3.8. Ethical Issues

The research participants were informed about the purpose of the study so as to make their own judgment on whether to participate or not. They were also told why their participation were important. The researcher made an effort to create an enabling environment during the interview. They were also informed that the findings would be used for academic purposes only; this guaranteed confidentiality. The participants were not be compelled to identify themselves or their places of work and decision to participate was purely theirs. The researcher also acknowledged works cited. In conclusion, proper channel of data collection was followed, that is, authorization letter and permits were obtained before onset of data collection.

3.9. Operationalization Table

This involved identifying indicators in relation to various variables and identifying how they were measured and which tool was used for analysis.

Table 3. 3: Operationalization of Variables

Variable	Indicator	Measurement of Scale	Tools of Analysis
Political Leadership	<ul style="list-style-type: none"> • Caliber of leaders • Good will • Oversight • Lobbying • Availability • Management • Commitment 	Nominal Ordinal	Frequencies Percentages Means
Political Environment	<ul style="list-style-type: none"> • Resource allocation • Bureaucracy • Peace and stability • Policy • Corruption • Tendering process 	Nominal Ordinal	Frequencies Percentages Means
Political involvement	<ul style="list-style-type: none"> • Political competition • Campaign/electioneering period • Change of leaders • Speculation project 	Nominal, Ordinal and Interval	Frequencies and percentages Means
Political stakeholder mapping	<ul style="list-style-type: none"> • Existence of participation • Frequency of participation • Interference of independence 	Nominal, Ordinal and Interval	Frequencies, means and percentages

Performance of Road Construction Projects	<ul style="list-style-type: none">• Progress• Level of completion• Completion time	Nominal, Ordinal	Frequencies, means and percentages
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CHAPTER FOUR

DATA ANALYSIS, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents and interprets the findings of the study with regards to the study objectives. That is, how political leadership, political environment, political involvement and political stakeholder mapping influence performance of roads construction projects. It also focused on the respondents' response rate and demographic information. The data was analyzed quantitatively and qualitatively and is presented in table form.

SPSS was used for analysis. Scaling intervals for the Likert scale were Strongly Disagree (STD), Somehow Disagree (SD), Neutral (N), Somehow Agree (SA) and Strongly Agree (STA).

4.2. Respondents Return Rate

Out of 44 respondents sought during the study, 37 responded positively which is 84.1 percent response rate. This is accepted according to Nachmias and Nachmias (2005) who contends that at least 75% response rate is representative. The distribution was as indicated in table 4.1.

Table 4 1 Respondents Return Rate

Category	Designated Sample size	Achieved	Response Rate percentage
Government road engineer	1	1	100.0%
Registered contractors	2	1	50.0%
Local community leaders	17	15	88.2%
Political stakeholder mapping department	24	20	83.3%
Total	44	37	84.1%

4.3. Demographic Information for respondents

This section presents information on age, gender, period of service and level of education.

4.3.1 Age Distribution for Respondents

The respondents were asked their age and the age distribution is as shown in table 4.2.

Table 4.2 shows the age distribution for respondents

Table 4 2 Age Distribution for Respondents

Age Bracket	Frequency	Percentage
18 – 25	3	8.1
26 – 35	13	35.1
36 – 45	15	40.5
46 – 55	4	10.8
56+	2	5.4
Total	37	100

The findings indicate that majority 15 (40.5%) were aged between 36 years and 45 years.13 (35.1%) were aged between 26 and 35 years, 3 (8.1%) were between 18 and 25 years while 4 (11%) were between 46 and 55 years 2(5.4%) were above 56 years. This distribution shows that the respondents were distributed across all ages.

4.3.2 Level of Education for Respondents

The level of education for the respondents was sought and the results were as shown in table 4.3.

Table 4 3 Level of Education for Respondents

Level of Education	No. of staff	Percentage
PhD	0	0.0
Masters	1	2.7
Degree	11	29.7
Diploma	8	21.6

Certificate	17	45.9
Total	37	100.0

One respondent (2.7%) had a masters. Additional 11(28%) have an undergraduate degree. Those with diploma and certificates were 8 (21.6%) and 17(45.9%) respectively. This indicates that the respondents were literate enough to respond to the questionnaires.

4.3.3 Duration of Involvement in Roads Construction

The respondents were asked the duration of time they had been involved in the construction of roads.

Table 4.4 shows the period of time respondents had been involved in roads constructions.

Table 4 4 Duration of Involvement in Roads Constructions

Duration (Years)	Frequency	Percentage
below 5	9	24.3
5-10	20	54.1
11-15	7	18.9
16-20	1	2.7
Above 20	0	0.0
Total	37	100.0

Table 4.4 shows that majority 78% had been involved in the construction for 10 years or below. 7(19%) had taken part between 11 and 15 years, 1(2.7%) had worked with roads construction between 16 and 20 years. There was no one who had served for over 20. This was a good indicator that the staff had served long enough to provide reliable information.

4.3.4 Gender of the Respondents

The respondents were asked to indicate their gender and the distribution is as shown in table 4.5.

Table 4 5 Gender of the Respondents

Gender	Frequency	Percentage
Male	25	67.6
Female	12	32.4
Total	37	100.0

25(67.6%) of the respondents were men while 12(32.4%) were women. This indicates that there was gender parity in the cohort of respondents.

4.4 Performance of Roads Construction Projects

The researcher wanted to know what the respondents thought about performance of roads construction projects and the responses are as presented in table 4.10.

Table 4 6 Performance of Roads Constructions Projects

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Construction of Doldol Nanyuki Road is complete	0.0%	0.0%	0.7%	20.1%	79.2%
The level of completion of the road is satisfactory	65.3%	16.1%	15.2%	2.2%	1.2%
The road was/was completed in time	36.9%	37.6%	21.9%	2.5%	1.1%

99 percent of the respondents stated that the Nanyuki Doldol road is not complete. Only about 1 percent of the respondents were not sure.

3 percent of the respondents were contented with the level of completion of the road construction. 15 percent of the respondents were not sure while 81 percent of the respondents were not contented with the progress of the road.

74 percent of the respondents believed that the road would not be completed in time. 22 percent were not sure while only 3 percent of the respondents had faith that the road would be completed in time.

4.5 Political Leadership and Performance of Road Construction Projects

The study sought to investigate how the various aspects of political leadership influenced performance of roads construction projects and the results are as presented in table 4.6.

4.5.1 Likert results for political leadership and performance of road construction projects

Table 4 7 below shows the Likert results of political leadership.

Table 4 7 Political leadership and Performance of Road Construction Projects

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Our leaders are good	2.3%	12.3%	10.2%	75.2%	0.0%
Our leader’s oversight and follow up on projects.	8.7%	69.1%	20.2%	2.0%	0.0%
Our leaders lobby for road construction projects.	11.1%	45.4%	21.3%	22.2%	0.0%
Our leaders are available and committed to roads development	59.3%	24.6%	3.1%	13.0%	0.0%

Majority 75% of the respondents believed that their leaders were not good enough and that they were not taking interests of the people into consideration. 10% did not know how to respond while only 15% believed that their leaders were good enough.

78% of the respondents believed that the political leaders did not provide oversight in the projects as required. That they are never present and that they never follow-up on these projects. Minority 2% agreed that leaders did the oversight and follow up while 20% were not sure.

57% of the respondents believed that the political leaders failed to lobby for projects to be undertaken in their area. 21 % of the respondents were not sure while 22% believed that without lobbying by political leaders then the construction of the road would not have commenced.

84% of the respondents believed that political leaders are never available and are not committed to roads projects. However, 13% of the respondents believed that they were available and were committed. 3% were not sure.

4.5.2. Correlation between Political Leadership and Construction of Road Projects

Table 4 11 below shows the coefficients for correlation between political leadership and performance

Table 4 8 Correlation political leadership and performance of road construction project.

	Correlation	Political leadership	Performance Level
Political leadership	Pearson Correlation	1	.705**
	Sig. (1-tailed)		.000
	N	136	136
Performance Level	Pearson Correlation	.705**	1
	Sig. (1-tailed)	.000	
	N	136	136

** . Correlation is significant at the 0.01 level (1-tailed test).

Table 4.10 shows that the correlation between political leadership and performance level of the road project is strongly positive as indicated by correlation of 0.705. The p-value of 0.000 is

less than acceptable significance level (0.01). This means that political leadership strongly affect the performance level of road construction projects at 95% confidence level.

4.5.3 Political Leadership and Performance

The first objective was to evaluate the influence of political leadership performance of the project

Table 4 9 Regression results of Political leadership on Performance of road construction projects

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.523	0.538		2.834	0.007
Problem Analysis	0.617	0.142	0.572	4.351	0.000
R Squared	0.327				
Adjusted R Squared	0.31				
F statistic	18.935				
P value	0.000				

Model;

$$Y=1.523 + 0.617 X_1$$

Where Y is Performance of projects and X₁ is Political leadership

The findings revealed that Political leadership had a positive and important impact on road construction projects ($\beta= 0.617$, $p = 0.000$). That is, by increasing the Political leadership by one unit, a road construction projects performance would improve by 0.617 units. Furthermore, the coefficient of determination, also known as the R-square of 33 percent, backs up this conclusion. This means that the political leadership explains 33% of the variation in the dependent variable, how effective the road construction is. In addition, the F-statistic is 18,935 and the reported p-value is 0,000 at the 5% significance level. This suggests that Political leadership is a good predictor of the effectiveness of road construction project's performance.

4.6 Political Environment and Performance of Road Construction Projects

This section provides details on analysis of political environment against the performance of road construction projects.

4.6.1 Likert results for Political Environment and Performance of Road Construction Projects

The researcher asked questions that were geared towards answering the question on how factors related to political environment influenced performance of roads construction projects and the results were as presented in table 4.10.

Table 4 10 Political Environment and performance level

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Roads construction project tendering process is transparent	0.0%	71.2%	22.3%	6.5%	0.0%
Political leaders manipulate the contractors to divert construction in other areas for their personal gain	21.4%	15.6%	31.7%	31.3%	0.0%
Peace and stability in the county ensures	32.9%	2.5%	1.2%	41.1%	22.3%

smooth construction of roads					
Policies enacted	15.9%	36.1%	26.3%	21.7%	0.0%
support roads construction projects					
There is a lot of bureaucracy in roads construction	0.0%	20.6%	4.1%	53.2%	22.1%

71% of the respondents believed that the process of tendering was not fair and it was given to only those who had influence at the top leadership. 22% were not sure of whether the process was fair. Only about 7% of the respondents believed that the process was fair.

37% of the respondents believed that the contractors were manipulated by the political leaders to divert construction in areas that were not part of the construction to suit the interests of the politicians. 32% did not know whether the contractors had been manipulated. However, 31% believed that the contractors had not been manipulated to do construction elsewhere. They believed that it was not easy to divert a government project to suit one's interests.

35% of the respondents disagreed that peace and stability were paramount for successful construction of roads. They said there was no relationship between the two, that with peace or no peace the results would have been the same. However, majority 63% believed that without peace no development would be possible. On the other hand, 1% was not sure whether this phenomenon would affect.

22% of the respondents believed that government policies on construction of roads influenced performance of construction of roads. 26% of the respondents were not sure while 52% of the respondents disagreed and said that the government had not enacted enough policies to safeguard construction of roads.

75% of the respondents believed that there was high level bureaucracy in the government such that it was not easy to request for a project. 4% of the respondents were not sure while 21% believed that there was no bureaucracy and that you just needed a proactive leader.

4.6.2 Correlation analysis results for political environment and performance of road construction project.

Table 4 11 Correlation of political environment and Performance road construction project

Correlations		Performance level	Political Environment level
Performance Level	Pearson Correlation	1	.860**
	Sig.(1-tailed)		.000
	N	136	136
Political Environment	Pearson Correlation	.860**	1
	Sig. (1-tailed)	.000	
	N	136	136

**** . Correlation is significant at the 0.01 level (1-tailed).**

Table 4.11 indicates that the correlation between performance level of road construction projects and political environment level is strongly positive as indicated by correlation of +0.860. The p-value of 0.000 is less than acceptable significance level (0.01). This means that political environment strongly affects the performance in road construction projects at 95% confidence interval.

4.6.3 Regression analysis results of political environment and performance

Objective two of the study assessed the influence of political environment on road construction projects

Table 4 12 Regression Results of Political environment and Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.934	0.511		1.827	0.075
Budgeting	0.786	0.137	0.676	5.734	0.000
R Squared	0.457				
Adjusted R Squared	0.443				

F statistic	32.875
P value	0.000

Model;

$$Y=0.934 + 0.786 X_2$$

Where Y is Performance of projects and X₂ is political environment

Political environment had a positive and important impact on the success of road construction projects ($\beta = 0.786$, $p = 0.000$), according to the findings. This means that a one-unit rise in the political environment would result in a 0.786-unit increase in the productivity of road construction projects. Furthermore, the R-square of 45.7 percent backs up this conclusion. This means that political environment accounts for 45.7 percent of the difference in the dependent variable, which reflects road construction project’s effectiveness. In addition, the F-statistic is 163,502 and the reported p-value is 0,000 at the 5% significance level. This shows that political environment is a good indicator of the effectiveness of road construction projects.

4.7 Political involvement and Performance of Road Construction Projects

This section provides details on various types of analysis conducted on the third variable against the performance of road construction projects

4.7.1 Likert scale results of Political involvement and Performance of Road Construction Projects

The researcher sought to find out how various aspects of political involvement influenced performance of roads construction projects. The findings are indicated in table 4.7.

Table 4 13 Political involvement and performance level

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Political competition delays construction of roads	0.0%	9.2%	1.9%	61.3%	27.6%

Change of leaders stalls road construction projects	0.0%	12.2%	15.3%	55.3%	17.2%
Leaders delay completion of projects to use them as election pledges	0.0%	15.6%	3.2%	38.9%	42.3%

A whopping 89% of the respondents believed that political competition delays construction of roads. 2 percent were not sure while only 9% of the respondents disagreed with the respondents.

73% of the respondents agreed that change of leaders stalls roads construction projects citing that new leaders start their own flagship projects. 15% of the respondents were not sure while 12% denied the claim.

81% of the respondents believe that leaders delay completion of projects so as to use them as election pledges in the future. 3% of the respondents were not sure while 16% of the respondents denied the claim.

4.7.2 Correlation of political involvement and the performance level of the road construction projects.

Table 4 12 below shows correlation results of the third variable.

Table 4.12 Correlation of political involvement and Performance

	Correlation	Performance Level	Political involvement
Performance Level	Pearson Correlation	1	.890**
	Sig. (1-tailed)		.000
	N	136	136

Political involvement	Pearson Correlation	.890**	1
	Sig. (1-tailed)	.000	
	N	136	136

****.** Correlation is significant at the 0.01 level (1-tailed).

Table 4.12 indicates that the correlation coefficient between the political involvement and performance level is strongly positive at +0.890. The p-value of 0.000 is less than significance level (0.01). This means political involvement has a strong positive relationship with the performance level of road construction projects at 95% confidence level.

4.7.3 Regression analysis of political involvement and performance

The third objective of the study assessed the influence of political involvement on road construction projects

Table 4.14: Regression Results of Political involvement and Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.037	0.474		2.189	0.035
Contingency Plan	0.731	0.122	0.691	5.969	0
R Squared	0.477				
Adjusted R Squared	0.464				
F statistic	35.631				
P value	0.000				

Model;

$$Y=1.037 + 0.731X_3$$

Where Y is Performance of projects and X_3 is political involvement

The political involvement had a positive and important impact on the success of road construction projects ($\beta= 0.731$, $p = 0.000$), according to the findings. This means that

increasing political involvement by one unit increases the road construction project's effectiveness by 0.731 units. Additionally, the R-square of 47.7% supports this conclusion. This means that the political involvement accounts for 47.7% of the difference in the dependent variable, which reflects the road construction project's results. In addition, the F-statistic is 35,631 and the reported p-value is 0,000 at the 5% significance level. This suggests that political involvement is a good predictor of road construction project's effectiveness.

4.8 Political stakeholder mapping and Performance of Road Construction Projects

The researcher wanted to know how various aspects of political stakeholder mapping influenced performance of roads construction projects. The researcher therefore asked the respondents to react to certain questions and responses are as presented in table 4.9.

4.8.1 Likert scale results for political stakeholder mapping and Performance of Road Construction Projects

Table 4 14 Political stakeholder mapping and performance of the project

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
There is proper political stakeholder mapping in road construction projects	5.3%	36.4%	20.9%	25.2%	12.2%
Political stakeholder mapping happens regularly	16.9%	50.1%	26.8%	6.2%	0.0%
Public participants are coerced to agree to certain terms of roads projects	0.0%	31.5%	36.0%	30.2%	2.3%

37 percent of the respondents believed that political stakeholder mapping happened before initiation of roads projects. 21 percent of the respondents were not sure while 42 percent of the respondents said that political stakeholder mapping never happens.

66 percent of the respondents said that political stakeholder mapping was not a regular activity. 27 percent of the respondents were not sure while only 6 percent believed political stakeholder mapping happens regularly.

32 percent believed that the public was coerced to agree to projects without proper participation. 36 percent were not sure while 32 percent disagreed with the phenomenon.

4.8.2 Correlation analysis of political stakeholder mapping and the performance of road construction projects

Table 4.13 Correlation between political stakeholder mapping and Performance of the road construction projects

	Correlations	performance Level	Political stakeholder mapping
Performance Level	Pearson Correlation	1	.457**
	Sig. (1-tailed)		.002
	N	136	136
Political stakeholder mapping	Pearson Correlation	.457**	1
	Sig. (1-tailed)	.004	
	N	136	136

****.** Correlation is significant at the 0.01 level (1-tailed).

Table 4.13 is indicative that the correlation coefficient between performance level and political stakeholder mapping is moderately positive as indicted by correlation of +0.457. The p-value of 0.004 is less than the significance level (0.01). This means that political stakeholder mapping has moderate positive relationship with the performance level of road construction projects at 95% confidence interval.

4.8.3 Regression analysis results of Political stakeholder mapping and performance of road construction projects

The fourth objective is to assess the influence of political stakeholder mapping on performance of road construction projects.

Table 4.15: Regression Results; Evaluation Plan and Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.39	0.581		0.671	0.506
Evaluation Plan	0.896	0.15	0.691	5.971	0.000
R Squared	0.478				
Adjusted R Squared	0.464				
F statistic	35.652				
P value	0.000				

Model;

$$Y = 0.390 + 0.896 X_4$$

Where Y is Performance of projects and X_4 is political stakeholder mapping

Political stakeholder mapping had a positive influence on the success of road construction projects ($\beta = 0.896$, $p = 0.000$), according to the findings. This means that by raising political stakeholder mapping by one unit, the road construction project's performance would improve by 0.896 units. In addition, the results are supported by the 48% R-square. This means that political stakeholder mapping explains 48% of the variation in the dependent variable which represents the effectiveness of the road construction project. In addition, the F statistic was 35.631 and the reported p value of 0.000 implied that political stakeholder mapping is a good predictor of performance of road construction projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of the findings, discussions, conclusions and recommendations drawn from the findings.

5.2. Summary Findings

This section gives the summary of findings in relation to the research objectives.

5.2.1. Political Leadership and Performance of Roads Construction Projects

The findings indicated that the electorate did not have leaders who were determined to commit to roads projects in the region. That the leaders behaved as if they did not have the good will with the interests of the electorate. Additionally, the leaders were not readily available to the people and that they did not oversight ongoing road construction neither did they lobby for other roads projects. This greatly affected the construction of the Doldol Nanyuki Road negatively, that is, the contractor had no pressure to fast track the completion of the road construction.

5.2.2. Political Environment and Performance of Roads Construction Projects

The findings indicated that there was bureaucracy in the government and that it was not easy to reach out to relevant authorities to report about the roads. That peace and stability was paramount in ensuring smooth progress of the road construction. That there were not clear policies to safeguard construction of the road. There was corruption in the process of tendering and only those who had connections with the top leadership would get the tender to construct roads.

5.2.3. Political involvement and Performance of Roads Construction Projects

The findings indicated that political competition, the campaign period, turnover of leaders and political leaders' intention to use the road project as a tool for future elections has delayed the completion of the construction of the road.

5.2.4 Political stakeholder mapping and Performance of Roads Construction Projects

The findings indicated that political stakeholder mapping was not properly done and that majority of the respondents were not aware of existence of the same or when it happens. This

made the electorate to be grey on its role in the construction of the road hence delay in the completion.

5.2.5. Performance of Roads Construction Projects

The study found out that the performance of the road project was not good. That the project had not been completed and it was taking too long to complete. This translates that political influence had negative impact on performance of road construction projects.

5.3. Discussions on Findings

This section discusses key findings on the study.

5.3.1. Political Leadership and Performance of Roads Construction Projects

The findings indicated that the electorate did not have leaders who were determined to commit to roads projects in the region. That the leaders behaved as if they did not have the good will with the interests of the electorate. Additionally, the leaders were not readily available to the people and that they did not oversight ongoing road construction neither did they lobby for other roads projects. This greatly affected the construction of the Doldol Nanyuki Road negatively, that is, the contractor had no pressure to fast track the completion of the road construction. This conquers with studies done by Karimi (2012), Mbaabu (2012) and Mutua (2014) that indicacated that political leadership was a force to reckon with when it comes to roads projects and that it had immeasurable influence to the negative.

5.3.2. Political Environment and Performance of Roads Construction Projects

The findings indicated that there was bureaucracy in the government and that it was not easy to reach out to relevant authorities to report about the roads. That peace and stability was paramount in ensuring smooth progress of the road construction. This conquers with Murray (2011) who noted that legislators had great interests in the projects and are happy with the bureaucracy since it protects the status quo which benefits them. That there were not clear policies to safeguard construction of the road. There was corruption in the process of tendering and only those who had connections with the top leadership would get the tender to construct roads. Again this conquers with a report by world bank (2011).

5.3.3. Political involvement and Performance of Roads Construction Projects

The findings indicated that political competition, the campaign period, turnover of leaders and political leaders' intention to use the road project as a tool for future elections has delayed the completion of the construction of the road. Findings by Ahadze (2011), Faridi (2012) and Hamson (2007) on similar objective noted the same, that political involvements in nations across the world had great impacts on existing and ongoing projects. Even businesses feel the effect of electioneering period. The effect often times is negative to projects that have connections with politics, not to mean that others are not affected as well.

5.3.4. Political stakeholder mapping and Performance of Roads Construction Projects

The findings indicated that political stakeholder mapping was not properly done and that majority of the respondents were not aware of existence of the same or when it happens. According to Wong (2012) political stakeholder mapping is a vital component that should not be ignored while undertaking public projects. The researcher noted that politicians are delighted when this does not happen to avoid accountability. This is in line with the finding of this study. This made the electorate to be grey on its role in the construction of the road hence delay in the completion. Reserchers such as Nampila (2005), Kortan (1990) and Lyon (2001) made the same observations.

5.3.5. Performance of Roads Construction Projects

The study found out that the performance of the road project was not good. That the project had not been completed and it was taking too long to complete. This translates that political influence had negative impact on performance of road construction projects. This conquers with Zulu et al (2010) and Samson (2011)

5.4. Conclusion

The study concludes politics influence performance of roads construction projects in a big. This influence can be positive or negative. In relation to this study it was noted that politics had negative influence. That political leaders had a role to play in terms of oversight and lobbying for the projects but they were not available to undertake their core mandate. Political involvement greatly affected the performance of the road projects, once campaigns period started the construction was halted and leaders speculated to use the same projects to woo the electorate. That there was corruption in the tendering process and that only those with influence gained tenders. Finally, political stakeholder mapping was not taken into consideration as it should and this created gaps in the project construction.

5.5 Recommendations

- i. Political stakeholder mapping should be taken seriously before commencement of any public project so that the people are able to know their rights, roles and responsibilities.
- ii. The government should empower oversight bodies that are not necessarily constituted of politicians to caution halting of projects during elections.
- iii. Tendering process should be more transparent.
- iv. Road construction projects contracts to be withdrawn from contractors who are not able to complete projects within the stipulated time.
- v. Government to allocate more funds for completion of the Nanyuki Doldol Road.

5.6 Suggestion for Further Research

The following suggestions were made to further this study.

- i. The researcher proposes that more studies to be done to ascertain whether financial constraint is a reason why contractors are not able to complete roads projects in time.
- ii. The influence of external factors on road construction projects was not adequately explored and hence further research on the same is recommended

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APPENDICES

APPENDIX I: Letter of Transmittal

30197-00100

14/05/2021

Dear Respondent,

RE: REQUEST FOR INFORMATION

My name is Isaack Waiguru, a Masters student from the University of Nairobi, department of open learning. I am conducting an academic research on political factors influencing performance of road construction projects in Laikipia County.

Kindly furnish me with required information. The information will be treated with uttermost confidence and will only be used for academic purposes.

Thank you in advance.

Yours faithfully,

Isaack Waiguru

University of Nairobi

APPENDIX II: Questionnaire

QUESTIONNAIRE

The intention of this questionnaire is to collect data on the political factors influencing performance of road construction projects in Laikipia County. You have been selected to be a respondent in this study. To the best of your knowledge, kindly take some time to answer the questions below. The information will only be used in this study and your anonymity is guaranteed. Kindly tick (✓) appropriately and answer all the questions.

Note: Do not write your name on the questionnaire.

Part A: Demographic Information.

1. What is your gender?
a) Male () b) Female ()
2. What is your highest level of education?
Certificate () Diploma () Degree () Masters () PhD ()
3. How old are you?
a) 18-25 () c) 36-45 ()
b) 26-35 () d) 46-55 () e) Above 56 ()
4. How many years have you worked in road constructions?
Below 5 years () 5-10 years () 11-15 years () 16-20 years () Above 20 years ()
5. What is your role?
Road engineer () Contractor () Community leader () Public Participant ()

Part B: Political leadership

6. To what extent do you agree the following factors influence performance of road construction in Laikipia County?

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Our leaders are good					
Our leaders oversight and follow up on roads projects					

Our leaders lobby for road construction projects					
Our leaders are available and committed to roads development					

Give any other comments that you would like to make in relation to political leadership and performance of road construction projects

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Part C: Political Environment

7. To what extent do you agree the following factors influence performance of road construction projects in Laikipia County?

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Roads construction project tendering process is transparent					
Political leaders manipulate the contractors to divert construction in other areas for their gain rather than public gain					
Peace and stability in the county ensures smooth construction of roads					

Policies enacted support roads construction projects. There is no bureaucracy involved in roads constructions					
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Give any other comments that you would like to make in relation to political environment and performance of road construction projects

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Part D: Political involvement

8. To what extent do you agree the following factors influence performance of road construction projects in Laikipia County?

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Political competition delays construction of roads					
Change of leaders stalls road construction projects					
Leaders use roads projects as election pledges and never fulfils them					

Road construction stops once political campaigns kick off.					
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Give any other comments that you would like to make in relation to Political involvement and performance of road construction projects

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Part E: Performance of Road Construction Projects

9. To what extent do you agree the following statements on Performance of road construction projects?

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
Construction of Doldol Nanyuki road is complete					
The level of completion of the road is satisfactory					
The road was/was completed in time					

Give any other comments that you would like to make in relation to performance of road construction projects

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Part F: Political stakeholder mapping

10. To what extent do you agree the following statements influence performance of road construction projects?

Statement	Strongly disagree (1)	Somehow Disagree (2)	Neutral (3)	Somehow Agree (4)	Strongly agree (5)
There is proper political stakeholder mapping in roads construction projects					
Political stakeholder mapping happens regularly					
Public participants are coerced to agree to certain terms of roads projects					

Give any other comments that you would like to make in relation to political stakeholder mapping and performance of road construction projects

.....

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.....

Thank you

APPENDIX III: NACOSTI Permit



REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION.**

Ref No: **185633**

Date of Issue: **03/December/2021**

RESEARCH LICENSE



This is to Certify that Mr. Isaac waiguru maruga of University of Nairobi, has been licensed to conduct research in Laikipia on the topic: Political Factors Influencing Performance of Road Construction Projects in Laikipia County, A case of Nanyuki-Doidod Road, for the period ending : 03/December/2022.

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Walter Mwangi
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NATIONAL COMMISSION FOR
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