

**EFFECTIVENESS OF NON-INSTITUTIONAL ACTORS' INVOLVEMENT
IN THE IMPLEMENTATION OF COUNTY ROADS POLICY IN NAROK
COUNTY, KENYA**

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and Creative Industries in Partial Fulfilment of the Requirements for the
Conferment of Master of Arts Degree in Public Policy and Administration of
Maasai Mara University**

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DECLARATION AND APPROVAL

Declaration by the Student

This research thesis is my original work and has not been presented for a degree or any other award in any institution.

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DEDICATION

I dedicate this thesis to my long-time role model called Mr Francis Mwiha Kwach. He was my high school class teacher. His support cannot be trivialized and I will live to acknowledge the support that he gave me when my high school education was taking a soporific twist that would have ultimately thwarted my destiny. I also dedicate it to my lovely parents for the many sacrifices they made to give me a decent life.

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ABSTRACT

The implementation of local roads policies such as the County Roads Policy is a fundamental concern of modern governments since it enhances a nation's economic competitiveness and prosperity. In Kenya, this implementation is pursued to the realization of global Sustainable Development Goals, the continental Programme for Infrastructure Development in Africa (PIDA), the national Vision 2030, the National Quality Infrastructure Policy (2019), the National Spatial Plan and the County Spatial Plan; all of which edify the need for quality roads. The introduction of county governments by the constitution of Kenya (2010) created an extra layer for policy implementation to facilitate the attainment of national development goals through inclusion of all actors. However, the implementation of County Roads Policy has largely been dominated by the county institutions in concert with national government institutional support. This has diminished the local value contribution especially that of non-institutional actors to policy development for county-level roads. This research study sought to investigate the effectiveness of non-institutional actors' involvement in the implementation of County Roads Policy in Narok county. It aimed at establishing the non-institutional actors that exist in Narok county; the contribution of non-institutional actor networks to the implementation of County Roads Policy; the strategies used by the non-institutional actors to influence inclusion in the implementation of County Roads Policy; and the challenges that ensue in the process of implementing County Roads Policy in Narok county. The study utilized the social networking theory. The study targeted officials in the County department of Public Works, Roads and Transport and the non-institutional actors that existed in Narok county. The study utilized stratified simple random sampling as well as purposive sampling during data collection. Descriptive and correlational research designs were used. Questionnaires and interviews were used as the major research instruments to collect data. The study found out that the main non-institutional actors that exist in Narok county are political parties, media, NGOs, CBOs and households. The study also established that non-institutional actor networks have limited influence in the implementation of County Roads Policy. Furthermore, inept leadership, resource scarcity and lack of inclusion of stakeholders mostly the non-institutional actors (NIAs) were cited as the key challenges to the execution of the County Roads Policy. The study recommends the formation and sustenance of non-institutional actor networks and the combatting of the problems of inept leadership, resource scarcity, exclusion of stakeholders including NIAs and corruption if effective implementation of County Roads Policy is to be realized so as to accelerate socio-economic and political development in the nation. Finally, there is need to adopt policies on increasing the inclusion of NIAs in the implementation of County Roads Policy, increasing funds disbursement for county projects and embracing competence in implementation of public policies for sustainable development.

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ABBREVIATIONS AND ACRONYMS

ARIP	The Africa Renewal Information Programme
CBOs	Community Based Organizations
CRP	County Roads Policy
CIDP	County Integrated Development Plan
EU	European Union
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistics
KPHC	Kenya Population and Housing Census
NCIDP	Narok County Integrated Development Plan
NGOs	Non-Governmental Organizations
NIA s	Non-Institutional Actors
OECD	Organization for Economic Co-operation and Development
PPI	Public Policy Implementation

OPERATIONAL DEFINITION OF TERMS

- Actor network** : According John (2003), an actor network is a bunch or complex organizations linked to each other by resource needs and distinguished from others by breaks in the forms of resource dependencies. This term has been adopted in this study to mean the chain or interconnectedness associated with the various actors who are not directly or indirectly affiliated to the government so as to influence the implementation of County Roads Policy in Narok county.
- Bureaucrats** : According to Dictionary.com, these are people with the professional and technical know-how of the various matters affecting the government and hence are employed to implement government policies. The term was used in this study to imply all the officers who work in the County Department for Roads, Transport and Public Works within Narok county
- Challenges** : the term was adopted in this study to mean all the social, economic and political factors that may hinder the realization of a certain goal. Specifically, it was used to refer to all the factors that hinder the expected level of implementing County Roads Policy.

- County roads** : the term was used in the study to refer to the road facilities and equipment, including the road network, parking spaces, draining system, stopping spaces, footpaths, cycle paths, bridges among others that are under the mandate of the county government.
- County Roads Policy** : This policy was used in the study to refer to the guidelines relating to the development, maintenance and implementation of road facilities and equipment. The study focused on the County Spatial Development Plan and the County Roads, Walkways and Parking Bays Act, 2018 which anchor the policy on the implementation of county roads.
- Effectiveness** : According to Dictionary.com, it is the extent to which the occurrence of something resonates with the expected outcomes. The term was used in the study to mean the extent to which the non-institutional actors were having positive impact on the implementation of the County Roads Policy. It can be determined by assessing the extent to which roads have been improved as well as the level of non-institutional actors' involvement against the time before adoption of the County Roads Policy (refer in the background of the study).

Non-institutional actors: According to Cahn (2012), these are stakeholders that should participate in the policy process either directly or indirectly but they are not affiliated to the government. Specifically, the study focused on political parties, media, non- governmental organizations, community-based organizations and households.

Policy implementation: According to Dictionary.com, this is the process of executing a government decision. This term has been used in the study to specifically refer to the process by which the County Roads Policy is carried out.

Strategies : Cécile, (2019) defined strategies as the means and methods employed by an actor in order to influence the policy outcome. This term was used in the study to mean the means and methods used by NIAs to foster their inclusion in the implementation of County Roads Policy in Narok county.

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The implementation of local roads policies has become one of the fundamental concerns of the modern governments since it enhances a nation's economic competitiveness and prosperity (Amador & Willis, 2012). The local roads policies are prepared and/or implemented by either the federal, county, district, community or any other local authority based on the system of governance adopted by the country. The term County Roads Policy was used in this study based on the fact that the fact that the country of study embraces a devolved system of governance that provides for the existence of the national government as well as county governments. The background provided in this section is based on how different systems of government implement their local level roads policy and whether non-institutional actors are a missing link or not.

The elaborate study on policy implementation is attributed to Pressman and Wildavsky's 1984 examination of a federal jobs initiative on Oakland, California. Pressman. The duo, in their book entitled "Implementation", called consideration to the joint action required for the fruitful implementation of policy. Wegrich et al. (2017), observed that the issue of roads policies including local level roads while not always making headlines, the implementation of roads policy is a critical government activity.

Bueno (2017) delved into the road policy gap in the world by defining it as the current need for investments in road policy, whether at the global, regional or local level. He asserted that it is a significant pointer for official and public authorities as it provides valuable

orientation on project strategic planning. Furthermore, it provides valuable insights on how to select and prioritize policies for greatest sustainable socioeconomic impact (Bueno, 2017).

The Organization for Economic Co-operation and Development (OECD) - which is an international organization that works to build better policies for better lives, reported in 2016 that public infrastructure including local level roads policy is the fourth-most area of government spending in its member countries, where public and private spending together amounted to 3.2 per cent of gross domestic product (GDP) in OECD countries on average in 2014. The report showed that providing high-quality infrastructure at an appropriate level task has become even more a challenging task in the twenty-first century due to the compounded effect of increasing demands and ambitions, more complex technologies, and a changing political and societal context. Conversely, Ditch and Loris (2019) asserted that the American federal system of government has stressed on improving federal roads through adopting the America's Transportation Infrastructure Act, 2019 so as to increase the government expenditure on the construction and maintenance of federal roads. The act also stresses on the need for involving the various actors including non-institutional actors (NIAs) within the federals so that their input is factored into the implementation of the act.

Cahn (2012), noted that the adoption of devolved system of governance in most of the countries has provided a leeway that can pave way for the involvement of non-institutional actors in the implementation of public policies including County Roads Policy. He considers these non-institutional actors to be the political parties, media, community-based organizations (CBOs), faith-based organizations (FBOs), non-governmental organizations (NGOs) and the citizenry. He further asserted that if not segregated, non-institutional actors

may play a significant role in policy matters. Therefore, policy is a product of institutional processes midwived by non-institutional actors if the latter group is given consideration (Cahn, 2012).

This view was echoed by Dellmuth and Tallberg (2021) who alluded that, non-institutional actors who have been visible in most policy issues, can take part in many policy areas and help in tracking policy issues, carrying out analysis, offering expertise, providing early warnings, lobbying and fostering participation of different actors. In addition, they can offer knowledge and experience that is valuable for the policymakers. Furthermore, they have specific association with many of the interest groups that are inadequately represented in the policy domain. Thus, can accentuate the existence and interests of these interest groups (Dellmuth & Tallberg, 2021).

Since the non-institutional actors have been sidelined by the institutional actors through a detachment strategy (Barasa et al., 2017), the former have been associated with a number of strategies that they can use in order to win inclusion in the implementation of County Roads Policy. According to Bovan and Peric (2021), these strategies range from research and analysis of policy proposals; collection of technical documentations, conducting monitoring and evaluation; attending parliamentary sessions to participate in the debates; organization different communication channels; media-related work; to cooperating with coalitions interested in the same policy issues.

Musyoki (2020) noted that a number of challenges may entangle the implementation of County Roads Policy and asserted that these set of factors revolve around stakeholders (non-institutional actors included), management, organizational resources and governance.

As for Schiller (2011), the involvement of non-institutional actors is necessary for dealing with the challenge of inadequate resources during the implementation of road policy.

Diverse manifestation of the challenges within the expected effective participation of non-institutional actors within the implementation of County Roads Policy reveals that the situation is wanting and calls for imperative action. A critical look at studies done at the global level lends credence to the foregoing statement. For instance, Delphonte (2021) noted that the challenges underlying the effective implementation of road policy in the city of Genoa, Italy can be effectively dealt with through involvement of the non-institutional actors who possess unlimited means especially technological and financial capacity. Huang and Yang, (2017) noted that the challenges associated with implementation of key policies in China including federal road policy, can be mediated through institutional reform including involvement of NIAs, technology change and market reforms.

Ruiz and Guevara (2020) noted that there was a deterioration in the Chilean County Roads Policy and this could be fixed only if more priority is directed to road maintenance rather than rehabilitation. The situation in Netherlands was not different as Van Geet et al. (2019) alluded that the implementation of road policy including federal roads policy had suffered a setback due to institutional incongruence. Accordingly, the need to exploit the land through construction of roads had been hampered by institutional differences (between institutional and non-institutional actors) during the planning process.

In Africa, there are numerous studies that had been done about the implementation of infrastructure policy including County Roads Policy but the literature has gaps on matters non-institutional actors. According to the Africa Renewal Information Programme (ARIP,

2020), Africa faces serious infrastructure deficiencies across all sectors, as only a quarter of road networks in Africa was paved which impacted negatively on the private sector growth and the movement of foreign direct investment (FDI).

Kassa (2020), observed that the key determinants of inefficiencies in the federal road policy in Ethiopia were poor project management and coordination, erroneous forecasting of schedule, psychological biases, and interests of the political class. He suggested that practices such as rewarding contractors who merit, building the capacity of the staff, making well-informed public-private-partnership, enhancing performance monitoring and dissemination of information would improve the situation. This is complemented by the World Health Organization (WHO, 2022) report on the traffic safety and road conditions in Ethiopia which stated that Ethiopia had the highest rate of traffic fatalities per vehicle as most of the roads are poorly maintained especially in rural areas with evidence of low involvement of non-institutional actors in the realization of quality road policy as envisioned by the Ethiopian Roads Authority (ERA) through the federal governments.

Howes et al. (2017) of South Africa noted that implementation of policies including environmental policies and county road policy had failed to materialize due to the conflict between the objectives of the policies and those focused on economic development, a lack of incentives to implement policies, and a failure to communicate objectives to key stakeholders. This also alludes to the fact that failure to share the objectives of government with the stakeholders such as the non-institutional actors regarding the implementation of the local level roads policy in South Africa has thwarted the realization of quality roads in the country.

A study conducted in Nigeria by Yapicioglu et al. (2017) on the stakeholder's perspective on the implementation of federal road policy reveals that stakeholder innovative strategies in transportation infrastructure improvement plays different roles and significant positive impact on the implementation of road policy which promotes sustainable economic development. Thus, there is need to involve the non-institutional actors so that their innovative strategies in transportation can be harnessed in the spirit of effective implementation of the federal roads policy.

Ahmed and Monem (2020) in their study on the implementation of County Roads Policy for sustainable development in the county (also called Marakiz in Egypt) established that the key challenges to the implementation of policies appertaining to urban sustainable road project policies in Egypt were: traffic congestion; longer commuting inefficiency within the public transportation sector; difficulties for non-motorized sect of transport; high infrastructure maintenance costs; environmental effects and safety freight distribution with a huge chunk of blame directed to the government for failing to incorporate the public and other non-governmental entities in the realization of sustainable road policies for safety.

According to the Uganda Roads Act, 2019, the Uganda National Roads Authority (UNRA) has an obligation to prepare and implement road maintenance programmes including the implementation of district/local and community roads policy. However, the standard of the local level roads is in a discouraging state with blame shifted to the over-dominance of institutional actors and lack of participation of other important stakeholders mostly the non-institutional actors in dealing with the situation (Mwelu et al., 2021).

In Kenya, the KIPPRA report of 2020 showed that the implementation of road policy including County Roads Policy has been somehow weak and ineffective. For instance, in the 1960s and 1970s, most policies were implemented adequately, partly due to the abundance of central and subnational (local authority) government resources and policies. Later on (from the late 1980s onwards) fewer resources were committed to the maintenance of old roads and development of new ones (KIPPRA, 2020).

The advent of the new constitution in Kenya envisioned to turn around the application of roads policy at the local level. According to the Narok County Integrated Development Plan (NCIDP) for 2018 to 2022 published in 2022, the introduction of county governments by the newly promulgated constitution birthed a new governance framework. This Constitution calls for public involvement in defining and charting out the development agenda at the grassroots level by imploring on various stakeholders (both institutional and non-institutional) to work with and within the county governments to provide accessible service infrastructure. The partners are influential in contributing towards setting of development objectives, implementation, offering feedback mechanisms and also act as watchdogs on issues of public interest (Constitution of Kenya, 2010).

Delmon (2011) commented about the discouraging state of the county roads in some parts of Kenya and the disconnect that non-institutional actors have experienced on such issues by opining that this situation impedes a nation's economic potential and international competitiveness. The sentiments of Mbekeani (2010), alludes that the improvements in productivity lead to increased commercial activities which expand regional interconnectedness. Hence, there is need to improve effectiveness in the involvement of non-institutional actors in the implementation of County Roads Policy.

Moreover, a report released by the office of the auditor general in 2018 revealed that most of the policies including that on implementing County Roads Policy that had been adopted by the county governments had not materialized yet a lot of funds had been allocated to facilitate the implementation of such policies (Office of the Auditor-General, 2018). In an effort to understand the factors responsible for effective implementation of County Roads Policy, Musyoki (2020), established that the factors affecting the implementation of infrastructure projects by local governments using the case study of Embu County found out that the exclusion of stakeholders, organizational resources, management and governance significantly influence the implementation of County Roads Policy. This points to the fact that non-institutional actors are the missing link since they are part of the stakeholders who have been segregated in the implementation of County Roads Policy.

According to the Kenya Roads Board Report of 2018, the condition of county roads in Kenya is wanting with less than six per cent of Kenyan roads having been tarmacked, as only 4,300km of 12,950km of paved roads being in good condition. At least 6,212km of tarmacked roads are classified as being in a fair condition, with 2,429km classified as poor. A total of 122km are currently under construction. The report also details disgruntlement from citizens who are part of the non-institutional actors. This casts a doubt on the effectiveness of the implementation of Roads Policy.

At the local level in Narok county, Psiwa et al. (2017), in their research on the examination of the challenges facing the implementation of the County Integrated Development Plan (CIDP) - which encompasses County Roads Policy among others, found out that Narok County Government should review their leadership style to a more transformational and consultative style, and that the national government should amend the national legislations

and policies that govern the operations of county governments. This implies that consultation with important policy actors such as the NIAs has been a missing ingredient in the implementation of the CIDP which also houses the County Roads Policy.

According to the Narok County Integrated Development Plan (NCIDP) (2018-2022) report published in 2022, it has been established that most of the constituents have felt disgruntled by the startling status of projects which has impacted negatively on development. In partnership with other stakeholders (NIAs included) the department achieved some improvement of the roads network. These include tarmacking of 300km of roads up from 260km in 2013. The department also graded 3000 km of roads during the same period. Some of the key road projects are: tarmacking of 500m of roads in Narok town, tarmacking of 12 km in Oolacunta- Meenu road, 4.5 km tarmacking of Junction to N/Engare, 20 Km of grading of Ngendalel- Mashangwa road, 20 Km of grading and gravelling of Oldonyorok-Kondamet road among others (NCIDP, 2022). However, this is too meagre to conclude that there is effectiveness in the involvement of NIAs in the implementation of County Roads Policy.

Even with the development of County Spatial Development Plan and the County Roads, Walkways and Parking Bays Act, 2018 to guide the implementation of the County Roads Policy, most of the parts of the county still have inadequate and poor roads which necessitated the suspension of the implementation of some of the planned and targeted projects so as to wait for the development of necessary infrastructure. Furthermore, the non-institutional actors have been sidelined by the institutional actors through a detachment strategy which has made it impossible to implement County Roads Policy effectively (Barasa et al., 2017).

1.1 Statement of the Problem

Narok county has generally experienced poor road networks resulting from a low level of road policy implementation which has adversely impacted access, interrelationships, social exchange as well as intra and inter-county connectivity. Moreover, the contribution of the non-institutional actors and the challenges impeding development of county roads have not been thoroughly elaborated in the literature on policy implementation at the county level. In fact, the non-institutional actors have been sidelined by the institutional actors through a detachment strategy which has made it difficult to implement County Roads Policy effectively. This has occurred notwithstanding the development of a County Spatial Development Plan and the County Roads, Walkways and Parking Bays Act, 2018 which domicile the County Roads Policy that informs the development of county specific roads.

Consequently, the county has experienced frequent protests from users over ineffective inclusion of non-institutional actors and the poor state of intra-county roads infrastructure. This has been evident in 2013, 2015, 2019 and 2021 as cited by the Kenya News Agency in 2021. This study therefore interrogated the effectiveness of non-institutional actors in the implementation of the County Roads Policy in Narok County. It focused on the identification of NIAs that exist in Narok county, the contribution of non-institutional actor networks, strategies used by non-institutional actors to foster their inclusion and the challenges experienced in the implementation of County Roads Policy.

1.2 Research Objectives

1.2.1 General Research Objective

The purpose of this study was to establish the effectiveness of non-institutional actors' involvement in the implementation of County Roads Policy in Narok county.

1.2.2 Specific Research Objectives

The study was guided by the following research objectives:

- i. To identify the non-institutional actors that exist in Narok county.
- ii. To establish the contribution of non-institutional actor networks in the implementation of County Roads Policy in Narok county.
- iii. To examine the strategies used by the non-institutional actors to influence inclusion in the implementation of County Roads Policy in Narok county.
- iv. To assess the challenges that ensue during the implementation of County Roads Policy in Narok county.

1.3 Research Questions

The study was guided by the following research questions:

- i. What non-institutional actors exist in Narok county?
- ii. To what extent do non-institutional actor networks influence the implementation of County Roads Policy in Narok county?
- iii. What strategies are used by the non-institutional actor to influence inclusion in the implementation of County Roads Policy in Narok county?
- iv. What challenges ensue during the implementation of County Roads Policy in Narok county?

1.4 Significance of the Study

The study is relevant for the contemporary times as it informs on the practical problem facing both national and county governments. As justified by the NCIDP 2018-2022 report, most of the areas in the county have suffered a setback in implementation of the development agenda due to inadequate and poorly developed roads. In this voice, this study sought to address the inefficiencies and drawbacks experienced in the realm of County Roads Policy implementation as a result of lack of involvement of non-institutional actors. Upon adoption of the findings of this study, it is expected that there will be improvement in County Roads Policy which will help to foster economic and social development in Narok county.

To be precise, the beneficiaries of this research study will be: the county government, the citizens and the academic scholars. In this spirit, the County Government of Narok will benefit through understanding the need to involve non-institutional actors in the implementation of County Roads Policy. On the other hand, the citizens within Narok shall benefit through getting quality roads for easier transportation of produce from farms to the market and even easier accessibility of different parts of the county if the findings shall be implemented effectively by the concerned parties. Finally, the academic fraternity stand to benefit by getting a foundation for further academic research about the effectiveness of non-institutional actors' involvement in the implementation of County Roads Policy.

1.5 Scope and Delimitation of the Study

The scope of the study covered the effectiveness of non-institutional actors' involvement in implementation of County Roads Policy. However, it is imperative to note that the study was confined only to roads that fall under the mandate of the county government of Narok.

Furthermore, the study was concerned with the non-institutional actors that operate within the boundaries of Narok county.

1.6 Limitation of the Study

The vastness of the county and language barrier hindered smooth and seamless data collection. However, the inclusion of Research Assistants helped to deal with these limitations through offering prompt access to different parts of the county and translating the questions to those respondents who did not understand English language.

1.7 Assumptions of the Study

The first assumption of this study was that the county officers were well-versed with matters appertaining to the implementation of County Roads Policy under their jurisdiction. Another assumption of the study was that non-institutional actors were aware of the existing policy on the implementation of county roads and the actors associated with its implementation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature related to the problem under study from a global, continental - Africa, regional and Kenyan perspectives with a view to identifying the contributions, weaknesses and gaps in the existing literature. Besides that, the theoretical framework on which the study is anchored is also discussed in depth.

2.1 Empirical Literature Review

2.1.1 Non-Institutional Actors that Exist

The existence of non-state actors commonly referred to as non-institutional actors in the public policy discourse has been a matter of great importance for both the policy makers and the citizens who stand to benefit from the public policy (Barasa et al., 2017). The dawn of civilization and democratization has been associated with the mushrooming of different non-institutional actors in the society (Ashtarian & Ghaemi, 2020). D'Aspremont (2010) alludes that the need for change lays the foundation for entities that are not affiliated to the government to grant the citizens a voice and space for socio-economic as well as political growth. He adds that these entities play a crucial role in ensuring that the principles of democracy are adhered to, the dignity of human beings is upheld and order is maintained in the society.

Other scholars such as Yastrebova et al. (2020) have indicated that the non-institutional actors are at the epicentre of policy matters and development agenda that drives the society

to realize a more democratic society. Thus, discussing the groups of people that affect the policy and development should always include the non-institutional actors. Based on the foregoing sentiments, it is clear that most countries across the globe have non-institutional actors who work to complement or check the activities of the institutional actors in the spirit of enhancing quality public policy and development. Cahn (2012) hints that the stability of public policies in the United States of America has resulted from the concerted efforts of both the government actors and the non-institutional actors. To be precise, he states that non-institutional actors such as the political parties which include the Democratic party, the Republican among others as well as media groups in the USA influence the salience of policy issues in the nation. He also acknowledges that religious groups such as the Christians, Muslims, Buddhists among others can form strong religious movements which can influence the perception of the public about certain public policies. According to the World Report 2020 released by the Human Rights Watch, the existence of non-institutional actors in Cuba is of great essence as it serves to protect the interests of the citizens who have been repressed by the unruly system of governance that has outlawed political parties. The report appreciates NGOs such as Amnesty International and the Human Rights Watch for providing checks and balances on the conduct of the institutional actors more so of the Communist Party of Cuba.

In Africa, the existence of NIAs and active participation in policy as well as governance matters has also made headlines in the media. For instance, the African National Congress Party which is a political party in South Africa, networked with other movements such as the religious movements led by Desmond Tutu to influence the citizens to rebel against

apartheid rule in South Africa. The policy on segregation of the blacks suffered a blow due to the combined efforts of the non-institutional actors (Kurtz, 2010).

The NIAs have continuously permeated into different spheres of human life in the continent of Africa as Bratton (1990) commented that when non-governmental organizations (NGOs) start to gather experience at implementing development projects, they sometimes try to increase their influence by taking part in policy advocacy. In a different study done by Ahmed (2016) to establish the role of NGOs in the implementation of human rights in Mogadishu, Somalia, it was found out that, NGOs' advocacy, voluntary and political accountability policy implementation was high though had insignificant relationship with human rights implementation.

As Nsengiyumva and Stork (2005) document, in the post-Rwanda genocide, NGOs emerged to help in addressing social and economic needs of the affected population such as traumatized survivors. Today, at least 128 Non-Governmental Organizations are registered and operating in Rwanda. They include Caritas Internationalis, the USAID, World Bank among others. They offer different aids such as rural development, human rights protection and healthcare services (Nsengiyumva & Stork, 2005). Their research was focused on establishing the kind of NGOs that existed in Rwanda in the aftermath of the genocide and the role played by those NGOs in the reconstruction of the ravaged country. Their study is useful in giving a hint on the kind of NGOs that exist and the roles they play. Another study by Oginni and Moitui (2015) on the influence of social media on citizen engagement revealed that social media is a crucial non-institutional actor who

inform on the citizen engagement in electoral issues but less importance attached to policy matters. Their research demonstrated that the utility of social media has taken a new dimension with respect to engagement of citizens in the electoral process, but its usage for civic engagement in policy process was very low.

The foregoing discussion is a good starting point in demystifying the relevance of the current study which aimed to unleash the various NIAs that exist in Narok county. In addition to that, it is important in offering a clue on the type of non-institutional actors that may exist and the areas of operation they might specialize in.

2.1.2 The Contribution of Non-Institutional Actor Networks in Policy Implementation

John (2003) viewed an actor network as joint relations or interconnectedness between different members of the society in pursuit of a given objective - whether social, economic or political. Non-institutional actor network is therefore the chain or interconnectedness associated with the various actors who are not directly or indirectly affiliated to the government so as to influence policy outcomes in the society. Therefore, the literature in this section aims to analyze the contribution of the networks formed by various non-institutional actors.

According to John (2003), the nature of coalitions across multifaceted policy sectors influences policy outcomes. According to Cécile (2019), when properly organized and mobilized, non-institutional actors have the power to influence the activities of different institutions and systems of government.

This is echoed by Cahn (2012) who observed that besides the institutional actors, non-institutional actors can also play a crucial role including the households electing political leaders; the media can influence policy through agenda setting function; the political parties can play a role in nurturing and electing candidates, influencing the composition of legislative and executive organs. He adds that organized interest groups can lobby elected officials and non-elected policy makers on certain policy issues. Policy, then, should be a culmination of institutional processes midwived by non-institutional actors. He advances this view by stating that the media can be influential to policy outcomes because they help define social reality. Furthermore, Cahn (2012), asserted that political parties are another set of non-institutional actor networks that if well involved, can initiate issue platforms, campaign for their candidates, and work to garner the vote. Moreover, the political parties may continue to play a dominant role in policy outcomes since the party that emerges dominant after an election determines the course the policy will take.

Interest groups such as community-based organizations, non-governmental organizations among others are also fundamental actor networks in policy making. Citizens may participate in the policy process through exchanging of information with policy makers. This kind of communication can take place collectively or at individual level (Henriquez & Lehren, 2007). The duo also noted that even churches, synagogues, and mosques can function as interest groups if they aim to mobilize their members to resist or support a given government policy issue. The works of Cahn (2012) and Henriquez and Lehren (2007) are important in the edification of the current study even if they used different methods in terms of data collection and analysis from the ones adopted by the current study. In addition to this, their works reveal that non-institutional actors could be the

missing link in the effective implementation of public policies including the County Roads Policy. Thus, the need to study on how these NIAs can form networks to influence the implementation of County Roads Policy in Narok.

Berry and Wilcox (2018) in their book called the Interest Group Society, observed that interest groups may play diverse roles in American politics when properly rallied and amalgamated. These roles include: representation of their constituents before government; creating a medium for public participation in the political process so as to shun apathy in policy matters; educating the public about political issues; framing political issues and agenda building; and programme monitoring. However, the duo note that interest groups have not been properly involved in the policy issues thus need to accentuate their role as non-institutional actors in the implementation of policies. Their study is somehow different from the current one as the later considered a variety of non-institutional actors besides interest groups.

The research study conducted by Bovan and Peric (2021) on the European Union climate change policies and civil society lobbying using the approach of actor-centred institutionalism reinforces the roles or contribution of non-institutional actor networks by stating that NGOs have many roles that are meant to benefit the constituencies as well as the institutional actors. Bovan and Peric (2021) also alluded that the NGOs are able to detect potential issues for political debate, monitoring and giving alerts about governance inadequacies and table the issues that are not in the spotlight but need to be attended to expeditiously. However, deficiencies have been cited in the works of the said scholars in the utilization of non-institutional actors and their networks in the sustenance of the foregoing roles in policy matters creating a lacuna on the need to harness the potential of

non-institutional actor networks in policy and development matters. This study is important as far as the current study is concerned though the later focused on non-institutional actors' involvement in County Roads Policy as opposed to the former which was poised to the role of NGOs in matters climate change in EU.

In a different research study done in Indonesia on the contribution of media in forming community political opinion by Haderiansyah et al. (2020), it is evident that the mass media may contribute to policy implementation through its instrumental function of shaping public opinion about policies: In Indonesia, most of the people have negative perceptions towards Chinese policies, this often takes place and is framed for political consumption which is directed to the public through mass media for purposes of getting opinions regarding the issue (Haderiansyah et al., 2020).

The focus of their study was to determine how media which is a non-institutional actor network can affect the perception of Indonesians about China's policy of debt-trap diplomacy. Their research used a case study method. All data from the case study were obtained from the literature using searches of journals, books and information in online mass media. Their study reveals that non-institutional actor networks such as those formed by the media could be the missing link in effective implementation of certain policies. However, their study fails to mention the possibility of replicating these roles in the implementation of County Roads Policy. Moreover, the current research study which explored the influence of non-institutional actor networks on the implementation of County Roads Policy, is founded on the social networking theory and the descriptive research design to determine the contribution of non-institutional actor networks in the implementation of County Roads Policy in Narok county.

Andresen et al. (2017) assessed the role played by the media in Western Balkans on transition. The study was based on the respondents from troubled pasts, war and peace journalism as well as issues of transitional justice. Their study analyzed the way journalists in the Western Balkans perceive the roles of journalism in times of transitions in the region. They used a survey research design whereby the World of Journalists (WJS) survey in the Western Balkans was carried out in Albania, Croatia, Kosovo and Serbia between 2012 and 2015. A total of 1469 journalists in the four countries participated in the study (295 in Albania, 561 in Croatia, 206 in Kosovo and 407 in Serbia).

Accordingly, the sampling methods varied from one country to the other. For instance, in Croatia (sample size 561), a snowball sample (interviews leading to more interviews) was drawn from journalist lists. The questionnaires were filled online by the respondents individually, and others were invited by e-mail and with unique links to the anonymous survey. It was established that journalists and editors in the Western Balkans perceive their work or roles to be wider than those in traditionally western societies and that the media has an extensive responsibility to contribute to enhanced shifts of societies after longer periods of struggle. Andresen et al. (2017) propounded these roles as educational roles, activism, objective reporting, public interest protection and acting as watchdogs. The study recommended that journalists should endeavour to embrace the values of objectivity, and independence. In addition to this, it recommended journalistic roles of backing up national development, advocating for social change and educating the people.

Contrary to the study of Andresen et al. (2017), the key concern of the current study was the involvement of non-institutional actor networks (media included) on the implementation of County Roads Policy. The target population were the various non-

institutional actors and bureaucrats affiliated to roads and public works to form a sample size of approximately 561 people. The data collection methods were the use of questionnaires and interviews guides. Finally, the study by Andresen et al. (2017) failed to explicitly state if the roles played by the media networks apply in the area of implementation of County Roads Policy.

2.1.3 Strategies Used by the Non-Institutional Actors to Influence Inclusion

Cécile, (2019) describes the term strategy as the means and methods used by an actor to influence certain policy issues. Accordingly, the non-institutional actors - who are generally actors not associated to the government of the day, tend to employ different mechanisms/methods/means so as to wield their influence in social, economic and political matters affecting the society. The literature in this study focused on the various strategies that can be used by the non-institutional actors so as to influence their place in the implementation of County Roads Policy.

Cécile (2019) asserts that non-institutional actors may be compelled to employ different strategies to gain relevance in the contemporary activities and issues conducted by governments. The mutual interests as well as interdependence among institutional and non-institutional actors in different spheres such as politics, economics among others have contributed to a growing number of strategies to be used by non-governmental organizations who are active in these fields that go beyond the national borders (Reimann, 2006). So, when properly organized and polarized, they wield the power to determine the actions of institutions and government as well as businesses (Cécile, 2019).

The non-institutional actors may employ different strategies to exert their influence in the public policy process. According to Bovan and Peric (2021) who studied the channels and methods used by the civil society to influence climate policies in the EU, NGOs influence policy through initiating strong relations with decision makers. This strategy is unique as it aims at influencing those who represent a certain power or authority in the system, establishing trust and rapport with decision makers since it is one of the most important targets when lobbying (Mack, 1997). Accordingly, the duo asserted that this strategy has been effective in determining policy outcomes in most cases.

They advanced their view by alluding that the technique of exerting influence and lobbying for non-institutional actors include: analysis of policy proposals; collection of technical documentations, conducting monitoring and evaluation; attending parliamentary sessions to participate in the debates; organization different communication channels; media-related work; to cooperating with coalitions interested in the same policy issues (Bovan & Peric, 2021). This is echoed by Spalding (2018) who insinuated that movements that build ties and use of persuasive collective action frames across tend to have more reach. Despite this sound and rich literature, the scholars fail to point out how these strategies can be used in the arena of implementing local roads/County Roads Policy. Besides that, the focus of the third objective of the current study was to understand the strategies used by non-institutional actors in the realm of County Roads Policy and not climate changes contrary to the work of Bovan and Peric (2021).

Silva et al. (2018) assessed the force behind the thriving of political parties in public policy issues in Latin America. Their study was based on desktop analysis in the quest to understand how different actors with various interests and power resources form

competing coalitions around policies and institutions relating to development projects and how their efforts are shaped by underlying economic, social, and political processes and ideational factors. They established that activist lawyers are able to transform demands into legal claims in the context of legislative and judicial procedures have been useful, as having capacities to set demands in ways that resonate with the those of the public. Protest discourses developed at earlier historical junctures usually become important for later mobilization and outcomes (Silva et al., 2018).

The study recommended further study and comparative work to be conducted to analyze the impacts of social mobilization for policy and institutional outputs across countries as well as across different extractive mega-development projects. This study enriched the current study as the later focused on non-institutional actors' (political parties included) influence on the implementation of County Roads Policy. Furthermore, the current study was based on analysis of the raw data collected by the use of questionnaires and interviews. However, the reviewed literature fails to address the strategies used by the various non-institutional actors in implementing County Roads Policy, hence need for the current study.

The study conducted in India by Singh et al. (2019) on the role of mass media and computing cloud in implementing government policy shows that involvement of the public is a key strategy that can be used to foster effective monitoring, evaluation and controlling of public policies which culminates in effective implementation of policies. The main aim of the study was to infuse the capabilities of cloud computing and social media analytics to test for efficient monitoring and manipulation of government policies. The raw data for experimentation was collected from twitter. The study suggested further

research to understand how social media can be of use in influencing monitoring and implementation of public policies. As such, it is useful with regards to the current study which aimed to study the influence of non-institutional actors in the implementation of County Roads Policy. Again, as opposed to the use of twitter to collect data, the current study used questionnaires and interviews. Furthermore, the focus was not limited to social media but to networks formed by a range of non-institutional actors. However, the reviewed literature fails to reveal if the said strategy is applicable in the implementation of the County Roads Policy.

2.1.4 Challenges in the Implementation of County Roads Policy

The set of challenges that ensue in the implementation of County Roads Policy is becoming one of the key concerns of the contemporary governments. This is substantiated by the assertions of various scholars. Schiller (2011) of Germany researched on the sustainability of urban projects by specifically looking at the place of resource efficiency in the entire process. He used the Buchert et al. (2004) model of calculating the required resources in sustainable road and utility infrastructure. He established that resource scarcity is a major challenge which undermines urban projects in the cities of Germany. He states that in certain scenarios the material flows from neighbourhood roads and supply infrastructure can be much greater than material flows for buildings, underlining the importance that infrastructure should be accorded in the sustainable development of building stock. He clinched by recommending that issues of urban projects need to be included in both future building and urban assessment tools. Furthermore, the challenge of resource scarcity can be addressed through effective involvement of non-institutional actors who are considered to have great resource base in terms of human, financial and

material resources at their disposal. Contrary to his study, the current study endeavoured to unravel the challenges in the implementation of County Roads Policy informed by the social networking theory and considered the various non-institutional actors to arrive at the desired results.

Wu et al. (2017) studied the effect of communication on the implementation of road projects in China to ascertain how it enhances cooperation or conflict. Their findings revealed that it is necessary to enhance the communication willingness and effectively enhance the formal communication among various project teams during the implementation of construction projects. They added that efforts are needed to establish the formal communication process to make use of the positive effect of task conflict whereas dealing with the negative effect of process and relationship conflict. This shows that communication can be a challenge to effective implementation of road projects if it is not properly done. Although, the current study aimed at looking at the possible challenges that circumvent the effective implementation of the County Roads Policy, the study done by Wu et al. (2017) is good in providing a point of reference that can be confirmed or rejected upon collection of data for the current study.

In another research, Nyailya et al. (2017), assessed the influence factor analysis of development of Kazakhstan innovative infrastructure. They utilized the political, economic, social and technological (PEST) analysis model. They asserted that the PEST-analysis method is often used, where political, economic, social and technological factors of influence on the innovation infrastructure and its development are considered. They concluded that factors of sufficiency, continuity and cost of resource support of own production have revealed the possibility of determining cluster prospects for the

development of infrastructure of material and technical supply of enterprises of the country. It also revealed that the high current cost of the means of production and communication leads to a high production cost, which in turn reduces its competitiveness –which is a negative point (Nyailya et al., 2017). Though this study is relevant in the edification of the challenges in the implementation of County Roads Policy, the current study used social networking theory and extracted data from the various non-institutional actors within Narok county by the use of questionnaires and interviews.

Michniak (2015) delved into the issue of road policy by looking specifically at the main problems of development of road policy in Slovakia and effects on regional development. He used participant observation to realize his objectives. He noted that the impact of road policy on the reduction of regional disparities in Slovakia is limited mainly due to the concentration of road investment in the more developed regions of Slovakia. According to his findings, the development imbalance among the various regions has been orchestrated by the disregarding of key stakeholders such as the NIAs hence impeding effective implementation of the policy on roads. Michniak’s study is important as far as the current study is concerned. The latter used questionnaires and interviews on a sample size of 561 people to understand the challenges in the implementation of County Roads Policy in Narok county.

Wegrich et al. (2017) conducted a study on the main challenges of infrastructure development facing Nigeria. They considered infrastructure such as roads, railways, energy grids, water systems, and communication lines. They utilized exploratory research design and came to a conclusion that the key challenges associated with infrastructure in Nigeria are as follows based on their level of importance: political priorities, affordability,

economic benefits, value for money, environmental impact, sustainability and transparency/accountability respectively. Though slightly different from the current study, the former is important in predicting the research design to be employed and the challenges that may hinder the implementation of County Roads Policy. However, it is important to note that the current study used descriptive research design and targeted non-institutional actors within Narok county in an effort to accomplish the objective on challenges during implementation of County Roads Policy.

Castle and Bornman (2021), conducted a study in South Africa on the correlation between leadership and road policy implementation with emphasis on partnership. The study was grounded in leadership theory. Furthermore, semi-structured interviews with project leaders on key leadership capabilities were conducted. Castle and Bornman (2021) noted that partnership especially with the leadership of a country is paramount to the successful development of national infrastructure. This is substantiated by their findings which revealed that the parties gravitate towards the complexity leadership theory to solve problems. This includes enabling and administrative leadership practices that is, formalizing the partnership and adaptive leadership practices which smoothen the negotiation of boundaries (Castle & Bornman, 2021). Their study recommended a longitudinal study to understand the impact of the partnership over time. Even though the current study is not a replica of theirs, it gives important insights about the challenges that may ensue in the process of implementing County Roads Policy.

Kenyan scholars have also shown interest in studying the challenges encountered during the implementation of policies including the County Roads Policy in the country. One of them is Musyoki (2020) who researched on the institutional factors affecting the

implementation of roads policy by county governments using the case study of Embu County. The study was founded on three theoretical models: institutional theory, systems theory and participatory involvement theory. Furthermore, it targeted 100 respondents surveyed through descriptive research design. From the study, it was established that stakeholders, management, organizational resources and governance significantly influence the implementation of infrastructure policy. The study recommended that all county governments in Kenya should involve all stakeholders in the planning and implementation of projects. This study is important in substantiating the need for the current study as the later used social networking theory, a target of approximately 242,382 people in Narok county and utilized the descriptive research design.

Maendo et al. (2018) assessed the effect of project monitoring and evaluation on the performance of road projects including the county roads constructed by local firms in Kenya. They sampled forty-one (41) road projects for study in the Lake Basin Region in Kenya and settled at the findings that revealed that project monitoring and evaluation had a significant effect on performance of road projects. Though the current study is concerned with the implementation of County Roads Policy in Narok county, the former study is important in giving insights to the challenges that might affect the effective implementation of County Roads Policy and the realization of quality roads in Narok county.

2.2 Summary of the Literature Review

The literature reviewed in the foregoing section can be summarized as follows: First, an attempt to understand the existence and contribution of non-institutional actor networks in the policy process has been tackled by various scholars. For instance, Cahn (2012),

identifies political parties, interest groups, media, and political consultants as the key non-institutional actor networks whose roles range from agenda setting function; drafting and electing candidates; influencing the composition of legislative and executive bodies; to lobbying elected officials and non-elected policy makers.

Other scholars have echoed his work by accentuating that the contribution of non-institutional actor networks may revolve around representation of their constituents before government; according people the opportunity to participate in the political process so as to shun apathy in policy matters; educating the public about political issues; framing political issues and agenda building; and program monitoring. These studies demonstrate that non-institutional actor networks are not being utilized effectively in the implementation of policies. Besides that, these studies did not explicitly highlight the contribution of the non-institutional actor networks in the realm of implementing County Roads Policy.

On the third objective which aimed at assessing the strategies used by the non-institutional actors to influence inclusion in the implementation of County Roads Policy, the reviewed sources indicate that these actors employ strategies such as research and analysis of legislative and regulatory proposals; collection of technical documentation in order to present the case and expressing the position, monitoring and reporting on the development of the process; attending parliamentary debates; organization of communication channels, media work, cooperation with coalitions interested in the same issues. Despite this rich literature, there is no deliberate attention directed on the specific strategies which non-institutional actors use to influence their involvement in the implementation of County

Roads Policy. Moreover, there are differences in the methodology employed by these scholars and the one adopted in the current study.

Finally, on the last objective which envisages the study of the challenges that ensue in the process of implementing County Roads Policy, a number of literature materials have been reviewed which revealed that resource scarcity; inept leadership; technological backwardness; and exclusion of non-state actors are the key challenges. In spite of this important edifice on the challenges, little is known about what circumvents effective implementation of County Roads Policy in Narok county and how non-institutional actors can help to address the problem.

2.3 Research Gap

Though there is a significant attempt to explore the problem of the study by several scholars as described in the above section, it is evident that the place of non-institutional actors in the implementation of County Roads Policy especially in Narok County has not been elaborated in the available literature. There is a significant gap in knowledge about the existence of NIAs, the contribution of non-institutional actor networks; the strategies for inclusion employed by these actors; and the challenges that ensue in the implementation of County Roads Policy. Consequently, the current study is imperative in fixing this knowledge gap.

2.4 Theoretical Framework

Dye (1984) holds that models and theories of public policy can be found in any literature pertaining to political studies. According to Dye (1984), such theories and models each provide a distinct angle on political life and offer an understanding on the different

concepts of public policy. Dye (1984) contends that the majority of policies are a fusion of rational planning; incrementalism; interest group interest; elite preferences; systemic forces; game-playing; political processes as well as institutional influences.

2.4.1 Social Networking Theory

Ronald Burt (1992) developed Granovetter's original theory (1973, 1983) on the 'strength of weak ties' by arguing that the real value in weak ties lies in when they bridge between networks, and therefore become the conduits of knowledge, information, and value between those networks. Social networking theory focuses on the role of social relationships in transmitting information, channelling personal or media influence, and enabling attitudinal or behavioural change.

According to Larson (2021), the study of social networks is being used to examine the nature of interdependencies between actors and the ways in which these are related to outcomes of conflict and cooperation. Areas of study include cooperative conduct among participants in shared actions such as protests; promotion of peaceful behaviour, social norms, and public goods within communities through networks of informal governance; the role of social networks in both intrastate conflict and interstate conflict; and social networking among politicians, constituents, and bureaucrats (Larson, 2021).

Using this theory, it is easy to analyze the interaction of actors in the implementation of County Roads Policy through gauging the kind of networks they are establishing and conclude if they are pro-government or are working as non-institutional actors. This helps in identifying the non-institutional or institutional actors. In addition to this, the theory can help one to establish the interconnectedness between the actors by leveraging on their

strength of cooperation or conflict and the influence that such networks can yield in the policy issues. Another thing that this theory can aid to establish is the strategy that the actors are employing to increase their impact. This can be determined through considering the patterns of their alliances and interrogating if the alliances are based on issues or ideology and if the strategy is earning them victory or not. Finally, the theory can help to analyze the challenges that underlie a policy process through establishing the areas of weakness among the actors and how that can hamper the policy process.

Thus, this theory can be used to explain the existence of non-institutional actors, contribution of non-institutional actor networks, the strategies they can use in enhancing inclusion in the implementation of County Roads Policy as well as the challenges that may arise in the activities undertaken by both institutional and non-institutional actors in policy issues. However, one major weakness associated with this theory is that it assumes that every interaction is based on cooperation or conflict which must result into a significant influence. This may not be the case in all circumstances.

2.5 Conceptual Framework

The study aimed to establish the effectiveness of non-institutional actors in the implementation of County Roads Policy in Narok county. This section provides a graphical representation of the relationship between the independent variables that is, existence of NIAs, contribution of the non-institutional actor networks, the strategies employed by the non-institutional actors together with the challenges that ensue during the implementation County Roads Policy and the dependent variable which comprises of the indicators of effective implementation of County Roads Policy poised at socio-economic development.

There is also a mediating variable (the policy implementers) which tries to buttress the relationship between the independent and dependent variables.

Independent variables

Dependent variable

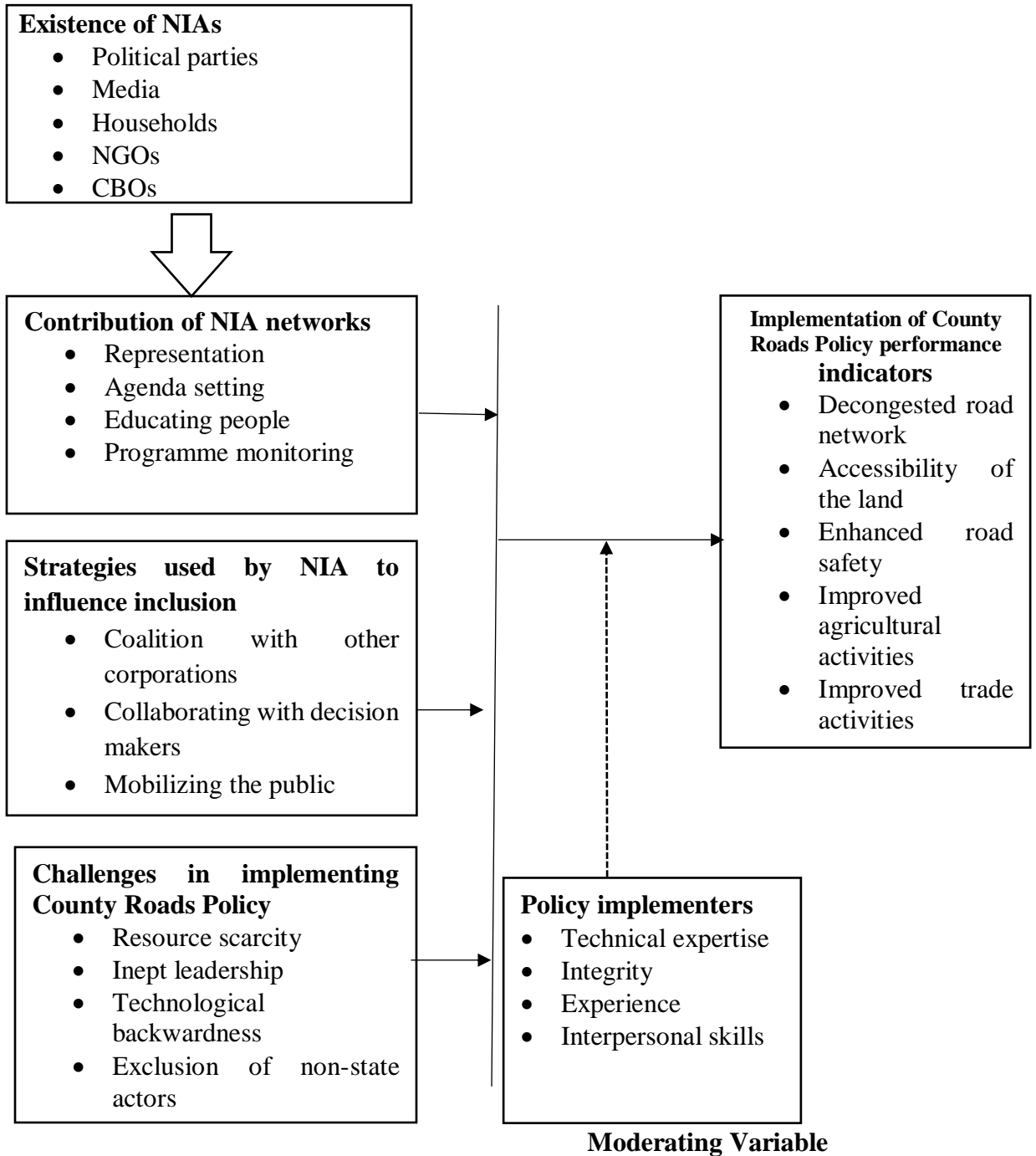


Figure 2.1: Conceptual framework

Source: Researcher, (2024)

From the figure, it is clear that when NIAs exist, they are able to form networks that contribute to the implementation of County Roads Policy by representing people, setting agenda of the policy issues, educating people about the policy and monitoring the implementation of this policy. Furthermore, their existence implies that they can initiate strategies that increase their relevance and power in the implementation of County Roads Policy. These strategies are forming coalition with other corporations, collaborating with decision makers and mobilizing the public.

Finally, there are challenges that arise in the process of implementing County Roads Policy. These challenges include: resource scarcity, inept leadership, technological backwardness and exclusion of non-institutional actors.

However, there is a mediating variable called policy implementers associated with attributes such as: technical expertise, integrity, experience and interpersonal skills. Policy implementers create an environment that can encourage or discourage the thriving of activities of non-institutional actors which culminates in effective or ineffective implementation of County Roads Policy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the research design, study area, target population, sampling techniques, data collection methods, pilot study, ethical considerations and finally data presentation and analysis techniques used in the study.

3.1 Research Design

This study adopted a descriptive research design to unravel the effectiveness of non-institutional actors' involvement in the implementation of County Roads Policy within Narok county. The design is used to obtain information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation (Orodho, 2012). The design is fit for the study because the subjects were interrogated in a completely natural and unchanged natural environment. The other research design that was used is the correlational design which measures the relationship between two variables without the researcher controlling either of them. It aimed to find out if there is positive correlation, negative correlation or zero correlation between the dependent and independent variables.

3.2 Study Area

The study area was Narok county. It is located in the Rift Valley region in Kenya. The area has got a population of about 1,157,873 people based on the statistics retrieved from the KNBS website (KNBS, 2019). Narok county is one of the counties that are privileged to have a game reserve called the Maasai Mara game reserve. It is the home of the eighth

wonder of the world. The main economic activities in the area are tourism, maize and wheat farming, pastoralism and stone excavation which need roads for movement of people and transportation of the products to different destinations.

Furthermore, it has several non-institutional actors perceived to be influential in policy issues. These NIAs are political parties, CBOs, NGOs, media groups, households among others. Physical infrastructure plays a major role in development as they open up the area for other activities and links the county with other counties. The major players in the development of this sector are Narok County Government, KeRRA and Constituency Development Fund (CDF) (NCIDP, 2022). The county has one major highway which links it with Nairobi city, Kisii, Bomet and Nakuru counties. The highway is approximately 130 Kms (from Mai Mahiu to Bomet). Narok county has a road network of 4,602 Km out of which the national government is in charge of 1,348km and the county government takes 3,254 Km. From the network, approximately 185 Km is tarmacked, 1,510 Km is gravelled and 2, 907 Km is earth road (NCIDP, 2022). Even Narok town where crucial county offices are located lack elaborate roads since most of them do not have bitumen.

The NCIDP 2022 report further indicates that due to the bad terrain, most of these roads are unreliable especially during rainy seasons since most of them become impassable. Consequently, this poor state of roads has posed a serious challenge in the agricultural and health sectors hampering transportation of farm produce and accessibility to health services. The poor road network also impedes effective and efficient movement of security agencies within the county (NCIDP, 2022). Furthermore, according to the Kenya News Agency (2021), the county has been spotted on a number of occasions featuring in media for bad reputation on road policy tainted with demonstrations from motorists and other

residents which raises the question of the quality of implementation of County Roads Policy and the involvement of non-institutional actors in the implementation of the County Roads Policy. The map of the study area is captured in this study (See Appendix V).

3.3 Target Population

The study targeted the non-institutional actors (NIAs) that comprised of political parties, media, non-governmental organizations, CBOs and households as well as the officials who worked in the county department of public works, roads and transport.

Table 3.1: Target population

Target Population	Total Population (N)
Political parties	90
Media	132
Non-governmental organizations	160
Community based organizations	205
Households	241,735
TOTAL	242,382

Source (s): KNBS, 2019

3.4 Sampling Procedures and Sample Size

The study employed both probability and non-probability sampling techniques. As for the NIAs, stratified simple random sampling was used to get the elements in various categories who participated in the study. To be precise, the questionnaires were distributed to different non-institutional actors in the different categories such as media, political parties among others as indicated in the table for target population. This was accomplished through

picking non-institutional actors within the various classes of non-institutional actors however being mindful of representativeness of the different non-institutional actors and gender balance. It is also important to note that members of non-governmental organizations, political parties, people from the media, CBOs and households who were adults (at least eighteen years of age) were the units of analysis.

The non-probability sampling technique of purposive sampling also called judgmental sampling was used to reach out to the policy implementers who work in the county department of public works, roads and transport. Furthermore, representatives of the non-institutional actors were used as key informants based on the accessibility (accessible sample) of the representatives. In determining the sample size for the households, the study borrowed a leaf from the sample size table derived by Krejcie and Morgan (1970) (See Appendix VII). The sample sizes for the remaining non-institutional actors (political parties, media, NGOs and CBOs) were determined using Mugenda and Mugenda (2012) idea that a sample size of thirty percent of the total population is adequate for conducting a study. The following is a table with a summary of the target population and their sample size:

Table 3.2: Sample size

Target Population	Total Population (N)	Sample size (n)
Political parties	90	27
Media	132	40
Non-governmental organizations	160	48
Community based organizations	205	62
Households	241,735	384
TOTAL	242,382	561

Source: Researcher, (2024)

3.5 Data Collection Instruments

The study used mainly questionnaires as the data collection instrument (see appendix I). McLeod (2018), defines a questionnaire as a research instrument consisting of a series of questions for the purpose of gathering information from respondents. The questionnaires were administered to all the non-institutional actors since it is a convenient data collection tool for a large number of respondents as well as its application to a population that is needed to give general data about the research problem. However, structured interviews were done with the officials in the county department of public works, roads and transports and representatives of non-institutional actors so as to understand their opinions on the problem of the study (see appendix II and III respectively).

The researcher embarked on face-to-face structured interviews having a set of predetermined questions with some of the bureaucrats and representatives of NIAs as they provided in-depth information on people's opinions. Thus, this justifies why interviews

were used as data collection instrument in this study. Furthermore, secondary data was retrieved through content analysis from the records managed by the county department of public works, roads and transport, the records from different NGOs, CBOs, political parties and media records. It is important to further note that data on the first objective was acquired from secondary sources and analyzed using textual analysis.

3.6 Pilot Study

The pilot study was conducted in Bomet county because it bears similar characteristics as those of Narok county especially on county roads development and the involvement of non-institutional actors. Lamentations on the development of county roads and involvement of various actors in the County Roads Policy in Bomet county have been in the headlines. Bomet county has approximately 7658.3 Km of road network with only 295.7 Km tarmacked (The County Government of Bomet, 2020). The pilot study involved 56 respondents which is approximately 10% of the sample size. This 10% of the sample size was adequate for piloting as justified by Mugenda and Mugenda, (2012).

The aim of the pilot study was to enhance the validity and reliability of the questionnaire and the interview guide. It also allowed the researcher to estimate the actual time required in administering a questionnaire and conducting an interview with a single respondent. Piloting was also important because it also helped in revealing deficiencies in the research instruments. These deficiencies were addressed by altering the statements accordingly, adding new statements or removing any statement of ambiguity. In addition to this, the factor loadings which were obtained using factor analysis assisted the researcher to establish which statements were to be removed if any. The criteria used was that any statements with a factor loading of less than 0.4 were removed from the list of statements.

The statistical package for social sciences version 21 was used in computing the factor loading.

3.6.1 Reliability of the Research Instruments

To test the reliability of the research instruments, that is, research questionnaire and interview schedule, the researcher endeavoured to carry out a pilot study on a separate sample other than the research sample. In so doing, the strategy of split-half reliability was employed. Split-half reliability measured the extent to which the questions all measured the same underlying construct. Here, the questions were split into two halves and then, the correlation of the scores on the scales from the two halves was calculated. Afterwards, the calculated correlation was run through the Spearman Brown formula. A standard test that uses the Cronbach's Alpha (CA) was also performed on the SPSS. Questions with low Cronbach Alpha values were removed then reformulated depending on the strength of their values; Cronbach's Alpha (CA) value dramatically increased when this was done and that conformed to Taherdoost's (2016) procedure for reliability test. A reliability coefficient of 0.7 and above was considered appropriate for this study, as suggested by Kothari (2014). The findings of the reliability test are presented in chapter four.

3.6.2 Validity of the Research Instruments

Validation of the research instruments was done through a series of steps. Firstly, establishing face validity by engaging people who understood the topic to check through the questionnaire and interview schedule. They also ascertained if the research instruments had also captured the issues being addressed by the topic under investigation effectively. Secondly, a pilot test was conducted as previously discussed in the reliability section on 10

percent of the research sample size but on a different sample group that did not participate in the actual research. After the respondents had filled out the form, it was determined what questions were irrelevant and those that were not. Irrelevant questions were dropped off from the questionnaire and the interview schedule.

Furthermore, the two supervisors of this study evaluated whether the questionnaire items were appropriate. The data from the two supervisors was compared to establish the coefficient of validity index. The responses from the test questionnaires were used to compute the KMO value for sampling adequacy which is also used as a measure of the validity of the instrument (Jooste & Fourie, 2009). The Statistical Package for Social Sciences (SPSS) version 21 assisted to facilitate this computation through factor analysis. A KMO value of 0.4 and above was accepted for the questionnaire to be regarded valid. The principal component analysis (PCA) was also considered to identify the underlying components. These components or factor loadings helped to understand what the questions measured. Factor loadings had values ranging from -1.0 to 1.0. When grouping factor loadings, importance was attached on the values that were ± 0.60 . This informed the next step which was checking the internal consistency of questions loading onto the same factors.

3.7 Ethical Considerations

The study was guided by a number of ethical issues so that human dignity, respect and even privacy of the respondents are given paramount considerations. The following were some of the global ethical agreements that were adhered to: firstly, voluntary participation of the respondents. Babbie (2020), argues that social research often, though not always, represents an intrusion into people's lives. The researcher's arrival on the door or the arrival

of the questionnaire in the mail signals the beginning of an activity that the respondent has not requested and one that may require a significant portion of his or her time and energy. This study was conducted with full consent of the participants without coercion. Secondly, the researcher conducted the study with permission from the university as well as authorization from the National Commission for Science, Technology and Innovation (NACOSTI). The license number and the applicant identification number of the research license issued by NACOSTI were NACOSTI/P/22/20528 and 170478 respectively.

Thirdly, causing no harm to the participants was given great adherence. Social research should never injure the people being studied, regardless of whether they volunteer for the study. Perhaps the clearest instance of this norm in practice concerns the revealing of information that would embarrass them or endanger their home life, friendships, jobs, and so forth. Because the elements in the study can be harmed psychologically in the process of study, the researcher must look for the subtlest dangers and guard against them. He added that, the ethical norms of voluntary participation and no harm to participants have increasingly become formalized in the concept of informed consent.

Finally, anonymity and confidentiality were given paramount importance. Accordingly, Mugenda and Mugenda (2012) hint that the clearest concern in the protection of the subjects' interests and well-being is the protection of their identity. This was achieved through two aforementioned techniques. Anonymity was guaranteed when both the researcher and the readers the research findings cannot identify a given response with a given subject. On the other hand, confidentiality was guaranteed when the researcher could identify a given person's responses but essentially promised not to do so publicly.

3.8 Data Analysis and Presentation

Mugenda and Mugenda, (2012) defined data analysis as the process of adding value to the data collected. The data was first cleaned, organized and, entered into a code-book so as to convert the responses into numerical form with respect to the responses of the participants against a Likert scale ranging from 1 to 5 accordingly. Babbie (2020), argued that a codebook serves two essential functions. First, it is the primary guide used in the coding process. Second, it's the researcher's guide for locating variables and interpreting codes in the data file during analysis.

The researcher used both qualitative and quantitative data analysis methods. Qualitative data was appropriate since meanings were based on expression through words and analysis done through conceptualization. Interviews were recorded then transcribed verbatim with regards to the procedure outlined by Braun and Clarke, (2006) in an effort to do thematic analysis of the qualitative data. The steps that were followed in the analysis of qualitative data were: Firstly, familiarization with the data; secondly, coding of the data; thirdly, generating themes; fourthly, reviewing themes; fifthly, defining and naming themes; and sixthly, writing up the findings. This thematic analysis was guided by the inductive approach which envisages the use of the data generated to identify themes without having a predetermined coding frame or themes.

To protect the identity of the respondents, imaginary/pseudo first names were used followed by their gender, age, position, and the years they have served. For example, one of the respondents was coded as P1-M-30-ENG-5Y implying that the respondent was male, aged 30 years old, working as an engineer for the county and having worked for 5 years. This was done to ensure anonymity and security of those who had participated in the study.

On the other hand, quantitative data was appropriate since meaning was derived from numbers and analysis was done through using both descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS) version 21 was used as an appropriate tool for analysis of quantitative data. Descriptive statistics of measures of central tendencies: mean, frequencies and percentages together with measures of dispersion were computed to give a summary of the responses on all the statements.

On the other end, the study used inferential statistics which includes Pearson correlation and multiple regression. Correlation analysis was done to establish the relationships that exist between the independent and dependent variables of the study. Correlation values lie between ± 1 whereby -1 indicates perfect negative correlation meaning that the variables under test affect each other in the opposite direction while +1 means perfect positive correlation which indicates that a unit increase in one variable causes a unit increase in the other. While a zero correlation shows that the two variables are not correlated.

Regression analysis was also computed to enable determination of the extent to which the variables of the study related to each other. The regression analysis was tested at 95% level of confidence meaning that the results were said to have statistical significance if the P-value would be less than 0.05. From the regression model the coefficient of determination (R^2) was computed to determine how the independent variable affects the dependent variable. The beta values were also computed to determine how each independent variable contributes to a change in the dependent variable. The t-statistic which should be more than +2 or less than -2 assist in determining whether the effect of the relationship is statistical or it's just by chance. The regression model that was adopted is discussed in the subsequent section.

3.8.1 Model Specification of the Study

The regression models are expressed as shown below:

$$\gamma = \beta_0 + \beta x + e \text{ (Simple linear regression model)}$$

This helps to measure the contribution of each variable on the dependent variable.

$$\gamma = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon \text{ (Multiple linear regression model)}$$

This model helps to measure the overall contribution of the effectiveness of non-institutional actors' involvement in the implementation of County Roads Policy in Narok county.

Where:

Y represents the effectiveness of the implementation of the county roads policy

B_0 represents Constant value indicating the level of implementation of County Roads Policy that the county can report if the independent variables were held constant.

X_1 contribution of non-institutional actor networks

X_2 strategies used by the non-institutional actors to influence inclusion

X_3 challenges that ensue during the implementation of county roads policy

ε represents the error term

The scores of independent variables were correlated with the scores of the dependent variable to test the level of significance at 5% and use the results to answer the research questions. The regression assumptions of normality, linearity, multi-collinearity, and independence of the Error term were tested. Normality was tested using skewness while

linearity and multi collinearity among the predictor variables were tested using the Pearson correlation and variance-inflation factor (VIF) while the independence of error was tested using the Durbin Watson Test.

The analyzed data was presented in various forms including pie-charts, bar graphs, frequency tables among others to help make deductions and conclusion for the study. Kothari (2014), defined a pie-chart as a circular chart divided into sectors illustrating relative magnitude or frequencies or percent. He viewed a bar graph as a chart with rectangular bars of lengths proportional to that value that they represent and that they are used for comparing two or more variables. This foregoing information on data analysis can be summarized as shown in the following table:

Table 3.3: Data analysis Procedure

Research objective	Instrument used	Statistical Technique	Test statistic
What NIAs exist in Narok County?	Secondary sources	Textual analysis	N/A
To what extent do non-institutional actor networks influence the implementation of County Roads Policy in Narok county?	Questionnaire Interviews	Descriptive (Frequency and percentages) Inferential statistics- (Linear regression analysis and Correlation analysis)	Means, frequency F test; T-test at 0.05 level of significance $Y = \beta_0 + \beta_1 X_1 + e$
What strategies are used by the non-institutional actor to influence inclusion in the implementation of County Roads Policy in Narok county?	Questionnaire Interviews	Descriptive (Frequency and percentages) Inferential statistics- (Linear regression analysis and Correlation analysis)	Means, frequency F test; T-test at 0.05 level of significance $Y = \beta_0 + \beta_2 X_2 + e$
What challenges ensue during the implementation of County Roads Policy in Narok county?	Questionnaire Interviews	Descriptive (Frequency and percentages) Inferential statistics- (Linear regression analysis and Correlation analysis)	Means, frequency F test; T- test. at 0.05 level of significance $Y = \beta_0 + \beta_3 X_3 + e$

Source: Researcher, (2024)

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the collected data, analysis and discussion of the findings. This presentation has been done in form of frequency tables, bar graphs and pie-charts. The analysis was done to give meaning to the collected data. Finally, discussion was done to establish but not limited to points of similarity and contrast between the reviewed literature and the findings of the current study.

4.1 Response Rate

The research study targeted 561 non-institutional actors ranging from households, political parties, NGOs, CBOs and media groups. However, only 426 questionnaires were properly filled and returned for analysis (see table 4.1) which represents 75.94% response rate. This response rate is excellent according to Mugenda and Mugenda (2012) who noted that 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. Thus, this response rate was good for doing analysis and reporting.

Table 4.1: Response Rates

Target Population	Sample size (n)	Actual participants
Political parties	27	22
Media	40	34
Non-governmental organizations	48	44
Community based organizations	62	50
Households	384	256
TOTAL	561	426

Source: Researcher, (2024)

4.2 Reliability Analysis

Prior to the actual study, a pilot study was conducted to establish the reliability of data collected using the questionnaire. The pilot study allowed for pre-testing of the research instrument. The results of the reliability test of the research instrument are as shown in table 4.2 below:

Table 4.2: Reliability Coefficient

Research component	Cronbach's Alpha	Number of items
Contribution of institutional actor networks	0.820	5
Strategies used by non-institutional actors	0.769	6
Challenges of implementing County Roads Policy	0.815	6
Effect of implementing County Roads Policy	0.855	5
Average	0.8148	

Source: Researcher, (2024)

The reliability of the questionnaire was tested using Cronbach's Alpha which measures the internal consistency of a research instrument to ascertain if a given item measures the same construct. The reliability test was carried out on each objective as well as the dependent variable to establish if every objective together with the dependent variable would produce consistent results during the actual study. The findings of the pilot study showed that all the three objectives together with the dependent variable were consistent as their reliability values were more than the required minimum as shown in table 4.2. This is in tandem with George and Mallery (2018) who noted that Cronbach's Alpha value of 0.9 is excellent, 0.8 is good, 0.7 is acceptable, 0.6 is questionable, 0.5 is poor while 0.4 is unacceptable.

4.3 Respondents' Demographic Characteristics

This section comprises of the demographic information of the respondents that is, gender, age, occupation, level of education, marital status and the category of non-institutional actors that could be used to describe the respondents.

4.3.1 Gender of the Respondents

The respondents were taken through a consent process before filling the questionnaires. The questionnaires were distributed with adherence to the principle of representativeness to ensure that each gender is adequately represented in the study. The findings on gender of the respondents are as presented in table 4.3:

Table 4.3: Gender of the respondents

Gender	Frequency	Percent
Male	241	57
Female	185	43
Total	426	100.0

Source: Researcher, (2024)

The analysis in table 4.3 shows that 241 (57%) of the respondents were male while 185 (43%) were female. This shows that the questionnaires were evenly distributed among the people. The results also indicate that though the study area is perceived to be patriarchal, there is evidence of women getting a considerable place in matters affecting the society. Therefore, it can be concluded that the responses given are a true reflection of the thoughts of both males and females in the county.

4.3.2 Age of the Respondents

The respondents were also required to indicate their age bracket on the questionnaire. The findings on the age of the respondents are as follows:

Table 4.4 Age of the Respondents

Age	Frequency	Percent
18 - 35 years	74	17
36 - 45 years	180	42
46 - 55 years	114	27
56 - 65 years	50	12
65 years and above	8	2
Total	426	100.0

Source: Researcher, (2024)

From the above data, it is evident that 74 (17%) were people aged between 18 and 35 years old, 180 (42%) were aged 36 to 45 years old, 114 (27%) were between 46 and 55 years old, 50 (12%) were from 56 to 65 years old while only 8 (2%) were above 65 years. These findings reveal that about 98% of the respondents were in the working bracket as provided for in the Employment Act of Kenya, 1967 which was amended in 2009 to put the age limit of the working class at 60 years. Furthermore, the 98% represents a section of people who are concerned and are still active on matters of leadership and governance thereby providing a good source of information about the problem of study. This can be interpreted that respondents were people using the roads to get to their places of work and/or to transport their products and could wish to understand how the policy on roads is being implemented at the county level and if their involvement has been given importance.

4.3.3 Education Level of the Respondents

The respondents were also expected to indicate their highest level of education by choosing one of the responses outlined in the questionnaire. The findings on this item can be summarized and presented using a pie-chart as shown in the following figure:

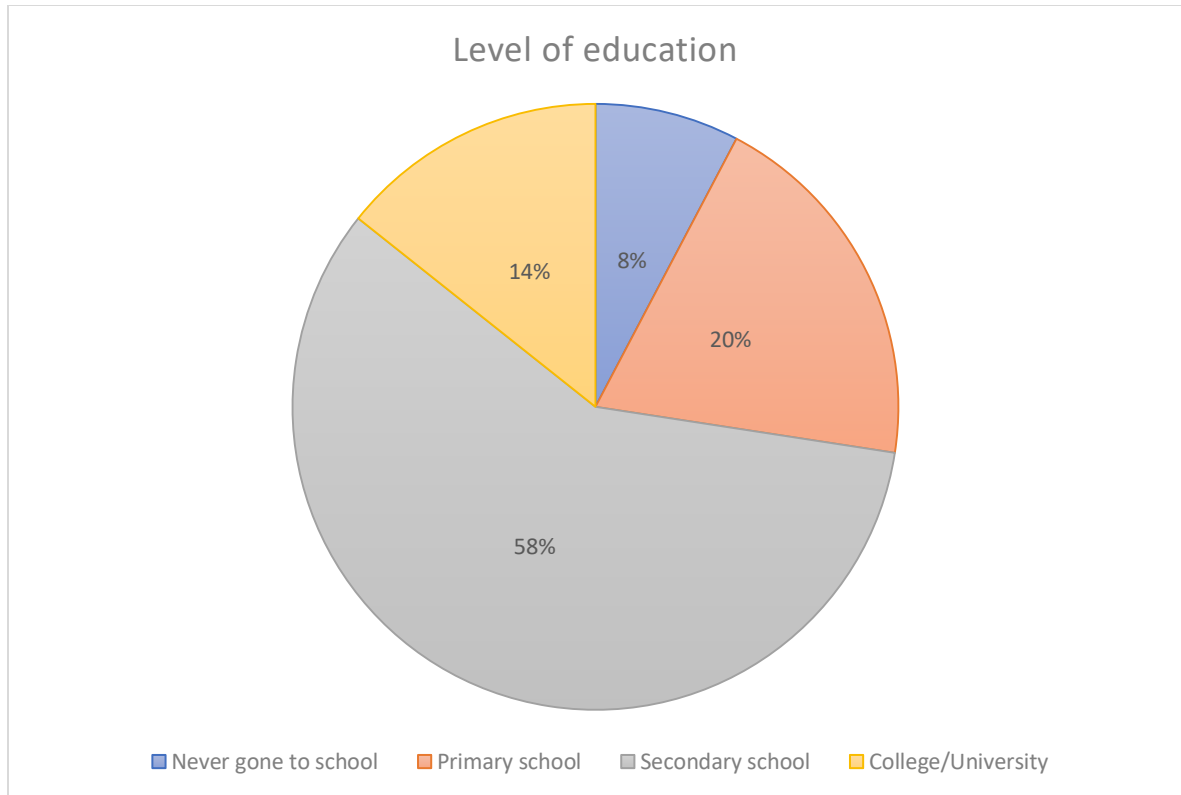


Figure 4.1: Pie-chart showing level of education of the respondents

Source: Researcher, (2024)

From the above figure, it is clear that only 8% of the respondents were illiterate having not gone to school, 20% had acquired primary school education, 58% had advanced beyond primary school and joined secondary school while 14% were privileged to attend tertiary institutions. The findings reveal that more than half of the respondents have attained at least secondary school education and therefore are literate. Moreover, the statistics indicate that majority of the respondents had acquired basic education which gave them the ability to understand and respond to the questions accordingly. Though the 8% cannot be negated, it is important to note that literacy informs decision-making/response of the respondents.

A cross-tabulation of the age and education level of the respondents yielded the following results:

Table 4.5: A cross-tabulation of age and level of education of the respondents

		Age * Level of Education Crosstabulation				Total
		Level of Education				
		Never gone to school	Primary school	Secondary school	College/ university	
Age 18 - 35 years	Count	5	8	33	28	74
	% within Level of Education	15.2%	9.5%	13.3%	45.9%	17.4%
36 - 45 years	Count	2	25	127	26	180
	% within Level of Education	6.1%	29.8%	51.2%	42.6%	42.3%
46 - 55 years	Count	3	27	79	5	114
	% within Level of Education	9.1%	32.1%	31.9%	8.2%	26.8%
56 - 65 years	Count	16	23	9	2	50
	% within Level of Education	48.5%	27.4%	3.6%	3.3%	11.7%
65 years and above	Count	7	1	0	0	8
	% within Level of Education	21.2%	1.2%	.0%	.0%	1.9%
Total	Count	33	84	248	61	426
	% within Level of Education	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Researcher, (2024)**Table 4.6: Chi-square tests of the crosstab for age and level of education of the respondents**

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	211.871 ^a	12	.000
Likelihood Ratio	160.110	12	.000
Linear-by-Linear Association	99.228	1	.000
N of Valid Cases	426		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is .62.

Source: Researcher, 2024

The results of the cross tabs indicate that majority of the respondents within the age brackets of 18 to 35 years are the most learned having attained tertiary and secondary school education more than any other group of the respondents. On the contrary, the respondents who were 65 years and above seem to be the most illiterate, majority of whom have never gone to school as presented by the findings.

This signifies that the dawn of compulsory education in the country as well as across the globe has had tremendous effects on the lives of people more so those who did not embrace education in the past decades as shown by the large value of the calculated chi square of 211.871 compared to the tabulated value of 5.226 at Df =12. Based on these findings, the society can expect that civilization and freedom from ignorance are taking root even in the entire world. In addition, when the non-institutional actors are literate, they are expected to participate in governance issues such as the implementation of the County Roads Policy. Consequently, there has been mushrooming of non-institutional actors who are constantly influencing several activities in the society. This coincides with the assertion made by Cahn (2012) that non-institutional actors can be found everywhere as they strive to influence most socio-economic and political activities in the society.

4.3.4 Occupation of the Respondents

The respondents were also required to state their economic activity that enabled them to earn a living by indicating their response in the spaces provided in the questionnaire. Their responses were tabulated and presented using a bar graph as shown in figure 4.2:

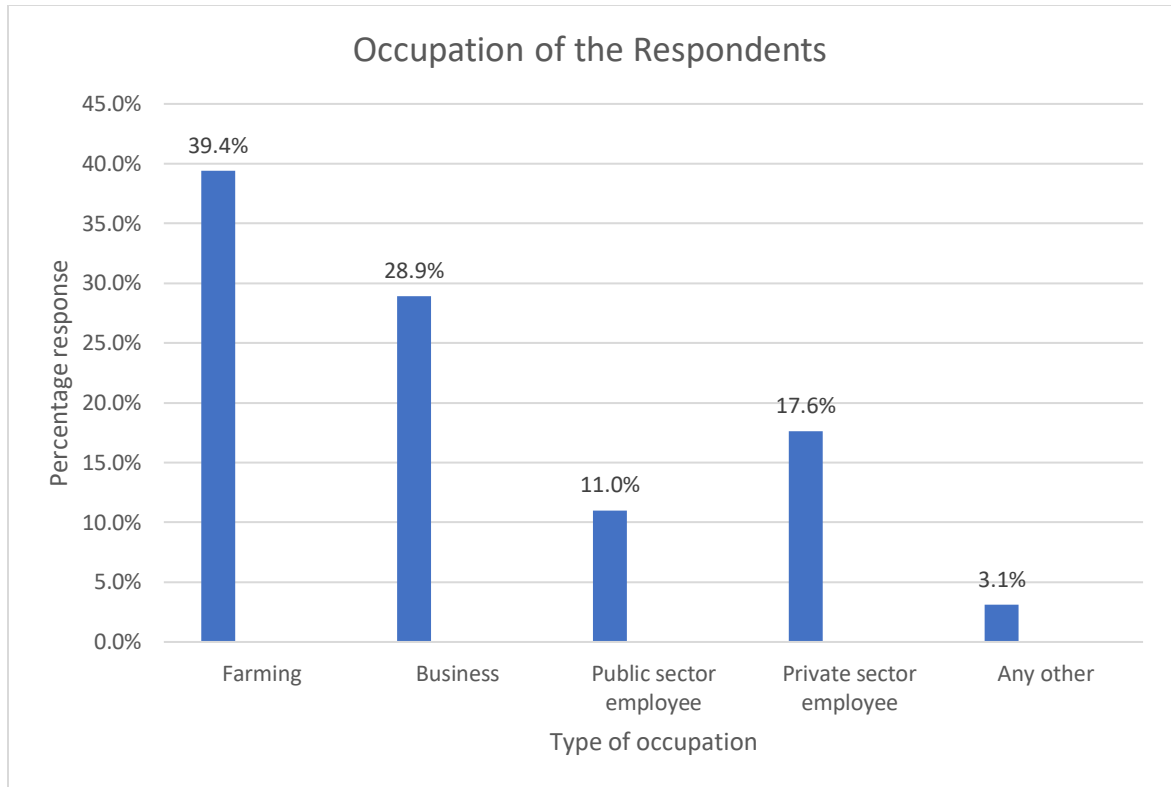


Figure 4.2: Occupation of the respondents

Source: Researcher, (2024)

From the above figure, it can be noted that 39.4% of the respondents were farmers, 28.9% were business people, 11.0% were civil servants working in the public sector, 17.6% were working in the private sector while 3.1% did not fall in any of the mentioned classes of jobs. According to these findings, it is evident that most of the respondents were people that engage in activities that require the use of roads. For instance, farmers need good roads for easy transportation of their farm produce from farms; business people also deserve good roads in order to transport their goods to the required destination. Thus, these statistics can inform on the kind of responses that were given by the respondents.

When a crosstab of gender and occupation of the respondents is run, the following results are generated:

Table 4.7: A crosstab between gender and occupation of the respondents

		Gender		
		Male	Female	Total
Occupation				
Farming	Count	88	80	168
	% within Gender	36.5%	43.2%	39.4%
Business	Count	71	52	123
	% within Gender	29.5%	28.1%	28.9%
Public sector employee	Count	27	20	47
	% within Gender	11.2%	10.8%	11.0%
Private sector employee	Count	48	27	75
	% within Gender	19.9%	14.6%	17.6%
Any other	Count	7	6	13
	% within Gender	2.9%	3.2%	3.1%
Total	Count	241	185	426
	% within Gender	100.0%	100.0%	100.0%

Source: Researcher, (2024)

A combination of the findings between gender and occupation of the respondents yields a crosstab which demonstrates that there is gender balance among the respondents on matters of occupation. This can be attributed to the implementation of the gender rule which envisages the acknowledgement of both gender in employment matters. With this pattern, it is right to appreciate the role played by both gender in the manifestation of non-institutional involvement in policy matters. The only anomaly is in the private sector where males seem to have more command than their female counterparts as justified by the findings. This can lead to the conclusion that most male respondents have ventured into private employment due to stiff competition in the other areas of employment.

4.3.5 Marital Status of the Respondents

Marital status was another demographic information that the respondents were required to provide. The findings of the study revealed that the marital status of the respondents was varied as shown on the bar graph below:

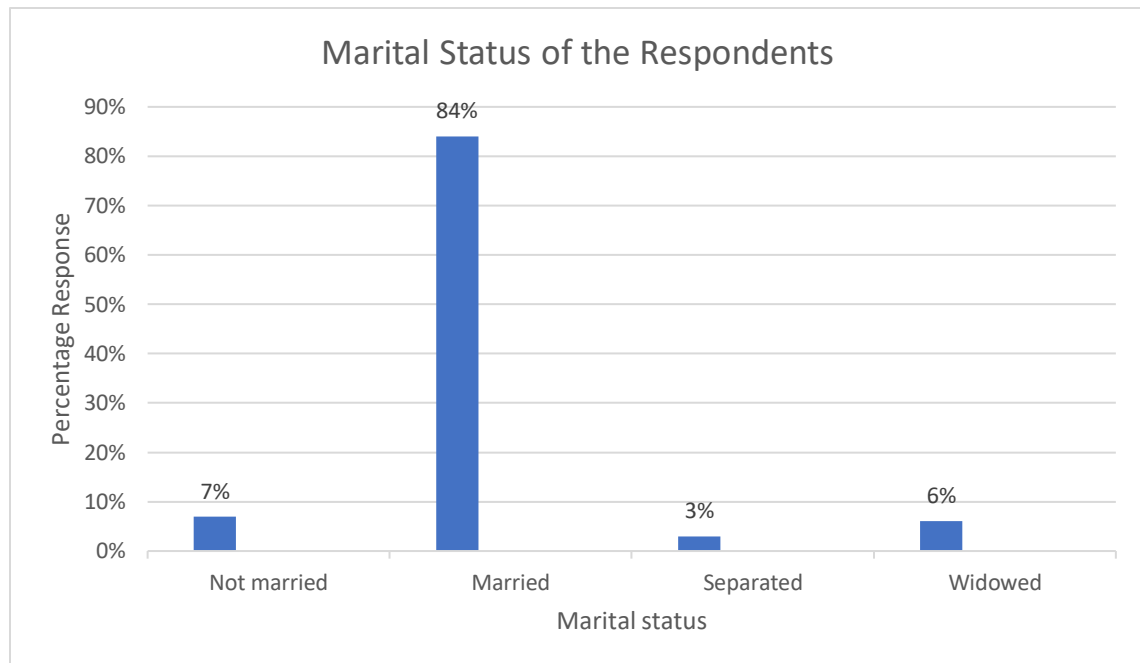


Figure 4.3: A bar graph showing the marital status of the respondents

Source: Researcher, (2024)

The figure above indicates that majority of the respondents (358 out of 426) which is equivalent to 84% were married, 30 (7%) were not married, 26 (6%) were widowed while 12 (3%) were separated. This shows that most of the respondents cherish the institution of marriage which is the basis for continuity of the society through procreation. Therefore, there is certainty of continuity of the activities of the society including the quest for participation in governance as well as public policy issues.

4.3.6 Category of the Non-institutional Actors that Best Describes the Respondents

The respondents were also tasked to indicate the type or category of the non-institutional actors that would be used to describe them. The findings revealed that out of the 426 respondents, 276 (64.8%) of them wanted to be identified as households, 34 (8.0%) as members of the media, 22 (5.2%) as members of certain political parties, 44 (10.3%) as members of non-governmental organisations and finally 50 (11.7%) identified themselves as members of community-based organizations who participate in policy issues. This signifies that there are a number of NIAs that operate within Narok County and therefore the study finds relevance and authenticity from the responses given by the respondents. The following figure summarizes the above information:

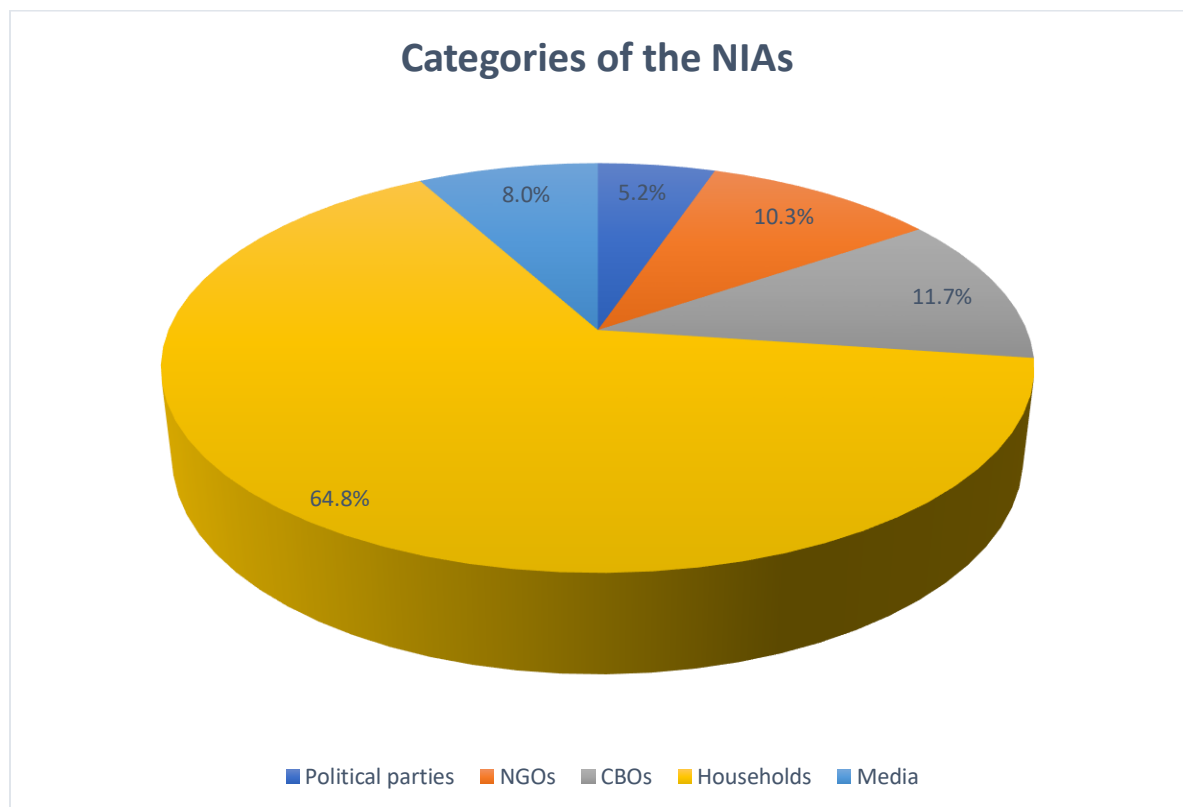


Figure 4.4: A pie-chart showing the categories of the NIAs

Source: Researcher, (2024)

A crosstabulation between gender of the respondents and the categories of the NIAs yields the following information:

Table 4.8: A crosstab between the Categories of the non-institutional actors and Gender

			Gender		
			Male	Female	Total
Categories of the non-institutional actors	Household heads	Count	146	130	276
		% within Gender	60.6%	70.3%	64.8%
	Political party	Count	14	8	22
		% within Gender	5.8%	4.3%	5.2%
	Media	Count	24	10	34
		% within Gender	10.0%	5.4%	8.0%
	NGOs	Count	24	20	44
		% within Gender	10.0%	10.8%	10.3%
	CBOs	Count	33	17	50
		% within Gender	13.7%	9.2%	11.7%
	Total	Count	241	185	426
		% within Gender	100.0%	100.0%	100.0%

Source: Researcher, (2024)

It is evident from the above table that from the 426 respondents who participated in the study 276 were households out of which 146 were male while 130 were female; twenty two (22) were associated with political parties with 14 being male while the remaining 8 were female; other thirty four participants identified themselves as being affiliated to media out of which 24 were male while 10 were female; another group of 44 participants indicated that they belonged to NGOs with 24 being male while the remaining 20 were female; and finally 50 participants identified themselves with CBOs with 33 of them being male while 17 were female. A critical analysis of this information reveals that a good proportion of women can be identified as households though the area of study is predominantly patriarchal. This could be due to the fact that most men could have been away from their

homes looking after their flocks or engaging in other economic activities as their wives took care of the homes during the study. The other categories have been evenly distributed and that proves representativeness in the responses given by the participants.

4.4 Data Presentation and Analysis

The study sought to establish the various non-institutional actors that exist in Narok county; some of the ways in which non-institutional actor networks influenced the implementation of County Roads Policy; the strategies used by the non-institutional actors to influence inclusion in the implementation of County Roads Policy; and to establish the challenges that ensue in the process of implementing County Roads Policy in Narok county. To achieve the first objective, textual analysis of different documents was undertaken. The analysis established that there are a number of non-institutional actors that exist in Narok County. Quantitative findings revealed that there are about ninety (90) political parties that operate within Narok County, one hundred and thirty-two (132) media houses, one hundred and sixty (162) non-governmental organizations, two hundred and five (205) community-based organizations and about two hundred and forty-one thousand, seven hundred and thirty-five (241,735) households. As for the other objectives, questionnaires were administered to respondents within Narok county and interviews conducted with key informants at the county department of roads, public works and transport together with the accessible representatives of the NIAs. The questionnaire had several items to constitute each objective. The respondents gave their responses by indicating the extent to which they agreed or disagreed with the items presented on a Likert scale that ranged from 1 to 5, where 1 - strongly disagree; 2 - disagree; 3 - neutral; 4 - agree; and 5 - strongly agree.

Interviews were recorded then transcribed verbatim with regards to the procedure outlined by Braun and Clarke (2006) in an effort to analyze the qualitative data.

More importantly, qualitative data was analyzed using inductive/bottom-up thematic analysis which was driven by the data whereby the themes identified were strongly linked to the data themselves without fitting the data into the researcher's analytic preconceptions. However, the researcher focused on using the semantic approach level whereby the identification of the themes was within the explicit or surface meaning of the data and the researcher was not interested in considering anything beyond what a participant gave as response to the interview questions. Analysis of the information acquired from the questionnaires and interviews generated diverse findings as discussed below:

4.4.1 Contribution of Non-Institutional Actor Networks in the Implementation of County Roads Policy

The study sought to determine the extent to which non-institutional actor networks contributed to the implementation of County Roads Policy. The analysis of the responses on the various items describing the said objective generated the following information presented in table 4.9:

Table 4.9 Analysis of the responses on the contribution of non-institutional actor networks on the implementation of County Roads Policy

Statement	Response (%)					Mean	Std Dev.
	SD	D	N	A	SA		
Non-institutional actors contribute to implementation of County Roads Policy by representing their constituents.	24.6	26.3	28.4	1.2	14.6	2.31	1.082
Non-institutional actors create a medium for public participation in County Roads Policy	12.7	45.5	22.8	18.1	9.0	2.49	0.961
Non-institutional actors educate the public about implementation of County Roads Policy	21.1	32.9	27.2	14.8	4.0	2.48	1.100
Non-institutional actors help in framing policy issues and agenda setting during implementation of County Roads Policy.	17.8	39.4	22.5	16.0	4.2	2.49	1.087
Non-institutional actors contribute to implementation of County Roads Policy through programme monitoring.	22.1	31.0	27.0	11.3	8.7	2.54	1.200
AVERAGE	19.66	35.02	25.58	12.28	8.10	2.46	

Source: Researcher, (2024)

The above table shows the five items describing the contribution of non-institutional actor networks and the responses that were given by the respondents. Precisely, the responses on the first item which sought to establish whether non-institutional actor networks contribute to implementation of County Roads Policy by representing their constituents found out that 24.6 % strongly disagreed, 26.3 % disagreed, 28.4 % were neutral, 14.6 % agreed while 1.2 % strongly agreed that non-institutional actor networks contribute to the

implementation of county road policy through representation of their constituents resulting into a mean response of 2.31.

On the second item which aimed at determining if non-institutional actor networks create a medium for public participation in County Roads Policy, 12.7 % of the respondents strongly disagreed, 45.5 % just disagreed, 22.8 % were neutral, 18.1 % agreed while 9.0 % strongly agreed that non-institutional actor networks affect implementation of county road policy through creating a medium for public participation yielding an average response of 2.49. Statistics on the third item that sought to establish if non-institutional actor networks contribute to the implementation of the County Roads Policy through offering education to the public revealed that 21.1 % strongly disagreed, 32.9 % disagreed, 27.2 % were neutral, 14.8 % agreed with the statement while 4.0 % strongly agreed translating to a mean response of 2.48.

The responses on whether non-institutional actor networks contribute to framing of policy issues and agenda setting shows that 17.8 % strongly disagreed, 39.4 % disagreed, 22.5 % were neutral, 16.0 % agreed whereas 4.2 % strongly agreed leading to a mean of 2.49. Finally, analysis of the responses on the last item of this second objective demonstrated that 22.1 % of the respondents strongly disagreed with the statement that non-institutional actor networks contribute to implementation of County Roads Policy through programme monitoring, 31.0 % disagreed, 27.0 % were neutral, 11.3 % agreed while 8.7 % strongly agreed which culminated in a mean of 2.54.

A general observation of the findings on the second objective which aimed at establishing the contribution of non-institutional actor networks to the implementation of the County

Roads Policy shows that majority of the respondents disagreed (at a mean of 2.46) with the statements implying that non-institutional actor networks had not effectively permeated the sphere of County Roads Policy implementation. Consequently, most of the respondents casted a shadow on the visibility and efficacy of non-institutional actor networks in the implementation of County Roads Policy. This is substantiated by a whopping mean of 35.02 % of the respondents who disagreed with the items on the second objective. Furthermore, this indicates that the non-institutional actor networks have not been effective in influencing the implementation of County Roads Policy in Narok county. This calls for resurgence of their activities in the arena of implementing County Roads Policy.

4.4.2 Strategies Used by Non-Institutional Actors to Influence Inclusion in the Implementation of County Roads Policy

The study sought to achieve a third objective which was about the strategies used by the non-institutional actors to influence inclusion in the implementation of County Roads Policy. The responses of the participants were generated through administering questionnaires and conducting interviews with key informants. The quantitative data generated from the questionnaires yielded the following information:

Table 4.10: Analysis of responses on the strategies used by non-institutional actors to influence inclusion in the implementation of County Roads Policy

Statement	Response					Mean	Std Dev.
	SD	D	N	A	SA		
Non-institutional actors form coalitions so as to influence implementation of County Roads Policy	2.1%	6.8%	18.8%	52.3%	20.0%	3.81	0.904
Non-institutional actors attend county assembly and parliamentary debates so as to influence policy outcomes in implementation of County Roads Policy.	9.0%	5.6%	17.6%	50.9%	24.9%	3.93	0.855
Mobilizing public opinion can be a strategy used by the non-institutional actors to influence implementation of County Roads Policy.	1.2%	3.8%	13.1%	41.5%	40.4%	4.16	0.876
Pressurizing the government can be a way for influencing implementation of County Roads Policy by the non-institutional actors	1.2%	3.8%	11.0%	39.0%	45.1%	4.23	0.875
Monitoring and reporting on development matters can be a method of influencing implementation of County Roads Policy	6.8%	5.9%	9.4%	49.3%	28.6%	3.87	1.102
Collaborations between non-institutional actors and decision-makers can influence policy outcomes	5.9%	5.4%	11.5%	34.5%	42.7%	4.15	2.718
AVERAGE	4.37%	5.22%	13.57%	44.58%	33.62%	4.03	

Source: Researcher, (2024)

The analysis of the first item which sought to establish whether non-institutional actors use the strategy of forming coalitions so as to influence implementation of County Roads Policy shows that 2.1 % of the respondents strongly disagreed that non-institutional actors form coalitions to influence inclusion in the implementation of County Roads Policy, 6.8

% disagreed, 18.8 % were neutral, 52.3% agreed while 20.0 % strongly agreed with the statement leading to a mean response of 3.81 which suggests that majority agreed with the statement. On the second item which aimed at determining if non-institutional actors attend county assembly and parliamentary debates so as to influence policy outcomes in implementation of County Roads Policy, 9.0 % strongly disagreed, 5.6 % disagreed, 17.6 % were neutral, 50.9 % agreed whereas 24.9 % strongly agreed yielding a mean of 3.93 which signifies agreement with the statement.

The statistics on the third item show that 1.2 % of the respondents strongly disagreed with the statement that mobilizing public opinion can be a strategy for influencing the inclusion of non-institutional actors in the implementation of County Roads Policy, 3.8 % just disagreed and 13.1 % showed neutrality to this statement. On the contrast, 41.5 % agreed as 40.4% of the respondents strongly agreed resulting into a mean of 4.16 which also shows that majority of the respondents agreed with the statement. On the fourth item which sought to establish if pressurizing the government was a strategy employed by the institutional actors to influence inclusion in County Roads Policy implementation, the results demonstrate that 1.2 % of the respondents strongly opposed the statement, 3.8 % disagreed, 11.0 % were neutral, 39.0 % agreed while 45.1 % strongly agreed which translated to a mean of 4.23 which justifies the fact that most of the respondents agreed with the statement.

The responses of the participants on the item that touched on monitoring and reporting as a strategy used by non-institutional actors revealed that 6.8 % of the respondents strongly disagreed with the statement, 5.9 % disagreed, 9.4 % were not sure of what to say, 49.3 % agreed whereas 28.6% strongly disagreed. These responses led to a mean of 3.87 which is enough to conclude that majority of the respondents were in agreement with the statement

that monitoring and reporting on development is a strategy for influencing the involvement of non-institutional actors in the implementation of County Roads Policy.

The response to the last item which sought to investigate whether non-institutional actors form collaborations with decision-makers to enhance inclusion in the implementation of County Roads Policy demonstrated that 5.9 % strongly disagreed with the statement, 5.4 % disagreed, 11.5 % were neutral, 34.5 % agreed while an incredible 42.7% strongly agreed which resulted into a mean of 4.15. This shows that the respondents overwhelmingly agreed with the statement that collaborations with decision-makers enhance the inclusion of non-institutional actors in the implementation of County Roads Policy.

Based on these findings on the third objective, it is evident that majority of the respondents agreed with the items describing the third objective with a total average of 4.03 which translates to 80.5 %.

4.4.3 Challenges that Ensur During the Implementation of County Roads Policy

The study aimed at establishing the challenges that ensue during the implementation of County Roads Policy in Narok county. To realize this, questionnaires were administered to various non-institutional actors and interviews conducted with bureaucrats and some representatives of the non-institutional actors. The data acquired from the questionnaires was processed and presented in a tabular form as shown in the following table:

Table 4.11 Analysis of the responses on challenges that ensue in the process of implementation of County Roads Policy

Statement	Response					Mean	Std Dev.
	SD	D	N	A	SA		
Rampant corruption during implementation of County Roads Policy hampers the implementation of County Roads Policy	1.6%	4.0%	9.6%	46.0%	38.7%	4.16	0.876
Resource scarcity may affect implementation of County Roads Policy.	2.6%	4.9%	11.7%	39.7%	41.1%	4.12	0.975
Inept leadership poses a challenge to effective implementation of County Roads Policy	0.9%	3.3%	13.4%	45.8%	36.6%	4.14	0.836
Lack of inclusion of key stakeholders is a challenge to the implementation of County Roads Policy	1.4%	1.9%	13.4%	41.8%	41.5%	4.20	0.844
Technological backwardness impedes effective implementation of County Roads Policy	9.4%	5.2%	14.6%	40.6%	30.3%	3.77	1.205
Poor monitoring and evaluation mechanisms hinder seamless implementation of County Roads Policy	10.8%	5.4%	12.7%	40.4%	30.8%	3.75	1.250
Lack of proper communication channels may hinder effective implementation of County Roads Policy	1.9%	4.2%	13.1%	33.6%	47.2%	4.20	0.951
AVERAGE	4.09%	4.13%	12.64%	41.13%	38.03%	4.05	

Source: Researcher, (2024)

Based on the information presented in the above table, it is evident that 1.6 % of the respondents strongly disagreed with the first statement that rampant corruption was a challenge to the implementation of County Roads Policy in Narok county, 4.0 % disagreed,

9.6 % were neutral, 46.0 % agreed while 38.7 % strongly agreed with the statement leading to a mean response of 4.16. This indicates that the opinion of the majority of the respondents was not indifferent with the statement. Moving to the second item, 2.6 % of the respondents strongly disagreed, 4.9 % disagreed, 11.7 % were not sure of what to respond, 39.7 % agreed whereas 41.1 % strongly agreed that resource scarcity is a challenge that impedes the implementation of County Roads Policy. These responses translated to a strong mean of 4.12 which symbolizes that the respondents had a strong support for the statement.

The third item sought to establish if inept leadership was a challenge that affected the implementation of County Roads Policy. The responses to this item show that 0.9 % of the respondents strongly disagreed with the statement, 3.3 % disagreed, 13.4 % were neutral, a startling 45.8 % agreed as just 36.6 % strongly agreed. This led to a mean response of 4.14 which still affirms strong support for the statement. The fourth item had different responses as 1.4 % of the respondents strongly disagreed with the statement that lack of inclusion of key stakeholders was a challenge that hampered effective implementation of County Roads Policy, 1.9 % disagreed, 13.4 % remained neutral to this statement, 41.8 % agreed while 41.5 % strongly agreed which resulted into another robust mean of 4.20 implying that most of the respondents were in agreement with the statement.

Moving to the fifth item which endeavoured to establish whether technological backwardness was a challenge to the implementation of County Roads Policy, it is evident that 9.4 % of the respondents strongly disagreed with the statement, 5.2 % disagreed, 14.6

% were neutral, 40.6 % agreed moderately as 30.3% strongly agreed resulting into a mean of 3.77 which is strong enough to conclude that majority of the respondents agreed with the statement. A glance at the sixth item reveals that only 10.8 % of the respondents strongly disagreed that poor monitoring was a challenge to the implementation of County Roads Policy in the Narok county, 5.4 % disagreed, 12.7 % were neutral, 40.4 % agreed as just 30.8 % strongly agreed leading to a mean of 3.75 which is enough to deduce that majority of the respondents agreed with the statement.

Finally, the last item which sought to assess if lack of proper communication was a hindrance to the implementation of County Roads Policy established that 1.9 % of the respondents strongly disagreed with the statement, 4.2 % disagreed, 13.1 % stayed neutral on this statement, 33.6 % agreed while 47.2 % strongly agreed culminating in an aggregate mean response of 4.20 implying that majority of the respondents were in agreement that lack of proper communication hindered effective implementation of the County Roads Policy. The overall response to the fourth objective which aimed to unleash the challenges thwarting proper implementation of the County Roads Policy demonstrates that at least 81.0% of the respondents agreed with the items that described this objective. This conveys the message that the realization of quality roads has been greatly circumvented by the inability to implement the County Roads Policy that suffers from the aforementioned challenges.

4.4.4 Analysis of the Dependent Variable (Indicators of Effective Implementation of County Roads Policy)

The items under this section aimed at determining the implications associated with proper implementation of County Roads Policy. Understanding these indicators/implications would go a long way in explicating the need for effective implementation of County Roads Policy as well as illuminating on its relationship with the objectives of the study.

Table 4.12 Analysis of the responses on the Dependent Variable (Indicators of the implementation of County Roads Policy)

Statement	Response						Mean	Std Dev.
	SD	D	N	A	SA			
Effective implementation of the County Roads Policy helps to increase accessibility of the land	0.9%	1.9%	12.4%	38.3%	46.5%	4.27	0.822	
Strict implementation of the County Roads Policy promotes decongestion of the road network	1.6%	2.1%	7.5%	43.9%	44.8%	4.28	0.823	
Enhanced road safety can be realized through proper implementation of the County Roads Policy	3.3%	1.9%	9.6%	47.9%	37.3%	4.14	0.907	
Agricultural activities are enhanced by the effective implementation of the County Roads Policy	1.9%	3.1%	8.9%	44.4%	41.8%	4.21	0.869	
Proper implementation of the County Roads Policy ensures rise in trade activities	1.2%	2.8%	6.1%	34.0%	55.9%	4.41	0.821	
AVERAGE	1.78%	2.36%	8.9%	39.7%	45.26%	4.26		

Source: Researcher, (2024)

Based on the above statistics, it is clear that 0.9 % of the respondents strongly disagreed with the first statement that proper implementation of the County Roads Policy helps to

enhance accessibility of the land, 1.9 % disagreed, 12.4 % were neutral, 38.3% agreed while 46.5% strongly agreed yielding a mean response of 4.09 which is good enough to suggest that most of the respondents agreed with the statement. Moving onto the second statement, it was found out that 1.6 % of the respondents strongly opposed the assertion that effective implementation of the County Roads Policy helps to decongest the road network in the county, 2.1 % disagreed with the statement, 7.5 % were not sure about it, 43.9 % agreed whereas 44.8 % strongly agreed leading to an aggregate mean of 4.28.

The third item saw 3.3 % respondents strongly disagreeing with the statement that, enhanced road safety can stem from strict implementation of the County Roads Policy, 1.9 % disagreed, 9.6 % indicated neutrality to the statement, 47.9 % agreed as just 37.3 % strongly agreed. This yielded a mean of 4.14 which shows that majority of the respondents also agreed with the statement. An analysis of the fourth item reveals that 1.9 % of the respondents strongly disagreed with the statement that effective implementation of the County Roads Policy boosts agricultural activities, 3.1 % disagreed, 8.9 % were neutral, 44.4 % agreed while 41.8 % strongly agreed resulting into a mean response of 4.21 which is also strong enough to deduce that majority of the respondents agreed with the statement.

The response on the last statement which aimed at assessing if effective implementation of the County Roads Policy can promote trade activities in the county revealed that 1.2 % of the respondents strongly disagreed with the statement, 2.8 % disagreed, 6.1 % were neutral on this statement, 34.0 % agreed whereas 55.9 % strongly agreed with the statement which translated to a mean response of 4.41 higher than any other statement describing the dependent variable. This indicates that most of the respondents had the belief that if the

County Roads Policy is properly implemented, it can promote a lot of trade activities in the county.

4.5 Inferential Statistics

This section is about the statistics that were run using the SPSS software version 21 to make inference from the collected data. Precisely, correlational and multiple regression inferential statistics were undertaken as explained in the section.

4.5.1 Correlational Analysis

Correlational analysis was carried out to establish the association or the degree to which two or more variables varied. This would in turn enable the researcher to make a conclusion about the strength and direction of the relationship. This was tested using correlation coefficients as suggested by Cohen et al. (2013). Correlation analysis helps to test the linearity of the study variables in order to make inference. The study used Pearson correlation (r) to test whether the relationship between the variables was significant or not at 95% level of confidence. The relationship between two variables was considered significant if the p value was less than 0.05. It was considered to be weak if the correlation (r) was less than ($<$) 0.5 and it was considered to be strong if the correlation (r) was greater than ($>$) 0.5. The first correlation analysis to be carried out was the correlation between the dependent variable and the second research objective as presented and explained as follows:

Table 4.13 Correlation Between Contribution of Non-Institutional Actor Networks and Implementation of County Roads Policy

		OBJ 2	Dependent Var
OBJ 2	Pearson Correlation	1	.076
	Sig. (2-tailed)		.119
Dependent Var	Pearson Correlation	.076	1
	Sig. (2-tailed)	.119	

a. Listwise N=426

Source: Researcher, (2024)

From the above table, it is clear that the correlation between the second objective which sought to establish the influence of non-institutional actor networks on the implementation of County Roads Policy and the dependent variable which was about the implementation of County Roads Policy is 0.076. Thus, the study establishes that there is a very weak and insignificant correlation between non-institutional actor networks and the implementation of county roads ($r = 0.076$; $p > 0.05$). This further demonstrates that an improvement in the non-institutional actor networks by one unit leads to an improvement in the implementation of county roads by at least 7.6 % only.

The second correlation analysis was undertaken to determine the association between the third objective and the dependent variable. The findings of the analysis generated the information presented in the following table:

Table 4.14 Correlation Between Strategies Used by the Non-institutional Actors to Influence Inclusion and the Implementation of County Roads Policy

Correlations ^a			
		OBJ 3	DEPENDENT_VAR
OBJ 3	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
DEPENDENT_VAR	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	

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

Listwise N=426

Source: Researcher, (2024)

Table 4.14 above reveals that the correlation between the third objective (strategies used by the institutional actors to influence inclusion in the implementation of County Roads Policy) and the dependent variable (implementation of the County Roads Policy) is 0.557**; which is adequate to conclude that there is a moderate positive correlation between the two variables ($r = 0.557^{**}$; $p < 0.05$). As such, maximization of the strategies used by the non-institutional actors to influence inclusion in the implementation of the County Roads Policy will undeniably lead to better implementation of the County Roads Policy by at least 55.7%.

Table 4.15 Correlation Between Challenges and the Implementation of County Roads Policy

		OBJ 4	Dependent Var
Obj 4	Pearson Correlation	1	.570**
	Sig. (2-tailed)		.000
Dependent Var	Pearson Correlation	.570**	1
	Sig. (2-tailed)	.000	

*. Correlation is significant at the 0.01 level (2-tailed). Listwise N=426

Source: Researcher, (2024)

The information in the table above conveys the correlation between the fourth objective (challenges that ensue in the implementation of the County Roads Policy) and the dependent variable (implementation of County Roads Policy). From the above statistics, it is evident that there is a strong positive correlation between the two variables ($r = 0.57^{**}$; $p < 0.05$). Though, this may not necessarily imply causation aspect between the two variables, it can be deduced that if the challenges that affect the implementation of County Roads Policy are effectively curbed, then effective implementation of the County Roads Policy is inevitable.

Another correlation analysis that was carried out was on the relationship between the level of education and the responses for the second objective. The findings are as presented in table 4.16:

Table 4.16 Correlation Between the Level of Education of the Respondents and the Responses for the Second Objective

		Correlations^a	
		Level of Education	OBJ 2
Level of Education	Pearson Correlation	1	-.042
	Sig. (2-tailed)		.385
OBJF2	Pearson Correlation	-.042	1
	Sig. (2-tailed)	.385	

.. Listwise N=426

Source: Researcher, (2024)

The table above reveals that there is a correlation of -.042 between the level of education of the respondents and the responses that they gave for the second objective (the influence of non-institutional actor network on the implementation of County Roads Policy). This demonstrates that there is a very weak and negative correlation between the two variables. That is, the responses of the respondents had little to do with their level of education.

A different correlation analysis was also conducted to establish the relationship between the level of education of the respondents and the responses they gave on the third objective. The findings on the same are presented in table 4.17:

Table 4.17 Correlation Analysis between the Third Objective and the Respondents' Level of Education

		Correlations^a	
		OBJ3	Level of Education
OBJ3	Pearson Correlation	1	.148**
	Sig. (2-tailed)		.002
Level of Education	Pearson Correlation	.148**	1
	Sig. (2-tailed)	.002	

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

b. Listwise N=426

Source: Researcher, (2024)

The findings in the above table show that there is a positive correlation of 0.148 between the third objective (the strategies used by non-institutional actors to influence inclusion in the implementation of County Roads Policy) and the level of education of the respondents. This indicates that there is a positive relationship between the two variables though it is weak. It can therefore be deduced that the responses given by the respondents on the third objective has little to do with the level of education of the respondents.

4.5.2 Regression Analysis

Regression analysis was carried out to establish the relationship between the independent and dependent variables in the study. The regression analysis comprised of the model summary and the coefficients of regression.

4.5.2.1 Model Summary

The model summary was computed so as to establish the extent to which the independent variables predicted variation in the dependent variable. The computation yielded findings shown in the following table:

Table 4.18 Model Summary of the Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.614 ^a	.377	.373	.52730

Predictors: (Constant), Non-institutional actor networks, Strategies, Challenges

a. Dependent Variable: Implementation of the County Roads Policy

Source: Researcher, (2024)

It is evident from table 4.18 that the three factors affecting implementation of roads policy combined have strong positive correlation ($r = 0.614$) which implies that as the county government improves on the three factors the results of implementation of the roads policy also improve significantly. The coefficient of determination (R Square= 0.377) which implies that a 1% improvement in the three selected factors leads to an improvement in the implementation of policy by 37.7 %. This implies that the independent variables (the influence of non-institutional actor networks, the strategies used by the non-institutional actors to influence inclusion in the implementation of County Roads Policy and the challenges that ensue in the implementation of County Roads Policy) account for about 37.7 % of the variation in the dependent variable (implementation of County Roads Policy). It can also be explicated that the remaining percentage which is 62.3 % can be attributed to other factors that were not considered by this study.

4.5.2.2 Regression Coefficients

Regression coefficients was carried out to establish whether there was a positive or negative relationship between each independent variable and the dependent variable and whether it was significant or not.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant)	1.518	.182		8.344	.000
Non-institutional actor networks	-.034	.031	-.043	-1.100	.272
Strategies	.323	.054	.319	5.945	.000
Challenges	.379	.057	.355	6.668	.000

Table 4.19 Regression Coefficients of the Results

Dependent Variable: Implementation of County Roads Policy

Source: Researcher, (2024)

The results show that based on the standardized beta values and the t-statistic, the set of challenges facing the implementation of policy has the highest statistical effect on the Implementation of County Roads Policy ($\beta = 0.355$; $t = 6.668$; $p < 0.05$). This implies that if the various challenges in the county are addressed effectively the implementation of the road policy will improve significantly. It is noted that a 1 % change in the underlying challenges affecting policy implementation will lead to a 35.5 % improvement in the policy implementation at the county. This change is statistically significant given that the t value is more than +2 and the p value is < 0.05 .

In regard to strategies employed by the county government and the implementation of roads policy. The results shows that the effect is statistically significant ($\beta = 0.319$; $t = 5.945$; $p < 0.05$) as shown in the table. The results indicate that improving strategies by 1% is likely

to improve implementation of roads policy by 31.9 %. This improvement is statistically significant as shown by the t value which is more than +2 and the p value that is less than 0.05. The results also show that the effect of non-institutional actor networks on the implementation of the roads policy is statistically insignificant ($\beta = -.043$; $t = -1.100$; $p > 0.05$). This implies that having very good strategies without proper non-institutional actor networks and without tackling the various challenges facing the county then project implementation units will not produce results in the implementation of the roads policy at the county.

The multiple linear regression can be modelled as follows for all the three variables:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

$$Y = 1.518 + -.043X_1 + 0.319X_2 + 0.355X_3 + 0.191$$

Where;

Y= Implementation of the roads policy at the county

X₁= Non institutional actor networks

X₂= Strategies

X₃= Challenges

4.5.3 Assumptions of the Regression model

The regression model assumptions of normality, linearity, multi-collinearity and independence of the Error term was tested. Where the normality of the data was tested using the value of skewness that is expected to lie between +1 or -1 as proposed by Leech, et al., (2023). For this study, the normality was met given that the value of skewness was between +1 and -1.

For linearity, independence of error term and multi-collinearity the researcher used Pearson correlation coefficient, Durbin Watson test and Tolerance test results respectively. Linearity between the variables was considered achieved since ($r < 1$) for all the independent and the dependent variables.

For independence of errors, the Durbin Watson test was used where value statistics ranges from 0 to 4 were considered appropriate according to Hair and Alamer, 2022. For this study the values were all within the expected threshold of 0 to 4. This indicates that there was independence of error terms in the data.

The study tested for multi-collinearity among the predictor variables, variance-inflation factor (VIF) and tolerance values were applied. The results were considered to exhibit low or no multicollinearity since the Tolerance values were all less than 1 and VIF values were all less than 10. Therefore, all the regression model assumptions were met for the study making the regression model to be considered to be a good predictor of the effect of the three independent variables on the dependent variable.

4.6 Thematic Analysis of Non-Institutional Actors' involvement in the Implementation of County Roads Policy

The study sought to establish the effectiveness of non-institutional actors' involvement in the implementation of County Roads Policy through subjecting the policy implementers within the county and representatives of the NIAs to interviews to get their opinions, attitude and experiences regarding this phenomenon. The research findings presented in this section emanated from qualitative data obtained from the interviews conducted with the key informants stated in the foregoing statement. Upon completion of the interviews, the qualitative data underwent a number of steps in the purview of doing thorough thematic

analysis. These steps borrowed a leaf from the work of Braun and Clarke (2006) who postulated that effective thematic analysis should adhere to the following procedure: firstly, familiarization with the data; secondly, coding of the data; thirdly, generating themes; fourthly, reviewing themes; fifthly, defining and naming themes; and finally, writing up the findings.

It is important to note that there was need to de-identify/anonymize the key informants by giving them a special code/identity as discussed in the methodology section for data analysis (Section 3.8). That is, the code consisted of a pseudo name, followed by gender, age, position, and the years in service. The themes that resulted from the aggregated codes were: the ways non-institutional actors get involved and contribute to the implementation of County Roads Policy; the strategies that NIAs use to foster their inclusion; the challenges that face the implementation of the County Roads Policy; and lastly management and execution of road projects in the county.

4.6.1 Involvement and Contribution of Non-Institutional Actors in the Implementation of County Roads Policy

The product of the interviews conducted with officers in the county department of roads, public works and transport as well as representatives of NIAs was the emergence of the theme on involvement and contribution of the NIAs in carrying out the CRP in Narok county. It was noted that the sub-theme attached to the involvement of NIAs was mainly the political processes that guarantee NIAs a place in matters associated with the implementation of the County Roads Policy. The participant who works with the county as a policy implementer revealed that the policy documents that anchor the County Roads Policy provide that the non-institutional actors should be part and parcel of the

implementation process. Furthermore, the participant hinted that this is meant to avert protracted conflicts and ignorance on the part of the non-institutional actors in government policy matters. Specifically, the participant stated as follows:

“The policy governing the initiation and implementation of County Roads Policy stipulates that both the institutional that is government actors and non-institutional actors should be involved at every stage of the process. We usually encourage the public to own the process through organizing public participation days so that we inform them (the non-institutional actors) the intentions of the government so that they can share their felt needs too with regards to development of road projects. This is done to avoid any conflict that might arise among the various actors and to ensure that everyone is knowledgeable about the ongoing road projects. Actually, that is what guides the implementation of the County Roads Policy” (P1-M-30-ENG-5Y).

The above statement demonstrates that non-institutional actors are acknowledged by the institutional actors through giving them a platform to participate in the implementation of County Roads Policy. Similar sentiments were given by a farmer (P7-M-35-FAR-6Y) in Narok North sub-county who revealed that the county government in Narok has always organized fora for public participation before they implement a road project.

However, the effectiveness of their participation is not guaranteed unless their input is determined. Consequently, on matters of contribution of the NIAs, one of the interviewees alluded that the former contributes to the implementation of County Roads Policy through offering social contribution. This is as captured in the following excerpt:

“These groups or the so-called networks of non-institutional actors take a keen look at the activities being run by the government. They ensure that they make a follow up on the way policies are being implemented more so through the political parties that are not in government. T-h-e-y.... Actually ... they usually conduct the activity of monitoring and evaluation of the projects so as to ascertain if the projects are meeting the intended policy goals. Yeah... that is all I can say...” (P1-M-30-ENG-5Y).

This excerpt reveals that non-institutional actors form networks that buttress their ability to contribute to the implementation of County Roads Policy through monitoring and evaluation of the roads projects to ensure that there is conformity to the objectives set in course of implementing the policy. This is usually done by leaders of certain political parties especially those ones that are not in the government of the day. This is a significant social contribution as far as the non-institutional actors are concerned in the realm of implementation of County Roads Policy. A journalist (P5-M-25-JOU-4Y) who works for a local radio station in Narok town also stated that media has been at the forefront of monitoring the implementation of road projects through the media's editorial team that audit the records of the county government and assess the completion rates of road projects in the county. This is also in line with the literature borrowed from Berry and Wilcox, (2018) who had alluded that NIAs influence the implementation policy through monitoring and evaluation.

Another social contribution that emerged from the interviews was the idea that NIAs contribute to the implementation of County Roads Policy through offering education to the public so that they become enlightened about it. It was indeed clear from one of the interviews that NIAs contribute to the implementation of the County Roads Policy through organizing seminars and workshops to educate the public about the implementation of the policy. This can be illustrated by the following:

“... the non-institutional actors form networks with one another and organize for seminars and workshops to enlighten members of the public about the ongoing policy issues. This helps them to understand what is being implemented and how they can give their input for consideration in the spirit of promoting the implementation of such policies. However, the turn up of the public to such seminars has been low as opposed to those seminars pertaining to other issues like gender-based violence, female genital mutilation and such like issues” (P2-F-46-DIR-10Y).

The foregoing excerpt was echoed by a journalist (P6-F-24-JOU-1Y) who explicated that media tries to mobilize the public to create awareness concerning public issues and to listen to the grievances affecting them including road issues. However, the participant showed disgruntlement with low turn up of citizens to such educative and enlightening sessions. A bureaucrat (P1-M-30-ENG-5Y) hinted at this role of offering education by stating that the public are usually infused into the implementation of the County Roads Policy through getting relevant education that will make them to be part and parcel of the implementation process.

“I think the public needs to be aware of the policies being implemented so that they can own the process. In fact, the non-institutional actors should ensure that the projects are delivered to the citizens in the spirit of ensuring that they become aware of what is being implemented.” (P1-M-30-ENG-5Y)

Despite this effort, it is clear that other societal issues such as combating gender-based violence has occupied the centre stage of the activities of the non-institutional actors such as the NGOs, CBOs, media and political parties as justified by the high turn up of the public when seminars are organized by the NIAs to discuss non-road issues as captured in the above excerpt quoted by P2-F-46-DIR-10Y.

Another strand of contribution that came up during the interviews was economic contribution. One of the bureaucrats cited that some non-institutional actors unite to support

the government by funding road projects so that the process of implementing the County Roads Policy does not come to a standstill when the government lacks adequate resources to complete the process on time. It is very exciting to hear such sentiments since it reflects true patriotism and spirit of nationalism among the non-institutional actors. The interviewee could be heard stating as follows:

“We have been amused by the move that some non-institutional actors are making when it comes to implementation of County Roads Policy. Some of them like JICA go out of their way to give economic contribution by donating funds to support the development of roads so that the foreseen objectives of the policy on development and maintenance of roads does not fail to materialize” (P3-M-38-ACC-2Y).

This statement concurs with the popular statement that was once made by the American president called John F. Kennedy (1961) that before people complain and ask what the government can offer to them, they should offer their contribution to combat what could be ailing the nation. In other words, they should be part of the solution as mirrored by the actions of the non-institutional actors in the above excerpt. It is exciting that international organizations like the Japan International Cooperation in Africa have penetrated into the county governments to offer support for infrastructural development.

4.6.2 Strategies Employed by Non-Institutional Actors

The interviews carried out culminated into another crucial theme on the various strategies that the NIAs use to find a stage in the implementation of County Roads Policy. It was noted from the interviews that the idea of NIAs being incorporated in the discourse of implementation of County Roads Policy cannot be exhausted without mentioning the mechanisms that the NIAs use to foster their inclusion and relevance in the aforementioned discourse. This is as captioned in the following excerpt:

“Bro... let me tell you as a matter of fact that talking about the involvement of non-institutional actors is incomplete without exploring the strategies that they use to initiate and sustain their inclusion in the process of implementing County Roads Policy. My friend, we cannot dismiss the conversation on how the non-institutional actors intervene or get included in that process. It is very imperative in this dialogue” (P1-M-30-ENG-5Y).

A critical analysis of the codes that were generated from the interviews led to the observation that these strategies were either soft or hard/coercive strategies. For instance, the interviewee who had alluded to this theme alluded that the non-institutional actors have always been diplomatic, embracing peaceful means to find inclusion in the implementation of County Roads Policy. The participant was categorical on the use of collaborative tactics with the elected officials who make decisions regarding the process as stated in the following excerpt:

“More specifically, they (NIAs) do oversight of county road projects through the elected members of county assembly...they constantly ensure that they are in touch with the area member of county assembly representing the various wards at the ground level...And this implies that they usually link up with policy-makers to ensure that they are included in the implementation of policies such as this one on county roads” (P1-M-30-ENG-5Y).

From the above excerpt, it is evidence that linking up with the elected members of county government brings in the idea of political parties being the vehicles for airing the views of the people regarding the implementation of County Roads Policy. Thus, political parties have been important NIAs used by the public in their quest to participate in the implementation of County Roads Policy.

On the contrary, another bureaucrat in the county department of roads, public works and transport indicated that the non-institutional actors have been very aggressive and coercive in their approach to enhance inclusion. The participant further hinted that being soft may

not earn the non-institutional actors a place in the implementation of County Roads Policy.

This is as stated below:

“Mtu wangu (loosely translated as ‘my friend’) ... you know even the kingdom of heaven has suffered violence as it is argued by believers. A-n-d... for these non-institutional actors to get a place in the issues of roads, they must use force. In fact, I can attest to the fact that the masses led by unelected politicians have been doing demonstrations and pressurizing the county government to include them so that we can fix the County Roads Policy through a collective arrangement” (P3-M-38-ACC-2Y).

This was backed up by a representative of the household heads (P7-M-35-Far-6Y) who earns a living through farming and rendering tax services as a motorcycle rider who stated that they have always organized for demonstrations in a place called London which is in the outskirts of Narok town to show the county government that the state of roads is discouraging. Through this, the county government initiates mechanisms to restore normalcy through interrogating the public on the kind of roads they want and this earns the NIAs especially households a place on matters of implementation of CRP.

4.6.3 Challenges

Another important theme that arose from the qualitative data was challenges that circumvent the realization of the County Roads Policy. Some of the participants raised concern about the many challenges that have undermined the effective involvement of non-institutional actors and even the achievement of the policy under investigation. These challenges were coded as political, social, economic and scientific/technological challenges. To start with political challenges, the study established that incompetent leadership and corruption among the elected leaders has been a recipe for incongruence and poor coordination of the County Roads Policy. One of the journalists who participated in the interviews asserted that the

narrative of the powerful controlling development has pitted effective involvement of NIAs and implementation of County Roads Policy. It is absurd that being powerful translates to being competent and immune to prosecution as put forward by one of the participants:

“Our leadership has utterly failed this process of implementing County Roads Policy because they offer tenders to people who are connected to them. I believe you have come across this adage that ‘connection is everything’... Poor leadership compounded with corruption has downtrodden the efforts of various non-institutional actors in matters of implementing county roads....” (P6-F-24-JOU-1Y)

On the next set of challenges, it was claimed by a manager of one of the NGOs in Narok county that economic challenges associated with financial constraints and delays in disbursement of funds from the national government has really curtailed the process as highlighted in the following excerpt:

“I think the county government does not have enough resources to run its affairs and it is forced to wait for allocation of funds from the national government. Sometimes, this problem leads ... I mean, it has some implications on the completion of projects ... as such delays in the disbursement of funds from the national government lead to delays in the implementation of the county projects including this one on roads...” (P4-M-38-MAN-5Y).

It also became evident during the interviews that the non-institutional actors have had social challenges in matters appertaining to the implementation of the County Roads Policy. It was ridiculous to discover that these actors have at a times chosen to refrain from giving their take on County Roads Policy hampering the efficient and effective implementation of this policy. This is substantiated by the remarks given by an officer in the County Department of Roads, Public Works and Transport who stated as follows:

“We have had issues when it comes to fostering cooperation between the government agencies and the public who are presumably the non-institutional actors when called upon for public participation on matters of implementing the County Roads Policy... Worse of all, there is low turnout whenever the public is invited to give their opinion about the implementation of the County Roads Policy. In other words, I tend to think that there is apathy on the part of the public” (P1-M-30-ENG-5Y).

P2-F-46-DIR-10Y gave similar sentiments as captured in the following excerpt:

“The people who are not in government are not united so much on matters of checking if the policies that are being implemented by the government are affecting their lives positively or not...A-n-n-d... when there is no cooperation, then the people cannot be included effectively in the process of implementation.” (P2-F-46-DIR-10Y)

Finally, thematic analysis of the qualitative data revealed that the implementation of County Roads Policy has been constrained by challenges that revolve around scientific and/or technological sophistication of the county. As it has been evident that foreign contractors mostly from countries that are infrastructurally-sophisticated have taken the lead in construction of roads in our country, it was noted that Narok county has suffered the same fate due to lack of local contractors that have the scientific or technological know-how to construct modern roads that can culminate in effective implementation of County Roads Policy. This is backed up by the following sentiments:

“I guess one major challenge with realization of our County Roads Policy is that we do not have local experts that possess the technology like that of Chinese people when it comes to construction of modern roads. Again, hiring them is very expensive given that we have limited resources to run the affairs of the county... and of course our people can only provide low skilled labour. With this challenge, we may not have durable roads nor implement the policy to satisfactory standards.” (P3-M-38-ACC-2Y).

This challenge should be an eye-opener to both the county and national governments to start pursuing exchange programmes with the developed countries so that Kenyan students can study in those countries and leverage on infrastructure technology that will end up in county as well as national development in the home country.

4.6.4 Management and Execution of County Roads Projects

The final theme that emerged from the thematic analysis of qualitative data was the issue of managing and/or executing county road projects. The key themes that were brought up by the interviewees were the attributes of policy implementers and the role of non-institutional actors during this crucial phase. Regarding the attributes of the policy implementers, the participants had diverse views which pointed to the provisions of Chapter Six of the Constitution of Kenya. For instance, one of them stated as follow:

“Having a catchy County Roads Policy without good implementers is synonymous with having a nice vehicle being driven by an unworthy driver. So, we need to ensure that those ones who take part in carrying out the policy are honest, competent and have the interest of the public at heart. This will go a long way in enhancing transparency and accountability.”
(P2-F-46-DIR-10Y)

Another participant who works for an NGO stated that all forms of corruption should be curbed if the county policy is to be implemented effectively. Precisely he stated as follows:

“For us to realize this policy on roads, we need to have policy implementers who are incorrupt. They should be committed to serve the people selflessly.” (P4-M-38-MAN-5Y).

In furtherance of that opinion, another participant alluded that the role of a manager is to ensure justice to all. This is illustrated by the following:

“A policy implementer is like a manager who should work to implement the policy to all without causing injustice to some people. I am saying this because some policy implementers may be tempted to favour certain regions and ignore others.” (P1-M-30-ENG-5Y).

On the other sub-theme touching on the role of non-institutional actors, it was noted from the analysis that these roles are not detailed as the policy document just suggests that the policy implementers may partner with other stakeholders to actualize the policy. However, the terms of engagement are not clear. This is substantiated by the words of an officer who works with the county department of roads, public works and transport as follows:

“We acknowledge that the process is constitutional and even the document that guides the implementation of the county policy cites the need to partner with those actors. However, their roles are not elaborate and maybe, moving forward, we shall document them so that the actors can have a positive contribution to effective implementation of County Roads Policy.” (P2-F-46-DIR-10Y).

This excerpt shows that the non-institutional actors have had limited role in the execution/implementation of County Roads Policy despite their efforts to influence it. In addition to this, a journalist showed dissatisfaction with the policy stating that most non-institutional actors especially the households lack information about their roles and even the expected outcomes of the county roads policy faulting the county government for not offering adequate awareness about the policy. This is as captured below:

“The County Government needs to sensitize the NIAs about the policy and the roles they should play in the implementation of the policy because most of them are not aware of what is expected of them ...” (P5-M-25-JOU-4Y).

4.7 Discussion of the Findings

This section aims to show the points of divergence or convergence between the findings of the study and the literature that was reviewed prior to collection of data. Accordingly, the discussion will help to unleash similarity and contrast between the findings of the current study and those of other scholars whose works were consulted during literature review. The discussion has been divided into sections to bring out a clear relationship between findings on each objective and the works that had been reviewed.

4.7.1 Discussion of the Non-Institutional Actors that Exist in Narok County

The very first objective of the study was to find out the various non-institutional actors that exist in Narok county. The objective endeavoured to establish the kind of activities that these NIAs were carrying out and link them (the activities) with the implementation of County Roads Policy. The discussion of the findings on this objective resulted from a thorough textual analysis done from documents containing information relevant to this objective. The reviewed documents revealed that the main non-institutional actors that exist in Narok county are political parties, non-governmental organizations, community-based organizations, media groups and households. The precise findings about each group are discussed in depth in the subsequent paragraphs:

Political parties have been one of the most predominant policy actors in the society following the dawn of democracy and multi-party systems in the developing countries (Kwena, 2013). Kwena (2013) further alludes that political parties have been instrumental in determining the participation of the citizens in development projects in the country and in the counties by extension. Nevertheless, he faults political parties for causing unnecessary impasse in the development of rural areas through imposing personal interests into the party

interests and polarizing the masses into the same direction. He states that political intervention in local development program is a very common phenomenon in Narok county. In many cases, projects are selected not on the basis of the urgent needs and demands of the local people but for facilitating local ruling party-political leaders or elected representatives. Notwithstanding this, political parties command recognition in the list of NIAs affecting policy matters in Narok county (Kwena, 2013).

Textual review demonstrated that there are about ninety (90) political parties registered in Kenya as of May, 2022. “Section 34 (e) of the Political Parties Act, 2011 obliges the Office of Registrar of Political Parties (ORPP) to; ‘maintain a register of political parties and the symbols of political parties.’ In line with this provision, as at May, 2022, there are ninety (90) fully registered political parties in Kenya” (Office of Registrar of Political Parties [ORPP], 2022). Some of the political parties listed in this document include: The United Democratic Alliance Party (UDA) whose symbol is a wheelbarrow; the Orange Democratic Movement (ODM) whose symbol is an orange; the Democratic Party of Kenya (DPK) symbolized by a lantern; National Reconstruction Alliance Party (NRA) symbolized by an eagle among other political parties (ORPP, 2022).

Narrowing down to Narok county, it was established that there are a number of political parties that were used by different aspirants to ascend to power during the 2022 general elections. Furthermore, they are influential in the societal activities affecting the lives of the people in the county. For instance, the predominant political party is the UDA party with three members of parliament elected on this ticket out of the six constituencies. Furthermore, the party has the majority in the county assembly having about 12 members of county assembly elected on the UDA ticket (Independent Electoral and Boundaries Commission

[IEBC], 2022). The commission further documents that the other popular political party in the county is the Jubilee Party that has one member of parliament with six (6) members of county assembly elected on that ticket. The third most popular party is the Orange Democratic Movement (ODM) with only four members of the county assembly elected on that ticket. The other party that exists is Chama Cha Mashinani (CCM) which has two members of county assembly who were elected on that ticket. Furthermore, the records of the commission show that there is a political party called Ubuntu People's Forum (UPF) that has one member of county assembly elected on that ticket. The Amani National Congress (ANC) is another important political party that exists in Narok county having only one member of the county assembly. Another political party that exists is the Kenya African National Unity (KANU) that has a member of parliament elected on that ticket in one of the constituencies in the county. The other parties that exist but lack elected members are the Roots Party and the Service Party (TSP) (IEBC, 2022).

These political parties are the avenues used by both the elected and unelected officials to influence the public policy in different constituencies and wards within the county. According to the IEBC (2022), the political parties should be used as vehicles for transformation in the society through driving the common agenda of the party affiliates. As such, it is expected that the political parties can also participate in influencing the County Roads Policy since it is a common area of interest when crafting the party manifesto. Exploration of the county documents revealed that the public have been fond of expressing their opinions through the members of the county assembly who have association with them in terms of party affiliation, this has been one of their main avenues for influencing the implementation of the County Roads Policy (NCIDP, 2022).

The other set of NIAs that were identified in Narok county are the non-governmental organizations (NGOs). According to Obiero (2023), Non-Governmental Organizations (NGOs) are typically non-profit organizations that operate independently of any government and that endeavour to address social or political issues affecting members of the society. They can either be organized at local, national, or international levels and driven by common interests. Obiero (2023) adds that these entities deal with issues related but not limited to human rights, advocacy, health, and environmental issues.

The Non-Governmental Organizations Co-ordination Board is a State Corporation established by the Non-Governmental Organizations Co-ordination Act (Cap 19) of 1990. The Board has the responsibility of regulating and enabling the NGO sector in Kenya. The NGOs Co-ordination Board started its operations in 1992 and is currently under the Ministry of Interior and Co-ordination of National Government (Non-Governmental Organizations Co-ordination Board, 2023). It is also important to note that there exists the NGO council which is the umbrella body that brings together all registered NGOs in Kenya. It has a current membership of over 12,000 members comprising international, regional and local NGOs. The NGO Council provides overall leadership to the NGOs Sector (Non-Governmental Organizations Co-ordination Board, 2023).

It is also worthy to note that the vision of this council is galvanizing development sector, strengthening of the voluntary sector, for promotion of organized civic action, and to promote collective NGOs and civil society action, based on mutual understanding, respect and knowledge (The Non-Governmental Organizations Council, 2023). Furthermore, the council has a responsibility to advance objectives such as: to promote creation and maintenance of an enabling environment in order to effectively contribute to effectively and

equitable sustainable development; to champion and defend the rights of its constituency in all matters; influence public policy in relation to its constituency; create public awareness on its role and responsibilities and to represent its constituency on local, international and national levels (The Non-Governmental Organizations Council, 2023). It is clear from these objectives that the NGOs take part in influencing different public policies for the sake of promoting the wellbeing of the public.

According to Obiero (2023), there are many NGOs operating in Kenya, estimated to be twelve thousand (12, 000). However, not all of them have been successful in their activities. The ones that have demonstrated exemplary performance are: Africa Harvest Biotech Foundation Africa Harvest which is one of the top American NGOs in Kenya. Its regional offices are in Johannesburg, South Africa, and Washington DC, while the country head office is located in Kenya's capital city. The NGO has ongoing projects in six African states: Kenya, Tanzania, Burundi, Nigeria, Burkina Faso, and Ghana. Just as its name suggests, the organization aims to free Africa from poverty, hunger, and malnutrition (Obiero, 2023). Another top NGO in Kenya is the Engender Health which aims to empower vulnerable population groups such as girls, women, gender minorities, people with disabilities, youths, and adolescents, by providing sexual and reproductive healthcare systems. To support this ideology, the foundation actively takes part in the prevention of HIV/AIDS and Sexually Transmitted Infections (STIs). It also offers sexual education, maternal healthcare, cervical cancer detection, prevention, and treatment, counselling for gender violence survivors, and contraceptive counselling.

Obiero (2023) also cites that the other leading NGO in Kenya is the World Vision which is an evangelical Christian humanitarian aid, advocacy, and development organization. It

presents itself as interdenominational and even employs workers from non-evangelical denominations. The foundation provides emergency relief healthcare, education, economic development, and promotion of justice to vulnerable communities. Its unique approach involves making people or communities discover the resources they have within through water projects, agricultural production, micro-enterprise development, and education. The NGO operates in different parts of the country including Narok county where it strives to achieve the aforementioned goals (Obiero, 2023).

Further analysis of the NGOs established that there are about a hundred and sixty (160) NGOs operating in Narok county which include Asante Foundation which aims to alleviate poverty through empowering the vulnerable groups of people, the Utu International which works to rescue and rekindle the dreams of the vulnerable children within the county, the International Committee of Red Crescent also called Red Cross which works to respond to major humanitarian crises. The International Committee of Red Crescent later helps people whose lives have been affected by either natural disasters or conflicts. The foundation provides shelter, water, healthcare, empowerment support, and education to victims of disasters (Obiero, 2023). One major discovery made from the analysis was that most of the NGOs in Narok county are concerned with gender mainstreaming, fight against female genital mutilation/cut, empowering vulnerable children through supporting their education and disaster prevention and management.

Another class of NIAs that was identified is media. According to a report from the Office of the County Director of Information in Narok County (2023), media groups have been instrumental in airing the opinions, needs and aspirations of the people in the County. The report further outlines that with the advent of a new constitution that envisaged the freedom

of expression and independence of media, the county has benefited a lot from the many activities being undertaken by the media. According to the Kenya News Agency, (2023) the county is privileged to have a number of media groups spanning from radio stations, television channels, newspaper groups among others. The agency further reports that there are more than one hundred radio stations and over forty tv channels owned by politicians and other powerful businesspeople in the country. The agency further hints that the key media regulators in Kenya are the Ministry of Information and ICT, Communication Authority of Kenya, Media Council of Kenya, Kenya Film Commission among others (Kenya News Agency, 2023).

The agency further asserts that the leading media houses in Kenya are: Media Max Group, Radio Africa Group, Cape Africa Group among others. The study found out that the main media groups that command great listenership and/or followership are Sidai FM radio which is based in Narok and broadcasts in Maa language; Osotua Catholic radio which is also based in Narok county and uses a mixture of languages to broadcast; Radio Citizen which is a national radio station that uses Kiswahili language; Radio 47 which is a recent radio station but has also managed to attract huge listenership too though it also broadcasts through Kiswahili language; Citizen TV; KTN; NTV; K24 and Paran TV were among the most convincing television channels that most of the residents watch. It is important to clarify that all these tv channels broadcast in Kiswahili and English. However, Paran Tv is a Maasai based tv channel which uses Maa language besides the other languages (Kenya News Agency, 2023).

Other radio and tv channels that most people in Narok county listen to or watch are Maiyian FM which broadcasts in Maa language; Radio Jambo; Radio Maisha; Milele FM all of

which are based in Nairobi and use Kiswahili language for broadcasting. Nosim FM which uses Maa language was also identified as one of the radio stations listened to in the county. It was also established that Emoo FM; Changei FM and Kass Fm which broadcast in Kalenjin language attract listenership in the county. It was also found out that Inoro FM which disseminates information to its listeners through Kikuyu language is being listened to by some of the residents in Narok county. About other tv channels, it was established that some residents opt to watch TV 47; Kass TV among others (Kenya News Agency, 2023). The agency also documents that newspaper companies such as Daily Newspaper, the Standard though not based in Narok County, they are also important in informing residents of Narok county what is happening around them (Kenya News Agency, 2023).

The Office of the County Director of Information in Narok County (2023) revealed that the journalists within the county have been working around the clock to ensure that they offer timely updates of the on-going events to residents. The report from this office further explains that media groups have been at the forefront of exposing ills in the society, creating public awareness about contemporary issues such as climate change, educating the public about their rights through radio and tv programmes and promoting development through highlighting some of the socio-economic projects that have been initiated in the county. For instance, when the governor launches a new road project, the media covers the event. This has been useful in reminding the policy implementers about the extent to which they have realized the County Roads Policy and the protests or danger that might arise if they persisted in slumber on matters of policy implementation (County Director of Information in Narok County, 2023).

The other category of NIAs that was established from textual analysis was the community-based organizations (CBOs). A CBO is defined as a non-profit organization formed by a group of individuals operating within a specific community to handle common issues and enhance the welfare of the community members (United Nations High Commission for Refugee, 2023). According to Kenyan Arena (2023), CBOs bring numerous benefits to their community members. These benefits stem from the respective objectives of the CBOs. These benefits include but not limited to community development by addressing specific needs and mobilizing resources to carry out projects and programmes; acting as the voice of their communities through advocating for their rights, influencing public policy decisions, and creating awareness about local issues affecting the community; collaborating and networking with other stakeholders, such as government agencies, NGOs, and international organizations, to pool together resources, share knowledge, and accentuate their impact; promote unity and social cohesion within communities by inspiring active participation, nurturing willingness to volunteer, and organizing community events and activities; and resource mobilization through partnerships, grants, and fundraising initiatives so as to provide services and support community members in need (Kenyan Arena, 2023).

The UNHCR report (2023) themed “At the Heart of the Community” revealed that CBOs have been at the forefront of driving social change, addressing community issues, and promoting the well-being of their members. Accordingly, the CBOs carry out different activities ranging from offering social welfare services through focusing on improving the well-being of community members by providing social support, advocating for their rights, and addressing their basic needs; fostering capacity building by engaging in activities aimed at empowering community members such as skill development, training programmes, and

education initiatives; promoting health and sanitation through health and sanitation practices within their communities and raising awareness about hygiene; enhancing environmental conservation through participating in environmental conservation efforts, such as tree planting, waste management, and promoting sustainable agricultural practices; and finally economic empowerment of the community members through supporting income-generating activities, entrepreneurship training, and giving access to financial services to elevate the economic status of community members (UNHCR report, 2023).

According to the Kenyan Arena 2023, the successful CBOs in Kenya over the past few years are: Umande Trust which works to promote health and well-being of the people in Kenya; Kwetu Training Centre which offers empowerment to the youth through vocational training and life-skills development; Mazingira which specializes in environmental conservation and sustainable development; WePROSA which works to promote sports as a tool for social development and transformation in the country; the Law Society of Kenya which is a community of lawyers that works to advance justice and equality before the law in the country (Kenyan Arena report, 2023).

The report details other renowned CBOs in the country as: Rhino Ark Charitable Trust which was established in 1988 to tackle the crisis that faced Kenya's black rhino population in the Aberdare ecosystem. The formation of the Rhino Ark organization was to offer assistance to the Kenya Wildlife Service to build an electric fence around the Aberdare National Park to help reduce poaching. The organization went on to build more electric fences along the Mt. Kenya and Eburu forest. Rhino Ark is registered as a charity in Kenya, United Kingdom and the United States of America (Kenyan Arena report, 2023). The other CBO explained by the report is AMREF Health Africa, formerly the African Medical and Research

Foundation (AMREF) - which was founded in 1957 with the aim of providing mobile air-based health services. AMREF provided mission hospitals with surgical support through the help of a radio network that was developed to coordinate the service and provide communication. In the early 1960s, AMREF added land-based health services and mobile clinics. The training of local health care providers was also gradually added.

Rural Agency for Community Development and Assistance (RACIDA), which was founded in the year 2001 is another CBO detailed by the Kenyan Arena report, (2023). Through its work, RACIDA has prevented and mitigated the impact of hazards of communities at risk. Furthermore, RACIDA engages itself in several programs that help improve the livelihoods of the communities that live in the arid and semi-arid areas. Some of the programs include: building resilience, providing education, promoting peace and security, health and sanitation programmes among others (Kenyan Arena report, 2023).

The protuberant CBOs that were discovered in Narok county include: first, the Nasha International Ministries which is a church-based CBO that promotes education of the community through giving scholarships to children from humble backgrounds. It is based in Narok town. Second is Compassion charity which is also church-based organization that works with the Anglican Churches of Kenya to promote the economic well-being of the vulnerable through instilling spiritual virtues in the children being supported and paying school fees as well. The organization has numerous centres in the county and they are popularly called Child Development Centres (CDC).

Third, we have the Osiligi CBO which is based in Narok town and works to empower the girl-child through offering vocational training such as hair-dressing, tailoring among others. it was set up to rekindle the dreams of young girls who are rescued from early marriages or

have fled their homes due to pressure to undergo female genital mutilation/cut. Fourth, is the Boma Noma CBO which promotes the rights of the girl-child through advocating for the fight against FGM/C and early marriages in the Maa community. It has been collaborating with other institutions such as the institutions of higher learning to create public awareness on the need to educate and uphold the integrity of girls and women in the community.

The fifth CBO that was established by the study is Suswa Cultural and Resource Centre which is based in Suswa area and works to promote the cultural diversity of the Maasai community and conserve the ethnobotanical species of Mt. Suswa. The other CBO that was discovered is Fikira Women which is based in Narok town and aims to promote the interests of women and girls through creating public awareness about the negative implications of FGM/C, early pregnancies and early marriages. It also champions for education of children – both boys and girls from underprivileged backgrounds.

The other CBO that was analyzed is Imani Children's home. As the name suggests, it is a home for orphans and other vulnerable children who hail from humble backgrounds within Narok county. It strives to promote their well-being through offering accommodation, meals and sponsoring their education. Other CBOs that are poised at this role include: Motherly home of Love which is based in Narok town. From this analysis, it is clear that most CBOs are concerned with fight against FGM/C, promotion of the welfare of the women and girls, fostering of education in the community and conservation of the environment. Consequently, there is very little impact these CBOs are making on the implementation of County Roads Policy in the county.

The last set of NIAs that was identified was the households who participate in implementation of the County Roads Policy through electing leaders whose interest is in tandem with their needs. Textual analysis revealed that implementation of roads projects is an imperative issue in Narok county and therefore the expectation of the households has been to get leaders who can initiate and faithfully carry out the implementation of the road projects to completion. In other quotas, the households have also expressed themselves through staging demonstrations over the pathetic condition of the roads in the County. These demonstrations also affect implementation since it reminds the implementers as well as other non-institutional actors such as the politicians who belong to certain political parties about the need to implement the County Roads Policy.

4.7.2 Discussion of the Contribution of Non-Institutional Actor Networks in the Implementation of County Roads Policy

The second objective of this study sought to establish the influence of non-institutional actor networks on the implementation of County Roads Policy in Narok county. In validation of the existence of the actor networks, it was noted from the qualitative data that there was a deliberate effort by the non-institutional actors to form networks that are issue-based. This is also an instance of exemplification of the utility of social networking theory which envisages the formation of ties between different actors on the basis of issues so as to enhance the push for their agenda in different policy matters. An example is a network formed by an NGO and CBO to address a certain issue affecting the society. For instance, as alluded by the coordinator of the CBO, Osiligi CBO has been forming networks with NGOs including the NGO Council of Kenya. The households have also been forming networks in a quest to gain visibility in policy matters in county.

“Our Osiligi CBO has been networking with NGOs to advance our activities ... A similar phenomenon has been witnessed among the households in this county...” (P8-F-41-COO-9Y).

The objective was made up of several items that described the objective as seen in the research questionnaire. According to the responses given by the research participants (refer from table 4.9), it is clear that the mean response for the first item was 2.31 which translates to 46.2 %. This implies that more than a half of the respondents disagreed with the first statement that non-institutional actor networks influence the implementation of County Roads Policy through representing the masses in matters affecting the implementation of County Roads Policy. This finding does not lend credence to the work of Cahn, (2012) who alluded that non-institutional actor networks may help in representing the people in matters policy implementation including the implementation of County Roads Policy by constituting the legislative and executive bodies.

Moreover, the findings diverge with the work of Berry and Wilcox, (2018) who observed that non-institutional actor networks of groups such as the interest groups (for example NGOS and CBOs) can help in the representation of their constituents before government. Consequently, this finding fails to reflect the provisions of the Kenyan Constitution, (2010) that recognizes the need to have representatives such as youth representative and representative of the people with disability so that non-institutional actor networks such as the youths, people with disability, religious movements, among others are given an opportunity to represent the interests of their groups in fora such as the parliamentary sessions, public participation meetings among others.

The second item on the second objective aimed at establishing the extent to which non-institutional actor networks influence implementation of the County Roads Policy through

providing a medium for public participation. The responses to this statement yielded a mean response of 2.49 (49.8%) revealing that a good proportion of the respondents were not in agreement with the statement. This fails to concur with the work of Berry and Wilcox, (2018) who observed that non-institutional actor networks accord people the opportunity to participate in the political process so as to shun apathy in policy matters. Moreover, the quantitative data resonates with the findings from the qualitative data which demonstrated that NIAs have not offered a substantial level of public participation in matters implementation of CRP.

Furthermore, this fails to be in tandem with the principles of citizen participation that recommend for the direct or indirect participation of people in policy issues including policy implementation so that they are not detached from the activities of the government. These findings also subscribe to the adage of Political Science which states that demonstrations or riots is the language of the unheard or the segregated sect of people. It is important to note that creation of a medium for public participation is imperative in averting riots that stem from lack of inclusion in policy matters. The persistence of demonstrations staged by the non-institutional actor networks along streets and around institutions and offices of governance due to certain government policy decisions, is a typification of the lack of medium for public participation in policy issues. Thus, this study indicates that non-institutional actor networks have failed to play a role in the creation of a medium for public participation which is necessary in undoing demonstrations that might cause socio-economic impasse in the county.

The third item sought to find out the contribution of the non-institutional actor networks in providing education about policy implementation to the people. The findings from the

qualitative data revealed that the non-institutional actor network have been callous on this role with most interest shifted to educating the public about other issues (such as climate issues, gender issues among others) other than the implementation of County Roads Policy. The responses from quantitative data echoes this as they resulted into a mean response of 2.48 (49.6 %) which is enough to conclude that non-institutional actor networks have failed in the provision of education about policy related issues including the implementation of County Roads Policy. This contrasts the sentiments of Berry and Wilcox, (2018) who observed that non-institutional actor networks formed by interest groups among other groups assist in educating the public about socio-economic and political issues. The findings are also different from the recommendations of the work of Andresen et al., (2017) who had observed that actor networks formed by non-institutional actors such as journalists should subscribe to values of objectivity, detachment and independence in the provision of education to the public, which are traditional western press values. In contemporary scenarios, non-institutional actor networks such as political parties, CBOs, NGOs among others have been noticeable in providing education about political rights, how to vote and what people should do when it comes to the implementation of certain policies but this remains missing in the implementation of the County Roads Policy as revealed by the findings.

The second last item on the second objective sought to establish the influence of non-institutional actor networks on the framing of policy issues and agenda setting. The details of the findings show that there was a mean response of 2.49 which is equal to 49.8 %. This implies that majority of the respondents were of the view that non-institutional actor networks have little role when it comes to the identification, framing and even setting the

agenda on the thorniest issues in the public policy discourse. This fails to borrow a leaf from the literature reviewed from the work of Bovan et al., (2021) who had alluded that the non-institutional actor networks including those of NGOs are able to detect early on a potential issue for political debate, monitor and alert about governance deficits and bring to the table the issues that need attention. The findings further deviate from the work of Haderiansyah et al., (2020) who observed that non-institutional actor networks formed by groups such as the mass media contribute to policy implementation through its instrumental function of shaping public opinion about policies.

These statements fall short of the conventional public policy process which envisages the following five stages: First, problem identification and agenda-setting; Second, policy formulation; Third, policy adoption; Fourth, policy implementation; Fifth, policy evaluation. It is important to point out that non-institutional actors are the key actors in the first phase of the policy process because they are in touch with the citizens and therefore, they are able to detect what is affecting the people and determine the problem that should be prioritized when communicating it to the policy makers. The other phases require both governmental and non-institutional actors to be on board. Thus, there is need for formation of strong non-institutional actor networks that can identify problems and set the right agenda without bias nor fear of intimidation.

The last item on the second objective sought to establish the extent to which the non-institutional actor networks contribute to the implementation of County Roads Policy through programme monitoring. Qualitative data demonstrated that non-institutional actors especially the media form networks through their editorial team to perform monitoring and evaluation of the county roads projects (see the following excerpt):

“We (journalists) usually monitor and evaluate the activities of the County government through editorial teams to ascertain if there is efficiency and effectiveness in the realization of the County Roads Policy ...” (P5-M-25-JOU-4Y).

Results from the quantitative data tend to support this as a mean response of 2.54 which can be equated to 50.8 % was achieved from the respondents. This shows that at least half of the respondents agreed with the statement that non-institutional actor networks contribute to implementation of County Roads Policy through programme monitoring. It is by no contradiction that the findings of this research study echo the work of Berry and Wilcox, (2018) who permuted that non-institutional actor networks influence the implementation of County Roads Policy through programme monitoring. This shows that non-institutional actors form networks that can buttress their ability to be active monitors of the policy programmes being implemented by the government. This also justifies the fact that policy monitoring which is a continuous activity done during policy implementation phase in the public policy process should be undertaken by both government agencies and non-institutional actors so as to foster transparency, efficiency and effectiveness. This would in turn help to undo opacity, wastage of resources and enhance full realization of the set policy objectives.

In summary, the responses to the second objective show that an average of 19.66 % of the respondents strongly disagreed with the statements on the second objective, 35.02 % disagreed, 25.58 % were neutral, 12.28 % agreed while only 8.10 % strongly agreed yielding a mean response of 2.46 which is equal to 49.2 %. This shows that majority of the respondents had not felt the impact of the non-institutional actor networks in the realm of County Roads Policy. This may also be interpreted that the non-institutional actor networks

were evident in other policy issues other than the implementation of County Roads Policy. This converges with the qualitative findings that demonstrated that NIAs were more active in other policy areas such as gender-related issues, Female Genital Mutilation/Cut, climate change among others than the implementation of County Roads Policy. As such, it can be concluded that inefficiencies in the implementation of County Roads Policy have persisted due to low visibility of non-institutional actor networks in the process.

This is further substantiated by the correlation analysis which showed that there is a very weak and insignificant correlation between non-institutional actor networks and the implementation of County Roads Policy ($r = 0.076$; $p > 0.05$) (see table 4.13). Moreover, the coefficient results indicate that the effect of non-institutional actor networks on the implementation of the roads policy is statistically insignificant ($\beta = -.043$; $t = -1.100$; $p > 0.05$) as found in table 4.19.

4.7.3 Discussion of the Strategies Used by Non-institutional actors to Foster Inclusion in the Implementation of County Roads Policy

The third objective of the study aimed to inquire on the strategies used by the non-institutional actors to enhance inclusion in the implementation of the County Roads Policy. The objective was also made up of several items that were presented to the participants so that they can state the extent to which they agreed with the statements that described the third objective. Accordingly, an average mean of 3.81 which translates to 76.20 % was achieved on the first item which tested if formation of coalitions was a strategy used by the non-institutional actors to foster inclusion in the implementation of County Roads Policy. This shows that majority of the respondents were in agreement with the statement. These results lend credence to the work of Cecile (2019) who alluded that when organized and

rallied, non-institutional actors possess the power to influence the activities of institutions and government as well as businesses.

This is also in convergence with the sentiments of Spalding (2018) who insinuated that movements that build ties and use compelling collective action frames across sectors and scales tend to have more reach. In addition, the findings resonate with the work of Silva et al. (2018) who assessed the force behind the thriving of political parties in public policy issues and found out that non-institutional actors with various interests and power resources form contending coalitions around policies and institutions relating to mega-development projects such as roads that affect the nation.

Additionally, since policy matters are about interests, it is important for the non-institutional actors to form coalitions with decision-makers and non-decision makers whose interests are aligned in the same direction so as to reduce tension in the coalitions and increase their chances of exerting influence in the implementation of the policy in question.

The second item on the third objective sought to find out if non-institutional actors attend county and national assemblies as a strategy to promote inclusion in the implementation of County Roads Policy. The findings generated a mean response of 3.93 which is equivalent to 78.6 %. This echoes the research work done by Bovan and Peric (2021) who studied the channels and methods used by the civil society to exert their influence. Though their focus was on climate policies, the findings of their results is in tandem with those of the current study which has established that non-institutional actors attend parliamentary sessions as a strategy for inclusion in the implementation of County Roads Policy.

These findings justify the fact that non-institutional actors such as NGOs, CBOs, nominated members of political parties among others have been cited in county and national assembly trying to voice the interests of their people and inclusion in key policy matters including the implementation of County Roads Policy. Their presence in the sessions prompts policy makers to give due considerations to their issues as the adage states that ‘out of sight, out of mind and vice versa’. This also elucidates the Political Science saying that the best way to deal with a problem is by trying to be part of the process that yields solution and that an enemy (which refers to any force that stifles change and development) should be fought from within – implying that non-institutional actors should keep on taking an active part by attending county and national assembly sessions to influence the formulation and implementation of County Roads Policy.

The third item sought to establish whether non-institutional actors mobilize public opinion as a strategy to increase inclusion in the implementation of the County Roads Policy. The findings from the qualitative data revealed that this has been an obvious strategy employed by some NIAs to gain a stance in the implementation of County Roads Policy. For instance, one of the journalists demonstrated that media has been utilizing this strategy to mobilize the public about public policies. Moreover, political parties have also been fond of using this strategy to get support from the public especially when they have issues regarding the implementation of CRP. For instance, one of the agents of the political parties stated as follows:

“Actually ... One of our strengths is mobilizing the public’s opinion over certain issues when it comes to implementation of County Roads Policy...”
(P9-F-24-PAG-3Y).

It was established from the quantitative data that the mean response to this item was 4.16 which is proportional to 83.2 %. This reveals that most of the respondents were in agreement with the statement that non-institutional actors mobilize public opinion as a strategy to enhance inclusion in the implementation of County Roads Policy. The study conducted in India by Singh et al. (2019) on the role of mass media and computing cloud in implementing government policy showed that involvement of the public is a key strategy that can be used to foster effective monitoring and controlling of government policies which culminates in effective implementation of policies. This assertion has been backed up the findings of the current study whose focus was on assessing whether mobilizing the public opinion was a strategy employed by non-institutional actors not limited to mass media and computing cloud.

Furthermore, this finding is in conjunction with the provisions of Article 1 of the Constitution of Kenya, 2010 which places the citizens or the public and/or the non-institutional actors at the epicentre of the sovereignty of the Republic of Kenya. This implies that the affairs of the county and the nation by extension cannot be conducted without the conscious involvement of the public. Moreover, any changes to the existing policies must be done with the full knowledge and participation of the non-institutional actors. Furthermore, the principles of public policy analysis envisages that policy actors should have the interest of the public at heart so that policy issues reflect the needs, preferences and demands of the public. On the basis of the foregoing premises, it can be inarguably be stated that mobilizing public opinion is a splendid strategy used by the non-institutional actors to foster inclusion in the implementation of the County Roads Policy as revealed by the statistics of the study. This strategy is accompanied by pertinent relevancies such as

legitimacy and increased support from the public. This means that since sovereignty lies with the public, non-institutional actors such as political parties mobilize the former to get endorsement of their activities and gain support for whatever they are agitating for.

The findings from the qualitative data on the NIAs' use of pressure to enhance inclusion in the implementation of County Roads policy established that this strategy has been very useful and it is mostly associated with the households as per the suggestion given by one of the participants who was from the household sect:

“I think we (motorists) usually engage in demonstrations to pile pressure on the government when they fail to construct good roads... Like we demonstrated in London, Narok town over poor roads until the County government heeded to our concern” (P7-M-35-FAR-6Y).

Quantitative data backs up this observation as examination of the responses given to the fourth item under the third objective culminates in a mean response of 4.23 which is equivalent to 84.6%. This is a very strong mean that communicates volumes about the understanding of the respondents on the non-institutional actors' use of pressure to boost inclusion in the implementation of County Roads Policy. Spalding, (2018) was of the view that movements that build ties and use compelling collective action (pressurizing the government) frames across sectors and scales tend to have more reach. The object of his study was to establish the strategies used by non-institutional actors to gain visibility in policy matters in the context of the policy that had been introduced in El Salvador. From the foregoing thread, it can be explicated that the current study resonates with the work of Spalding (2018).

The statistics further reveal that pressurizing the government is a superb strategy that can yield good results since an increased pressure makes the government to succumb to the demands of the non-institutional actors paving way for inclusion in matters such as the implementation of the County Roads Policy. This finding also substantiates the grand work of Karl Marx that cuts across all fields including Public Policy, Political Science and Administration on the struggles that exist in the society. According to him, change is inevitable when pressure is piled on the ruling class that has continually suppressed its subjects. We cannot turn a blind eye to Niccolò Machiavelli, an Italian political thinker who is dubbed to be the “father of politics” who encourages the use of pressure to acquire recognition in policy issues by asserting that power is not given but rather sought for. In a particularistic sense, those who wish to be part of the policy making and implementing sect, they should not expect it to come on a silver platter rather, they need to pressurize the existing system of government until the former yields to their influence and apportion them the needs of their hearts. This can be construed that; inclusion of non-institutional actors become a reality if they level pressure on institutions of governance.

Monitoring and reporting on development were another item that was tested under the third objective. Findings from the qualitative data showed that non-institutional actors such as media have been embracing this strategy to gain a place in the implementation of County Roads Policy. Also considered as a contribution to the implementation of CRP, one of the participants revealed that it was a tactical way of enhancing inclusion in the implementation of CRP:

We (journalists) usually monitor... the activities of the County government through our editorial teams to ascertain if there is efficiency and effectiveness in the realization of the County Roads Policy ...” (P5-M-25-JOU-4Y)

The findings of the quantitative data demonstrate that a mean response of 3.87 (77.4%) was achieved. This is sufficient to conclude that non-institutional actors use this strategy to win a place in the implementation of County Roads Policy. As such, the research findings lend credence to the work of Bovan and Peric (2021) who observed that one of the channels and methods used by the civil society which is part of the non-institutional actors to influence policies was monitoring and reporting on development of the process. This implies that by taking up monitoring and reporting roles, the non-institutional actors find an avenue to be included in the implementation of County Roads Policy since the institutional actors try to compare the information in their database with the one generated by the non-institutional actors to reach compromise or establish a common ground. This is done in the best interest of averting conflict, inefficiency and ineffectiveness that might arise when the non-institutional actors are not recognized yet they possess very vital information generated from the monitoring and reporting process.

Furthermore, it is obvious and ubiquitous that when a policy is adopted, the next phase is implementation which comes with monitoring and reporting on the policy under implementation. At this point, non-institutional actors come on board to ensure transparency, efficiency and effectiveness through monitoring and reporting. This means that the non-institutional actors become a de facto party in implementation of the policy in question.

The last item that was scrutinized under the third objective was whether non-institutional actors collaborate with the policy makers so as to enhance inclusion in the implementation of the County Roads Policy. Qualitative data showed that this has been a strategy employed mostly by the households who team up with their elected leaders especially the members of the county assembly so that they can be part of the implementation of the CRP (see the subsequent excerpt):

“They (non-institutional actors) constantly ensure that they are in touch with the area member of county assembly representing the various wards at the ground level...And this implies that they usually link up with policy-makers to ensure that they are included in the implementation of policies such as this one on county roads” (P1-M-30-Eng-5Y).

Quantitative data established that the responses to this item culminated in a mean response of a whopping 4.15 which translates to 83 %. This affirms the strong conviction of the respondents that non-institutional actors do collaborate with policy makers to boost their chances of being included in the implementation of the County Roads Policy. These findings complement the work of Mack (1997) who observed that establishing relationships or forming coalitions with decision makers is one of the most important strategies.

This, also echoes the work of Bovan and Peric (2021) who believed that non-institutional actors can use the strategy of creating strong relations with decision makers so that they get included in the policy process. This also lends credence to the contemporary manifestations of non-institutional actors being incorporated in the policy issues by the government agencies with an objective aim of dealing with the perennial problems affecting the society. A classic example is where the opposition (who are presumably non-institutional actors due to the fact that they lost in a general election and lack affiliation to the government of the day) collaborates with the government in a popular arrangement called “handshake” or

“bipartisan dialogue” so as to address key policy issues affecting the nation. In so doing, non-institutional actors become enfranchised in the implementation of policies including the County Roads Policy.

Generally, the responses to the third objective demonstrated that an average of 4.37 % of the respondents strongly disagreed with the statements on the third objective, 5.22 % disagreed, 13.57 % stayed neutral on this objective, 44.58 % agreed while 33.62 % strongly agreed leading to a mean response of 4.03 which translates to 80.6%. This shows that majority of the respondents agreed with the statements that were tested to determine the third objective. By extension, the findings reveal that non-institutional actors in Narok county are making every effort to find inclusion and visibility in matters implementation of County Roads Policy. More importantly, mobilizing public opinion, collaborations with policy makers and pressurizing the government top the charts of the strategies used by the non-institutional actors to enhance inclusion in the implementation of County Roads Policy. All the strategies under study were scored at least 76.2 % showing that indeed the efforts of non-institutional actors to earn a place in the implementation of the County Roads Policy are immense and recognizable.

This is further corroborated by the correlation analysis which reveals that there is a moderate positive correlation ($r = 0.557^{**}$; $p < 0.05$) between the third objective which aimed to establish the strategies used by the non-institutional actors to enhance inclusion in the implementation of County Roads Policy and the dependent variable which was about the implementation of County Roads Policy (see table 4.14). This is adequate to conclude that there is a moderate positive correlation between the two variables. This is also backed up by the coefficient results which indicate that the relationship between strategies used by the

non-institutional actors and the implementation of the County Roads Policy is statistically significant ($\beta = 0.319$; $t = 5.945$; $p < 0.05$) as found in table 4.19.

4.7.4 Discussion of the Challenges that Ensur in the Implementation of County Roads Policy

The final objective sought to establish the challenges that ensue in the process of implementing the County Roads Policy in Narok county. This objective as presented in the questionnaire was composed of a number of items that were presented to the respondents so that they may give their responses regarding the challenges that affect the implementation of the County Roads Policy. Furthermore, key informants were also interrogated on their understanding about the challenges through structured interviews. The findings from the interviews revealed that corruption has been one of the key challenges derailing the implementation of CRP. Most of the interviewees cited it to be among the key challenges that thwart effective implementation of the CRP. For instance, one of the interviewees stated as follows:

“... corruption has downtrodden the efforts of various non-institutional actors in matters of implementing county roads....” (P6-F-24-JOU-1Y)

Findings from the quantitative data buttress this assertion as it was established that the first item under this objective yielded a mean response of 4.16 which is proportional to 83.2 %, implying that majority of the respondents agreed with the statement that rampant corruption was a serious challenge facing the implementation of County Roads Policy in Narok county. This result shows that most of the respondents were convinced that corruption practices such as nepotism, tribalism and embezzlement of public funds were a major threat to the realization of the County Roads Policy.

In a study conducted by Wegrich et al. (2017) on the main challenges of infrastructure development including roads in the federal states in Nigeria, they established that transparency and/or accountability was a major challenge that should be addressed in order to undo corruption since the latter lurks in an environment marred with lack of transparency and/or accountability. In echoing the findings of Wegrich et al. (2017), this study establishes that corruption is a major challenge that chokes the effective implementation of County Roads Policy in Narok county as substantiated by the statistics. Therefore, there is exceptionality in this study having discovered that corruption is a real challenge that has thrown the implementation of the County Roads Policy into jeopardy.

The second item aimed at establishing if resource scarcity was a challenge to the implementation of the County Roads Policy in Narok county. Indeed, the interviews that were carried out settled at the discovery that resource scarcity has been another crucial challenge that calls for redress if implementation of the CRP was to be effective as cited in the following excerpt:

“The county government does not have enough resources to run its affairs ... lead to delays in the implementation of the county projects including this one on roads...” (P4-M-38-MAN-5Y).

According to the findings from quantitative data, it was noted that an incredible mean of 4.12 (82.4%) was realized. This affirms the respondents’ conviction that resource scarcity was a major challenge that circumvents effective implementation of the County Roads Policy in Narok county. Though not a replica of the work of Schiller (2011), these findings lend credence to the work of the former that established that resource efficiency is a major challenge which determines urban projects. This means that city projects such as implementation of County Roads Policy have suffered a blow due to scarcity of resources

as justified by these findings. This is also in tandem with the work of Musyoka (2020) who asserted that organizational resources are a key determinant of the implementation of infrastructure policy including the County Roads Policy. The interviews were accompanied with the same concern whereby the informants stated that the implementation of the CRP had failed to materialize due to resource scarcity. This revelation justifies the contemporary situation of underdevelopment that stems from lack of enough resources in the county and nation by extension.

The third item interrogated the extent to which inept leadership was a stumbling block to the implementation of the County Roads Policy. Qualitative data revealed that the county of Narok has been adversely affected by inept leadership characterized with lack of commitment and political cartelism. As suggested by one of the interviewees, the leadership of the county should be transformed to citizen-centred, result-oriented and competence-based leadership as cited below:

“Our leadership has utterly failed this process of implementing County Roads Policy...” (P6-F-24-JOU-1Y).

This is also echoed by quantitative findings that culminated into a mean response of 4.14 which is equal to 82.8 %. This also upholds the strong conviction from the respondents that competent and strong leadership was a missing ingredient in the process of implementing the County Roads Policy in Narok county. Castle and Bornman (2021), had done a study on the correlation between leadership practices and the implementation of policies with major emphasis on the ability of leaders to create strong partnerships to smoothen the process of policy implementation. The findings of this study demonstrate that indeed the assertion of the duo is true since the realization of smooth implementation of County Roads Policy has suffered a setback due to inept leadership. These findings complement the findings of

Musyoki (2020) who had established that leadership and governance are key factors that determine the implementation of county policies including the County Roads Policy. Of course, one of the hallmarks of service delivery in the contemporary society is having a pool of competent leadership that can carry out the planned change.

Furthermore, the discipline of Public Policy and Political Science envisage that for a policy to be effectively implemented, then there must be competent leadership that is far-sighted in addressing the perennial problems affecting the society. It is further echoed that having incompetent people in leadership is a recipe for poor implementation of policy that definitely culminates in underdevelopment. Accordingly, Plato - a major political thinker, in his masterpiece, 'the Republic' advocates for philosopher kings (knowledgeable and wise leaders) who can rise above the prejudices of the society and self-interests to address the problems of the society.

The fourth aspect that formed the fourth objective aimed to find out if exclusion of key stakeholders was a challenge to the implementation of County Roads Policy in Narok county. The study established from the qualitative data that most of the NIAs did not know their role in the implementation of CRP making them to be technically excluded in the process as justified by the following:

“The County Government needs to sensitize the NIAs about the policy and the roles they should play in the implementation of the policy because most of them are not aware of what is expected of them ...” (P5-M-25-JOU-4Y).

Despite the policy implementers at the county department of roads, public works and transport faulted the NIAs for segregating themselves from the process, critical analysis of these contradicting sentiments revealed that the former were trying to play a blame game

yet the policy document itself fails to outline the role of the NIAs implying that they (NIAs) had been sidelined deliberately. Furthermore, quantitative study established that a mean of 4.20 (84 %) was recorded. This is good enough to conclude that the respondents were aware of the strong effect of this challenge to the implementation of the CRP in Narok county. This finding justifies the work of Musyoki (2020) who was of the view that stakeholders significantly affect the implementation of infrastructure policy including the County Roads Policy. Thus, their exclusion has negatively impacted on the implementation of County Roads Policy in Narok county.

Extrapolation of these findings shows that the implementation of County Roads Policy falls short of brilliant ideas, transparency, accountability, adequate funding among other benefits that come handy with the inclusion of all relevant stakeholders. Moreover, the Public Policy discourse envisages that bringing all stakeholders on board is a sine qua non since their benefits are immense and beyond quantification. These include but not limited to: provision of information and ideas on public issues; public support for planning decisions; avoidance of lingering conflicts and costly delays; promotion of good will which can carry over to future decision-making; and spirit of cooperation and trust between the government agency and the public including the NIAs.

The fifth item sought to establish the extent to which technological backwardness thwarted the implementation of the County Roads Policy in Narok county. The study findings culminated in a mean response of 3.87 which is equivalent to 77.4 %. This demonstrates that majority of the respondents were convinced that the implementation of the County Roads Policy had failed to effectively materialize due to adoption of outdated technology that is not in tandem with the demands of the modern times in matters of implementing

public policy and more so the County Roads Policy. This buttresses the findings from qualitative data which also found out that the county lacks experts who possess modern technology on matters related to implementation of CRP as justified in the following excerpt:

“... we do not have local experts that possess the technology like that of Chinese people when it comes to construction of modern roads... With this challenge, we may not have durable roads nor implement the policy to satisfactory standards.” (P3-M-38-ACC-2Y).

This lends credence to the work of Nyailya et al. (2017) who assessed the influence factor analysis of development of Kazakhstan innovative infrastructure with the utility of the political, economic, social and technological (PEST) analysis model. They asserted that this model was important in understanding the political, economic, social and technological factors of influence on the innovation infrastructure and its development are considered.

The current study substantiates that indeed technological factors are paramount in determining the successful implementation of public policies such as the County Roads Policy. An extension of these findings lends an explication to the reasons behind the county government's decision to rely on outsourced experts from countries such as China who possess sophisticated technology in infrastructure development. Thus, lack of modern technology has been partly the reason as to why there is low implementation of the County Roads Policy since a lot of time and resources are wasted on searching and paying experts who can provide quality service.

The sixth item sought to establish whether poor monitoring was posing a challenge to the implementation of the County Roads Policy. The responses of the respondents resulted into a mean response of 3.75 (75 %). This relays the message that the respondents had a belief

that the implementation of the County Roads Policy had failed to materialize partly because of poor monitoring of the implementation process. This further suggests that there were weak monitoring mechanisms put in place by the county government to maximize on the implementation of the County Roads Policy. These findings echo the work of Maendo et al. (2018) who posited that monitoring had an effect on the performance of road projects. This implies that the county government should initiate effective mechanisms that will ensure follow-up on what is happening on the ground in matters appertaining to the implementation of the County Roads Policy to undo inefficiencies that result from poor monitoring. This can be done by hiring reputable firms that can give verifiable and transparent information about the progress of the on-going projects that are poised at implementation of the County Roads Policy.

Moving to the last item that aimed at assessing if poor communication was a challenge to the effective implementation of CRP, qualitative data revealed that most of the NIAs were not well informed about their roles in the implementation of CRP connoting that there was no proper communication about the intended objectives of the policy and the role each stakeholder should perform:

“Most of them (NIAs) are not aware of what is expected of them ...” (P5-M-25-JOU-4Y).

The quantitative data backed up this assertion as responses to the last item of the fourth objective yielded a mean response of 4.20 which is equal to 84 %. This shows that most of the respondents were of the opinion that lack of proper communication on the implementation of the county roads leads to low implementation of this policy. Communication about the objectives of the policy, the process of realizing the policy and

the possible impacts of the policy should be done so that everyone who is part and parcel of the process knows what to expect from the policy. This finding justifies the work of Wu et al. (2017) who did a study in China on the role of communication in the realization of infrastructure projects such as roads and established that poor communication can impede the process of policy implementation. This further lends credence to the work of a key figure in Public Policy called Harold Dwight Laswell who came up with a popular communication model that viewed the communication construct as what is being said by who at what time and where. This implies that communication must involve a source, the message, specific context and recipient.

These findings suggest that the county government has not done much in terms of informing the non-institutional actors and the general public about the implementation of the County Roads Policy hence limiting the input of the non-institutional actors in the process. The findings can also be interpreted that those involved in the implementation have limited information about the expectation of the public and the process of implementation leading to unsatisfactory results. These findings further complement the Public Policy analysis discourse which emphasizes on the need for clear communication about the policy issues that the government intends to address. Accordingly, communication is the linchpin of any successful process since having information about an issue is the foundation for dealing with the issue.

A glance at the summary of the fourth objective shows that on average, 4.09 % of the respondents strongly disagreed with the statements on the fourth objective, 4.13 % disagreed, 12.64 % stated that they were not sure of what to say about the items that formed the fourth objective, a commendable 41.13 % agreed as 38.03 % strongly agreed generating

a mean response of 4.05 which translated to 81 %. These results reveal that the challenges ailing the implementation of the County Roads Policy in Narok county are enormous. In particular, rampant corruption, resource scarcity, inept leadership, lack of proper communication on the implementation of the CRP and lack of inclusion of key stakeholders are the leading challenges that call for expeditious action in order to rekindle the successful implementation of the County Roads Policy in Narok county. All the challenges that were tested in the study seem to be thorny since all of them culminated in a mean response of at least 75% and thus, none of them should be ignored.

These findings are further substantiated by the correlation analysis which reveals that there is positive correlation between the fourth objective which was about the challenges affecting the implementation of County Roads Policy in Narok county and the dependent variable which was about the implementation of County Roads Policy is 0.57** ($p < 0.05$) (see table 4.15). This is adequate to conclude that there is a high positive correlation between the two variables. This is also supported by the coefficient results which indicate that the relationship between challenges affecting the implementation of the County Roads Policy in Narok county and the implementation of the County Roads Policy is positive ($\beta = 0.355$; $t = 6.668$; $p < 0.05$) (see table 4.19).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of findings generated from the study and the conclusions that can be deduced based on these findings. The chapter clinches by providing recommendations in the form of policy recommendations and recommendations for further studies.

5.1 Summary of Findings

5.1.1 Demographic Characteristics

The study targeted a sample size of about 561 respondents in Narok county. However, only 426 (75.94 %) respondents were able to fill the questionnaires appropriately and returned them for analysis. This response rate was excellent for analysis and reporting (Mugenda and Mugenda, 2012). The study found out that out of the 426 respondents, 241 (53%) were male while 185 (47%) were female. It was also noted that 74 (17 %) were people between 18 and 35 years old, 180 (42 %) were aged between 36 to 45 years old, 114 (27 %) were between 46 and 55 years old, 50 (12 %) were from 56 to 65 years old while only 8 (2 %) were above 65 years. The findings also revealed that majority of the respondents were literate.

The findings also revealed that 39.4 % of the respondents were farmers, 28.9 % were business people, 11.0% were civil servants working in the public sector, 17.6 % were working in the private sector while 3.1 % did not fall in any of the mentioned classes of jobs. The study also found out majority of the respondents (358 out of 426) which is equivalent to 84 % were married, 30 (7 %) were not married, 26 (6 %) were widowed while

12 (3 %) were separated. Finally, 276 (64.8%) of them wanted to be identified as households, 34 (8.0%) as members of the media, 22 (5.2%) as members of certain political parties, 44 (10.3%) as members of non-governmental organisations and finally 50 (11.7%) identified themselves as members of community-based organizations who participate in policy issues.

5.1.2 Non-Institutional Actors that Exist in Narok County

The findings on the first objective of the study revealed that the main non-institutional actors that exist in Narok county are: political parties, non-governmental organizations, community-based organizations, media groups and households. Some of the political parties that were identified in the area of study were UDA party, Jubilee party, Orange Democratic Movement (ODM), Chama Cha Mashinani (CCM), Ubuntu People's Forum (UPF), Amani National Congress (ANC), Kenya African National Unity (KANU), Roots Party and the Service Party (TSP). Some of the NGOs that were identified were World Vision, Asante Foundation, Utu International and the International Committee of Red Crescent also called Red Cross.

The media groups that were identified were Sidai FM, Osotua Catholic radio, Radio Citizen, Radio 47, Maiyian FM (which broadcasts in Maa language); Radio Jambo; Radio Maisha; Milele FM, Emoo FM, Nosim FM; Chamgei FM, Kass Fm, Inoro FM, Citizen TV, KTN, NTV, K24, Paran TV, TV 47 and Kass TV. Some of the CBOS that were found to be operating in Narok county are Nasha International Ministries, Child Development Centres (CDC), Osiligi, Boma Noma, Suswa Cultural and Resource Centre, Fikira Women, Imani Children's home and Motherly home of Love.

In a nutshell, the study revealed that NIAs that were found to be concerned with the implementation of CRP are: first, media groups that have been at the forefront of exposing ills in the society, creating public awareness about contemporary issues such as climate change, educating the public about their rights through radio and tv programmes and promoting development through highlighting the status of some of the socio-economic projects and policies that have been initiated in the county; second, political parties whereby the public have been fond of expressing their opinions through the members of the county assembly who have association with them in terms of party affiliation, this has been one of their main avenues for influencing the implementation of the County Roads Policy; and lastly, the households who participate in policy issues through electing leaders whose interest is in tandem with their needs and channelling their concern through the same leaders

5.1.3 Contribution of the Non-Institutional Actor Networks on the Implementation of the County Roads Policy

The study findings on the second objective which sought to determine the contribution of non-institutional actor networks on the implementation of the County Roads Policy established that the respondents disagreed that the networks influence the implementation of the County Roads Policy through representation; creating a medium for public participation; offering education about the policy; framing policy issues and agenda setting; and conducting programme monitoring. In addition to that, a critical analysis of the findings revealed that an average of 19.66 % of the respondents strongly disagreed with the statements on the second objective, 35.02 % disagreed, 25.58 % were neutral, 12.28 % agreed while 8.10 % strongly agreed yielding a mean response of 2.46 which is equal to 49.2 %. This shows that majority of the respondents had not felt the impact of the non-institutional actor networks in the realm of County Roads Policy. This may also be

interpreted that the non-institutional actor networks were evident in other policy issues other than the implementation of County Roads Policy. This converges with the qualitative findings that demonstrated that NIAs were more active in other policy areas such as gender-related issues, Female Genital Mutilation/Cut, climate change among others than the implementation of County Roads Policy

This is further substantiated by the correlation analysis which showed that there is a very weak and insignificant correlation between non-institutional actor networks and the implementation of County Roads Policy ($r = 0.076$; $p > 0.05$). Moreover, the coefficient results indicate that the effect of non-institutional actor networks on the implementation of the roads policy is statistically insignificant ($\beta = -.043$; $t = -1.100$; $p > 0.05$)

5.1.4 Strategies Used by Non-Institutional Actors to Influence inclusion in the Implementation of County Roads Policy in Narok County

The study findings on the third objective showed that non-institutional actors that seek inclusion in County Roads Policy form coalitions, attend county and national assembly, mobilize public opinion, pressurize the government, use monitoring and reporting strategy and finally collaborate with policy makers in an effort to ensure inclusion in the implementation of the County Roads Policy. Of paramount importance were the strategies of forming collaborations with policy makers mostly the members of county assembly and pressurizing the government. In general, the responses to the third objective demonstrated that an average 4.37 % of the respondents strongly disagreed with the statements on the third objective, 5.22 % disagreed, 13.57 % stayed neutral on this objective, 44.58 % agreed while 33.62 % strongly agreed leading to a mean response of 4.03 which translates to 80.6%.

This is further corroborated by the correlation analysis which reveals that there is a moderate positive correlation ($r = 0.557^{**}$; $p < 0.05$) between the third objective and the dependent variable. This is also backed up by the coefficient results which indicate that the relationship between strategies used by the non-institutional actors and the implementation of the County Roads Policy is statistically significant ($\beta = 0.319$; $t = 5.945$; $p < 0.05$).

5.1.5 Challenges that Ensur During the Implementation of the County Roads Policy in Narok County

The findings of the study on this objective showed that the implementation of the County Roads Policy suffers a setback due to challenges associated with rampant corruption, resource scarcity, inept leadership, lack of inclusion of key stakeholders such as the non-institutional actors, technological backwardness, poor monitoring and finally lack of proper communication about implementation of the County Roads Policy to the public and all concerned parties. In a word, an average of 4.09 % of the respondents strongly disagreed with the statements on the fourth objective, 4.13 % disagreed, 12.64 % stated that they were not sure of what to say about the items that formed the fourth objective, a commendable 41.13% agreed as 38.03% strongly agreed generating a mean response of 4.05 which translated to 81 %. However, rampant corruption, resource scarcity, inept leadership, lack of proper communication on the implementation of the CRP and lack of inclusion of key stakeholders including NIAs were cited as the most serious challenges affecting the implementation of the County Roads Policy. These findings were justified by the regression model which proved that the relationship between challenges and implementation of the County Roads Policy was positive and significant ($\beta = 0.355$; $t = 6.668$; $p < 0.05$).

5.1.6 Themes Emerging from the Qualitative Data

The themes that resulted from the aggregated qualitative data were: the ways non-institutional actors get involved and contribute to the implementation of County Roads Policy; the strategies that NIAs use to foster their inclusion; the challenges that face the implementation of the County Roads Policy; and lastly management and execution of road projects in the county. In a word, it was found out that NIAs try to get involvement in the implementation of CRP through conducting monitoring and evaluation as well as public participation meetings initiated by the county officials concerned with roads. The findings also revealed that NIAs employ both coercive and soft strategies in order to win a place in the implementation of CRP. This was substantiated by the strategies of demonstrations and collaboration with decision makers respectively.

The qualitative findings also demonstrated that the key challenges impeding proper implementation of CRP are incompetent and corrupt leadership, scarcity of resources and technological backwardness. Finally, qualitative data showed that the roles of NIAs had are not detailed in the policy document thus limiting their input in the implementation of County Roads Policy. In relation to that, the findings also revealed that it was imperative for the policy implementers to create a conducive environment for this noble process by espousing the ethics outlined in Chapter six (Constitution of Kenya, 2010).

5.2 Conclusions

Based on the foregoing summary of the study findings, it can be concluded as follows:

Firstly, most of the people in the county are aware of the existing policy on the implementation of the county roads. This means that they can make inquiries about its success and give their input on the best ways of improving it.

Secondly, the study concludes that there exist non-institutional actors that is, NGOs, community-based organizations, media, political parties and households but most of them are concerned with abolition of FGM/C, women empowerment and promotion of education. A few like political parties, media and households are concerned with the implementation of the public policies with less focus on County Roads Policy.

Thirdly, some non-institutional actors such as the NGOs, CBOs, households and media form networks to enhance their visibility. However, the study concludes that these networks have attracted low visibility especially in the implementation of the County Roads Policy.

Fourthly, the study findings show that strategies used by the non-institutional actors though notable, their influence on the implementation of the County Roads Policy has been dismal. The study thus concludes that non-institutional actors are pushing for inclusion in the implementation of the County Roads Policy mostly through collaborations with policy implementers/decision-makers and pressurizing the government of the day.

Fifthly, the study concludes that the key challenges affecting the implementation of the County Roads Policy are rampant corruption, resource scarcity, inept leadership, lack of proper communication on the implementation of the CRP and lack of inclusion of key stakeholders especially the non-institutional actors.

5.3 Recommendations

The core objective of this study was to come up with solutions to the issues that surround the involvement of non-institutional actors and the implementation of the County Roads Policy in Narok county. It is in this spirit that this study suggests the following recommendations:

5.3.1 Policy Recommendations

- i. The study recommends that decision makers should amend the existing policy to compel the national government to increase resource allocation to the county governments to facilitate timely implementation of county projects including the County Roads Policy.
- ii. The study recommends that policy makers should consider enacting a policy that will envisage offering periodical trainings to the leaders at both national and county levels of administration. In addition to this, strict policies should be adopted that will inspire meritocracy in the recruitment and selection of qualified leaders who are supposed to implement public policies.
- iii. The study also concluded that the inclusion of non-institutional actors in the implementation of the County Roads Policy was a missing ingredient. The study builds on this phenomenon and recommends that policy makers should adopt a policy that will bring all stakeholders on board irrespective of their political ideologies, religion nor ethnic affiliation and so that their ideas can be harnessed for

better implementation of the public polices and for the greater good of the public by extension.

- iv. The study identified corruption as one the challenges that undermine the implementation of the County Roads Policy. The study capitalizes on this finding and recommends for policy reforms in matters legal sanctions against corrupt leaders. The study suggests that stiffer laws should be enacted to deal with unscrupulous and corrupt leaders who engage in misappropriation of public resources meant for implementing certain public policies in the pretext of having legal immunity against prosecution. This will go a long way in combating corruption in the county and fostering the effective implementation of public policies.
- v. The study established that the roles of the non-institutional actors have not been clearly elaborated in the current policy where roads policy is enshrined. It is therefore recommended that the policy makers should make an effort of revising the policy document(s) to ensure that the place of all stakeholders especially the non-institutional actors is catered for in terms of their roles and responsibilities in the implementation of County Roads Policy.
- vi. The study also recommends that policy makers and implementers should collaborate with the non-institutional actors in implementing the CRP since this strategy has proved to impact positively on the involvement of NIAs in the implementation of CRP.

5.3.2 Recommendations for Further Research

The completion of this study has become a foundation for suggestions for new areas of research. These research recommendations are:

- i. The researcher recommends that research should be undertaken to establish how non-institutional actor networks can be formed, sustained and their visibility increased for better implementation of the County Roads Policy.
- ii. The researcher recommends that a research study should be done to determine the influence of resource scarcity on the implementation of the County Roads Policy among the counties in Kenya.
- iii. Another recommendation is that a study should be carried out to find out the influence of non-institutional actors in the making and implementation of various public policies and their long-term effect on national development.
- iv. The researcher recommends for a study on the challenges that ensue in the implementation of the County Roads Policy in other counties in Kenya to determine if the findings of this study can be replicated.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE FOR THE NON-INSTITUTIONAL ACTORS

RESEARCH QUESTIONNAIRE ON THE EFFECTIVENESS OF NON-INSTITUTIONAL ACTORS' INVOLVEMENT IN THE IMPLEMENTATION OF COUNTY ROADS POLICY IN NAROK COUNTY, KENYA

Dear participant,

I am Aden A. Esokomi, a postgraduate student doing M.A. (Public Policy and Administration) at Maasai Mara university. I humbly request for your participation in this study.

Any information given will be treated with utmost confidentiality and shall not be used for any other purpose other than the intended academic purpose. Please give your responses with total honesty. Do not indicate your name or any other identifying information.

SECTION A: BACKGROUND INFORMATION

1. What is your gender?
Male Female
2. What is your age?
18 – 35 years 56 – 65 years
36 – 45 years 65 years and above
46 – 55 years
3. What is your highest level of education?
Never gone to school Secondary school
Primary school College/university
4. What is your current occupation?
Farming Private sector employee
Business Any other
Public sector employee
5. What is your marital status?
Not married Separated
Married Widowed
6. What type of non-institutional actor describes you best?
Household head Media
Political party CBOs
NGOs

SECTION B: THE CONTRIBUTION OF NON-INSTITUTIONAL ACTOR NETWORKS IN IMPLEMENTATION OF COUNTY ROADS POLICY

Note: The term “non-institutional actors” in this study is used to mean all actors who influence policy issues but are not affiliated to the government. This includes but not limited to households, media, political parties, churches, mosques, CBOs and FBOs.

On a scale of 1 – 5, where 1- strongly disagree; 2 - disagree; 3 - neutral; 4 - agree; and 5 - strongly agree; state the extent to which the following constructs about non-institutional actors affect implementation of County Roads Policy (Tick appropriately):

S/No.	Statement	Response				
		1	2	3	4	5
7.	Non-institutional actor networks contribute to implementation of County Roads Policy by representing their constituents.					
8.	Non-institutional actor networks create a medium for public participation in County Roads Policy					
9.	Non-institutional actor networks educate the public about implementation of County Roads Policy					
10.	Non-institutional actor networks help in framing policy issues and agenda setting during implementation of County Roads Policy.					
11.	Non-institutional actor networks contribute to implementation of County Roads Policy through programme monitoring.					

SECTION C: STRATEGIES USED BY NON-INSTITUTIONAL ACTORS TO INFLUENCE INCLUSION IN THE IMPLEMENTATION OF COUNTY ROADS POLICY

On a scale of 1 – 5, where 1- strongly disagree; 2 - disagree; 3 - neutral; 4 - agree; and 5 - strongly agree; state the extent to which the following constructs about the strategies used by non-institutional actors to influence inclusion in the implementation of County Roads Policy (Tick appropriately):

S/No.	Statement	Response				
		1	2	3	4	5
12.	Non-institutional actors form coalitions so as to influence implementation of County Roads Policy					
13.	Non-institutional actors attend county assembly and parliamentary debates so as to influence policy outcomes in implementation of County Roads Policy.					
14.	Mobilizing public opinion can be a strategy used by the non-institutional actors to influence implementation of County Roads Policy.					
15.	Pressurizing the government can be a way for influencing implementation of County Roads Policy by the non-institutional actors					
16.	Monitoring and reporting on development matters can be a method of influencing implementation of County Roads Policy					
17.	Collaborations between non-institutional actors and decision-makers can influence policy outcomes					

**SECTION D: CHALLENGES IN IMPLEMENTATION OF COUNTY ROADS
POLICY**

On a scale of 1 – 5, where 1- strongly disagree; 2 - disagree; 3 - neutral; 4 - agree; and 5 - strongly agree; state the extent to which the following constructs about challenges that ensue in the process of implementation of County Roads Policy (Tick appropriately):

S/No.	Statement	Response				
		1	2	3	4	5
18.	Rampant corruption during implementation of County Roads Policy hampers the implementation of County Roads Policy					
19.	Resource scarcity may affect implementation of County Roads Policy.					
20.	Inept leadership poses a challenge to effective implementation of County Roads Policy.					
21.	Lack of inclusion of key stakeholders is a challenge to the implementation of County Roads Policy					
22.	Technological backwardness impedes effective implementation of County Roads Policy.					
23.	Poor monitoring and evaluation mechanisms hinder seamless implementation of County Roads Policy					
24.	Lack of proper communication channels may hinder effective implementation of County Roads Policy					

**SECTION E: INDICATORS OF THE IMPLEMENTATION OF COUNTY
ROADS POLICY (DEPENDENT VARIABLE)**

On a scale of 1 – 5, where 1- strongly disagree; 2 - disagree; 3 - neutral; 4 - agree; and 5 - strongly agree; state the extent to which the following constructs on the effects of the implementation of County Roads Policy (Tick appropriately):

S/No.	Statement	Response				
		1	2	3	4	5
25.	Effective implementation of the County Roads Policy helps to increase accessibility of the land					
26.	Strict implementation of the County Roads Policy promotes decongestion of the road network					
27.	Enhanced road safety can be realized through proper implementation of the County Roads Policy					
28.	Agricultural activities are enhanced by the effective implementation of the County Roads Policy					
29.	Proper implementation of the County Roads Policy ensures rise in trade activities					

THANK YOU FOR PARTICIPATING!

**APPENDIX II: INTERVIEW SCHEDULE FOR COUNTY POLICY
IMPLEMENTERS (BUREAUCRATS)**

DATE:	___ ___ / ___ ___ / ___ ___
START TIME:	___ ___ ___ ___ AM PM
END TIME:	___ ___ ___ ___ AM PM
INTERVIEWER:	___ ___ ___

[IMPORTANT: Start with the informed consent process].

PART I: BRIEF BACKGROUND SURVEY

I'd like to start by asking you a few background questions to get to know you a little better.

1. What is your age? ___ ___ years old
2. What is your gender?
3. What is your occupation?
4. For how long have you served?
5. What public policies/issues is your office concerned with?

PART II: SEMI-STRUCTURED INTERVIEW

1. What is your understanding of County Roads Policy?
2. Do we have such road policies in the county? If yes, how has it been implemented?
3. What are some of the challenges that affect implementation of County Roads Policy in Narok county?
4. Who is a non-institutional actor? Which ones exist in Narok county?
5. Are non-institutional actors being involved in implementation of County Roads Policy? If yes, in which ways?
6. How does the involvement of non-institutional actors contribute to the implementation of County Roads Policy?
7. Which strategies are being employed by the non-institutional actors to influence policy outcomes?

**APPENDIX III: INTERVIEW SCHEDULE FOR REPRESENTATIVES OF
NON-INSTITUTIONAL ACTORS**

DATE:	___ ___ / ___ ___ / ___ ___
START TIME:	___ ___ ___ ___ AM PM
END TIME:	___ ___ ___ ___ AM PM
INTERVIEWER:	___ ___ ___

[IMPORTANT: Start with the informed consent process].

PART I: BRIEF BACKGROUND SURVEY

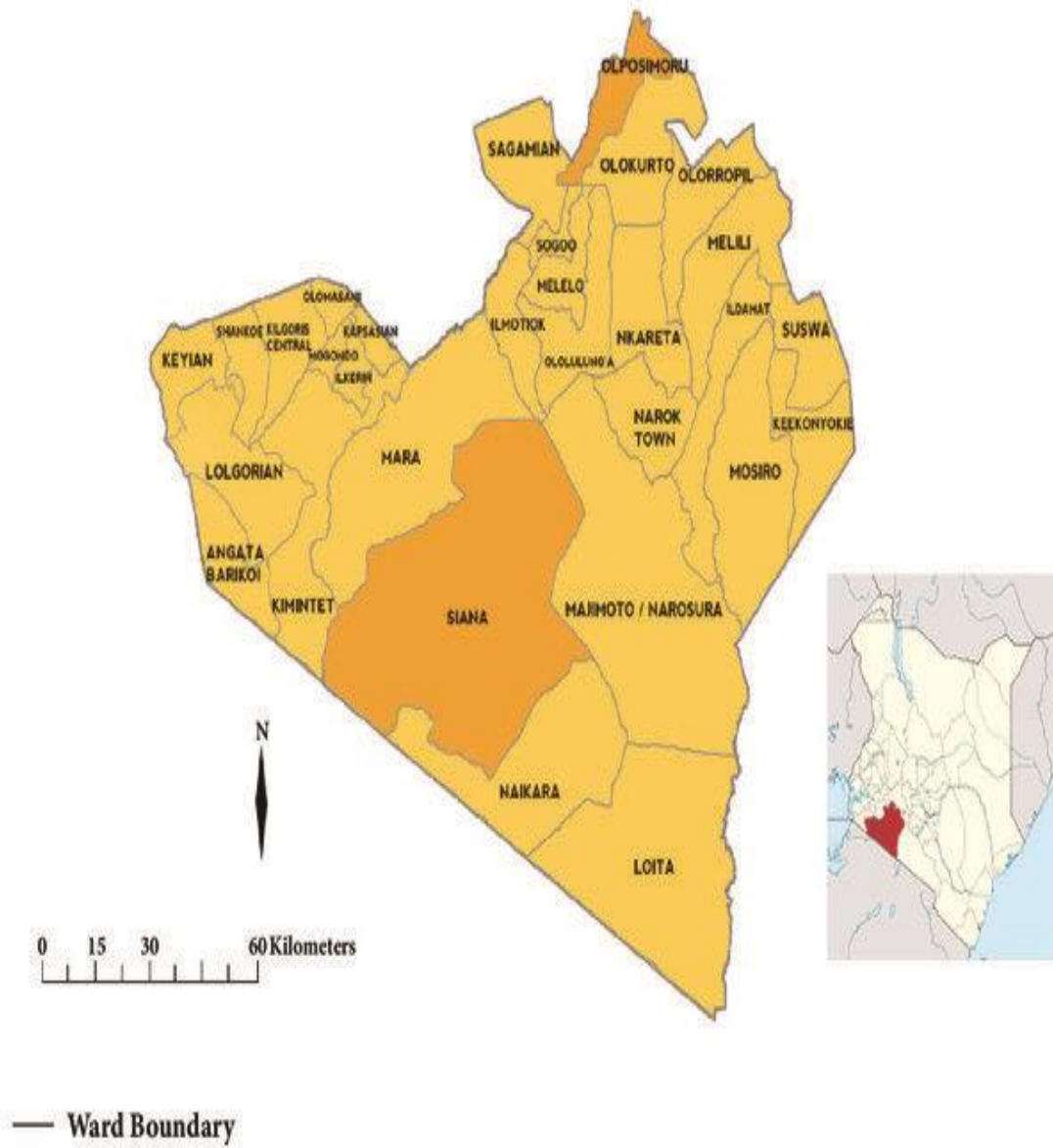
I'd like to start by asking you a few background questions to get to know you a little better.

1. What is your age? ___ ___ years old
2. What is your gender?
3. What is your occupation?
4. For how long have you served?
5. What public policies/issues is your office concerned with?

PART II: SEMI-STRUCTURED INTERVIEW

1. What is your understanding of County Roads Policy?
2. Who is a non-institutional actor? Which ones exist in Narok county?
3. Are non-institutional actors being involved in implementation of County Roads Policy? If yes, in which ways?
4. How does the involvement or non-involvement of non-institutional actors affect the implementation of County Roads Policy?
5. Which strategies are being employed by the non-institutional actors to influence policy outcomes?
6. What are some of the challenges that affect implementation of County Roads Policy in Narok county?

APPENDIX IV: MAP OF NAROK COUNTY



Map 3.1: Narok County (Sourced from google maps, 2023)


APPENDIX V: KREJCIE AND MORGAN SAMPLE TABLE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970


APPENDIX VI: RESEARCH PERMIT FROM NACOSTI


REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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RESEARCH LICENSE




This is to Certify that Mr.. ADEN Ang'aba ESOKOMI of Maasai Mara University, has been licensed to conduct research in Narok on the topic: EFFECTIVENESS OF NON-INSTITUTIONAL ACTORS' INVOLVEMENT IN THE IMPLEMENTATION OF COUNTY ROAD POLICY IN NAROK COUNTY, KENYA for the period ending : 22/September/2023.

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