GENDER MAINSTREAMING, INSTITUTIONAL POLICY AND IMPLEMENTATION OF RURAL ROAD PROJECTS IN NANDI COUNTY, KENYA

BY

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DECLARATION

Declaration by the Candidate

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DEDICATION

I dedicate this thesis to my family for their continuous prayers, love and support. Special appreciation goes to my lecturers for their encouraging words.

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ABSTRACT

Projects are implemented with the intention to achieve project success. This is not the actual situation on the ground as some projects fail. Instances exist where rural road projects are not completed on time or the projects have stalled for a long period of time. In certain parts of the country, like Nandi County, there exist some rural road projects that have stalled for over five years and also both genders are not involved in data collection and analysis and decision making and there is no equality in treatment during implementation of rural road projects in Nandi County. This study therefore sought to assess gender mainstreaming, institutional policy and implementation of rural road projects in Nandi County. The objectives were to assess: the effect of gender data information on implementation of rural road projects in Nandi County, to determine the effect of gender involvement in decision making on implementation of rural road projects in Nandi County, to establish the effect of gender sensitivity in language on implementation of rural road projects in Nandi County, to examine the effect of gender equal treatment on implementation of rural road projects in Nandi County and to analyse the moderating effect of institutional policy on gender mainstreaming and implementation of rural road projects in Nandi County. The study adopted biological theory of gender, socio-economic theory, and implementation theory. This study adopted a cross-sectional survey design. The target population was 528 respondents. The sample size was 228 respondents. The study adopted stratified random sampling, purposive sampling and simple random sampling techniques. Quantitative data was analysed using both descriptive statistics and inferential statistics. Qualitative data was examined by use of common themes that were categorized into coherent groups. Results were as follows: gender data information has a significant negative effect on implementation of rural road projects(β=-0.288, $p < 0.05$),gender involvement in decision making has a significant positive effect on implementation of rural road projects (β=0.423, $p < 0.05$), gender sensitivity in language has a significant positive effect on implementation of rural road projects(β=0.398, $p < 0.05$),gender equal treatment has a significant positive effect on implementation of rural road projects (β=0.744, $p < 0.05$), institutional policy had a moderating effect on the relationship between gender data information, both gender involvement in decision making, gender sensitivity in language and project implementation, gender equal treatment and implementation of rural road projects in Nandi County as the beta value changes from (0.288 to 0.028, $p < 0.05$), (.066 to -.023,$p < 0.05$), 0.423 to -0.045, $p < 0.05$), (0.398 to -0.025, $p < 0.05$) and (0.744 to 0.043, $p < 0.05$) respectively. Interview results were as follows; gender data information, gender involvement in decision making, gender sensitivity in language and gender equal treatment affects implementation of rural road projects. The study concluded that gender data information has a significant negative effect on implementation of rural road projects, gender involvement in decision making, gender sensitivity in language and gender equal treatment have a significant positive effect on implementation of rural road projects. The study recommended that rural roads project implementers in Nandi County should establish good gender relations among employees when implementing rural road projects in the County. The study recommends a further study to be conducted on gender mainstreaming and implementation of Rural Road Projects in Nandi County using other moderating variable and find-out whether similar findings will be upheld.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

OPERATION DEFINITIONS OF SIGNIFICANT TERMS

Gender equal treatment: It connotes that people may not be discriminated against due to the characteristics attributed to them (Martins & Parsons, 2007).

Gender mainstreaming: Is the process of assessing the implications for women and men of any planned action, which include; legislation, policies or programmes, in all areas and at all levels (Lentisco & Arenas, 2010).

Gender sensitivity in language: refers to the examination of the language and selection of forms which are gender unbiased and neutral (Sczesny, Formanowicz & Moser, 2016).

Gender: It connotes either of the two sexes (male and female) (Martins & Parsons, 2007).

Guidelines: refers to evidence-based statements that are systematically developed so as to assist providers, recipients as well as other stakeholders to make informed decisions in an organization (Chib, 2019).

Institutional policy: are the rules and guidelines that are used to determine how organizational activities are carried out in an organization (Batistic, Cerne, Kase & Zupic, 2016).

Involvement in decision making: is the process of allowing all stakeholders (all gender inclusive) to participate and contribute in managerial decision-making and improvement activities appropriate to their levels in the organization (Rasoul & Abou El Nour, 2010).

Project cost: refers to completion of projects within the set budget (Obegi & Kimutai, 2017). .

Project implementation: It refers to the process by which an investment plan is actualized through putting certain specific actions as well as structures in place so as to operationalize the investment dream thereafter achieve the targeted benefits from the project (Chandra, 2017).

Project scope: refers to the extent, range, breadth, reach, confines, dimension and the spread of the work that's to be done on a project (PMI, 2004).

Project: A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with defined resources (material, financial, human) (Mahamid, 2017).

Rules: are a prescribed guide for action or conduct (Owen, Connor & Linger, 2019).

Time: refers to the estimated timeline that is allocated for project completion (Alqahtani, Chinyio, Mushatat & Oloke, 2020).

ABBREVIATIONS

ABDA	Application of Dig Data Analytics
ADB	African Development Bank
EIGE	European Institute for Gender Equality
EPC	Engineering-procure-construct
EU	European Union
GFL	Gender-Fair Language
KeRRA	Kenya Rural Roads Authority
KURA	Kenya Urban Rural Authority
KPIs	Key Performance Indicators
LATF	Local Authorities Trust Fund
NACOSTI	National Commission for Science, Technology And Innovation
NGOs	Non-governmental organizations
ODA	Official Development Assistance
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SMEs	Small and Medium Enterprises
SPSS	Statistical package for social sciences
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
USD	U.S. dollar
VIF	Variance Inflation Factor
VRIN	Valuable, Rare, Inimitable and Non-Substitutable
WID	Women in Development

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers background of the study, statement of the problem, objectives of the study, research hypotheses and significance of the study.

1.1 Background of Study

Project implementation is of paramount importance is realization of project goals and objectives (Joslin & Muller, 2015). It refers to the realization of an application or execution of a plan, idea, standard or policy (Kiara & Luketero, 2018). Various infrastructural road projects are being implemented globally. In Europe, some of the road projects implemented fail due to non-adherence to construction standards hence defective designs (Maylor, 2020). The common contributors to road project failures are non-payment or delay in payments of contractors which normally lead to low quality projects because of short cuts adopted by contractors as a cost cutting tool (Melkonian & Picq, 2017). Elawi, Algahtany, Kashiwagi, and Sullivan (2015) posit that almost all the road infrastructure projects executed in Saudi Arabia experiences time-overrun. In Palestine, Mahamid (2017) posits that road projects on average experience delay during execution phase. This frequent issue has led researchers to study project delays in construction management more in-depth.

Project delays adversely affect road infrastructure development in developing countries. Unfavourable consequences of project delays involve cost overrun, contractual disputes, arbitration, and quality non-conformities (Mejia, Sanchez, Castaneda & Pellicer, 2020). In South Africa, there has been a notable progress in monitoring and evaluation of infrastructural projects. The financial institutions conduct

the exercise of monitoring and evaluation of implementation of road projects thereby leading to final execution. The Inter-urban construction in Cape Verde that was executed within a record of eight months because of the active monitoring and control by the ADB (Mubila, Mackett & Edwards, 2018). The close monitoring helped to ensure that there was very minimum variation in project cost. In Sub-Sahara Africa, most of the road infrastructure fails to be successfully completed on time and within the budget estimates. This happens while road infrastructure development remains on the top list of physical infrastructure developments in such cities, potentially impacting the socioeconomic and physical environment of the cities and their peri-urban areas (Gachassin, Najman & Raballand, 2017).

In Kenya, infrastructure projects are often given huge budgetary allocations and often face the problem of lack of proper planning (Okero, 2019). The level of infrastructure projects left not completed kept on rising mostly the ones supported and funded by LATF, this was attributed to lack of adequate technical knowledge, political disturbances, delayed payments and not very sound supervision (Ocharo & Kimutai, 2018). Most road projects being executed face an uphill task because in some instances the local communities are not involved from inception and this has led to a situation where the local community remain discontented with the executing team's veto (Kariungi, 2014). In Kenya, many road contractors are not providing standard services and there are delays in completion of road projects which is attributed to delays in land acquisition, inadequate budgeting and delay by Kenya Power and Lighting Company to remove or relocate their power lines to create room for road construction (Kilaka & Omwega, 2015). It is sometimes attributed to low capacity amongst local contractors to undertake big projects.

The factors which can influence successful implementation of rural road projects include amongst others; the organization's structure, the system and processes by which work is carried out, gender mainstreaming, the behaviour and attitudes of employees, the organization's values and traditions, the management and leadership styles adopted (Moyce, 2016). Among the determinants of project implementation, the current study adopted gender mainstreaming. Gender mainstreaming has been a critical term for achieving gender equality as a result of the United Nations Fourth Conference on Women in 1995. Feenstra (2002) defines gender mainstreaming as a mechanism that ensures the consideration of women's and men's interests and needs in the planning and policy-making process, as well as a gender-sensitive mindset among policy-makers. It is a key factor in shaping policy and ensuring fair access to and leverage over capital (Clancy, 2009). Instead of being referred to as a "distinctive" region, this term emphasizes the importance of integrating women's issues as an integral part of policy. Its key purpose is to discuss gender problems in a number of industries, including the construction industry.

Gender mainstreaming, in a nutshell, means that gender equality is fully accepted as part of traditional policies. Instead of being a separate, add-on task, gender disparity concerns must be addressed in all aspects of programming and organizational structure (Ravindran & Kelkar-Khambete, 2007). Gender mainstreaming has grown in popularity and engagement over the last few decades. Sex refers to a person's willingness to be either male or female. Gender is a social construct that describes and separates all human beings based on physical, biological, and sexual/reproductive distinctions. Sex, on the other hand, has gradually taken on a social sense, defining how males and females interact in society. The social sense of the word "sex" refers to social expectations and roles that are based on a person's sex (Mehra & Gupta, 2006).

McCall (2005), opines people should not be bound by gender stereotypes when making decisions in an organizational set-up. As a result, according to UNESCO (2000), equality exists when men and women can equally share power and influence, have equal opportunities for financial independence through work or business, have equal access to education and the opportunity to develop personal ambitions, interests, and talents, and children are free of coercion, intimidation, and gender-based violence. The attributes of gender mainstreaming adopted in this study included; gender data information, gender decision making, gender sensitivity in language and gender equal treatment.

Gender data is data disaggregated by sex as well as data that affects women and girls exclusively or primarily during implementation of projects (Grigorian, 2007). Gender data provides actionable information for policy to address disparities during project implementation. Gender decision making is the degree to which project managers allow all stakeholders irrespective of gender to be involved in projects decision-making and encourage them to make contribution (Noah, 2008). Gender sensitivity in language refers to the examination of the language and selection of forms which are unbiased and neutral (Christodoulou & Zobnina, 2009). Gender equal treatment relates to equal treatment of women and men which includes amongst others; equal pay for equal work, equal access to promotion opportunities, flexibility in working arrangements and equal composition of employees in the workplace (Cairns, Workman & Tandon, 2017). Women have faced various disadvantages around the world as a result of socially imposed factors such as tradition and faith. Unfortunately, these drawbacks differ by country or region; women and girls in developing countries have long been exposed to the effects of gender inequality. Gender mainstreaming has been adopted by some Asian countries such as South Korea, India, Japan, Thailand, and China, and it has

proven to be an important driving force aimed at empowering both women and men to find a diplomatic framework to work together to resolve challenges (Grigorian, 2007).

Gender mainstreaming was embraced as a basic strategy for achieving women's empowerment in South Korea, and the United Nations issued the Gender Mainstreaming in the Platform for Action Statement at the 4th World Conference on Women in Beijing in 1995 (Lee, 2016). Gender issues, especially when viewed in the context of women's empowerment and overcoming discriminatory global perceptions of women's lower social status, as well as cultural issues, are on the periphery of the general populations and political priorities and awareness in Russia. Gender and cultural problems, on the other hand, seem to compound in Russia. In general, Russia has been afflicted by vocational and educational segregation of women, lower female wage levels, women substantially under-represented in decision-making and overall gender asymmetry; these problems are frequently important to the cultural sector (Fedorova, Savitskaya & Yakovleva, 2016).

In Ukraine, the society assigns gender roles and occupations, and these roles often represent a society's cultural, economic, religious, and political teachings and beliefs (Ravindran & Kelkar-Khambete, 2007). Given the fact that gender roles are universal in many societies, role attribution varies. Gender roles have a number of diverse features, including the fact that they evolve over time, are learned behaviour, and vary across cultures. As a result of the disparities in cultural attributions of gender roles, gender mainstreaming is needed to ensure that gender equality issues and viewpoints become the standard (UNESCO, 2015).

Without substantial and rapid changes in the lives of girls and women around the world, there is no hope of eradicating poverty (Ravindran & Kelkar-Khambete 2007).

Unfortunately, women account for 70% of the world's poorest people, highlighting the urgent need for their empowerment (Canadian Council for International Cooperation, 2015). Women are confined to the most precarious and low-paying employment as a result of unequal power structures and unpaid labour, which is often undervalued and unrecognized, especially at home. Furthermore, women continue to face social, political, and economic exclusion, with their restricted voice unlikely to affect decision-making power at home or at work. Women between the ages of 15 and 24 are at a higher risk of contracting HIV, suffering from premature early pregnancy, and witnessing abuse globally.

In addition to getting their reproductive health needs neglected, they are often subjected to discrimination (Ravindran & Kelkar Khambete, 2007). Just 3% of global aid was spent in 2013 on programs primarily aimed at advancing women's rights and gender equality. Organizations and organizations mainly dedicated to assisting women, such as UN Women, earn a pitiful 0.3% of all Official Development Assistance (ODA). The combined annual revenue of independent women's organizations worldwide is a pitiful USD$ 106 million (Canadian Council for International Cooperation, 2015). Just 1 to 2 percent of Canada's assistance budget is dedicated to projects that promote women's empowerment and gender equality around the world. Despite the fact that more women are graduating from university, pursuing new careers, and running for public office in Canada than in the past, access to economic opportunities, political leadership, and job security has declined further; violence against women continues unabated (Canadian Council for International Co-operation, 2015). Women in Liberia are seen as war victims because they were subjected to increased abuse and workload during the civil wars that lasted from 1989 to 2003. Gender mainstreaming in Liberia has been a slow but steady process as women struggle to overcome victimization caused by ongoing

physical and sexual violence, a lack of education for teenage girls, the loss of economic assets, and lack of access to infrastructure systems.

However, Ellen Sirleaff Johnson, Africa's first female president and the former president of Liberia, partnered with international organizations to end gender-based victimization and facilitated gender mainstreaming in a number of ways (United Nations Mission in Liberia, 2010). She collaborated with Michelle Obama on her global initiative "Let Girls Learn" to ensure that girls in rural and urban Liberia have the same access to quality education as their male counterparts and can follow their dreams (United Nations Mission in Liberia, 2010). In Kenya, all organizations are required to include gender analysis in all of their operations, establish strategies to ensure gender mainstreaming capability, and make gender equality a central part of policy discussions with stakeholders. While progress is being made to close the gender gap in the country, inequalities persist in some areas, including the economic, political, educational, and health fields, as well as access to infrastructure systems, land ownership, and a perceived lack of job security (Okumu, 2012).

To achieve gender equality, it is important to recognize that economic, social, political, and cultural structures are gender responsive, which is necessary in order to integrate both men and women's goals, specificities, and values into all major institutions. The Kenyan government created the Women's Bureau in the Social Services Department in 1976. The Ministry of Gender, Sports, Culture, and Social Services was established in 2007, and is now known as the Ministry of Public Service and Gender. Its aim is to lead the way in incorporating gender into public policy. Project Management strategy, strategies, and initiatives by recommending all ministries and state corporations to ensure that gender mainstreaming is achieved properly at all levels (Frosina & Mwaura,

2016). Despite the fact that women are key players, beneficiaries, and drivers of technological advancement in science, technology, and innovation fields, their representation in these fields lags behind that of their male counterparts. Systemic barriers that marginalize women within society, learning institutions, and formal economy roles are to blame for their lack of equality.

The Kenyan government, on the other hand, has taken measures to ensure that these barriers are fully eliminated, allowing women to participate fairly in the thriving economy. The Kenyan government has prioritized women's empowerment, enacting a new national policy structure to promote gender equality. The Kenyan Constitution of 2010 is the cornerstone of this system, which reaffirms equality for all and mandates a female representation quota in the Kenyan government. The government passed a new gender policy in 2011, which is the key policy document detailing the government's attempts to ensure gender mainstreaming and equality (Frosina & Mwaura, 2016). The policy was later revised to capture the Kenyan aspirations under the New Constitution (especially the Bill of Rights), Kenya Vision 2030, National and County systems and the Big Four Agenda to produce the 2019 National Policy on Gender and Development.

Institutional policy is expected to have an effect on gender mainstreaming and project implementation. It refers to a set of rules and regulations that the employees must abide with for the organization to run well (Giacchino & Kakabadse, 2017). It is meant to provide guidance that helps the employees to offer their services more effectively on a day-to-day basis. It helps to ensure proper compliance with regulations and legislation (Owen, Connor & Linger, 2019). The Government of Kenya has given guidelines on how institutions can mainstream gender in their operations. These are a set of rules, guidelines and standards that must be abided with during project implementation. The

institutional policy adopted influences implementation of rural road projects. Nandi County is located in Rift Valley and it comprises of four Sub counties, Mosop, Aldai, Emgwen and Tinderet (Kurgat, 2021). Rural road projects are implemented in the County where some are completed, others stall and others fail to be completed. Little is known about gender mainstreaming and institutional policy and how they influence implementation of rural road projects in the County and therefore the need for a study to address it. The current study therefore sought to assess gender mainstreaming, institutional policy and implementation of rural road projects in Nandi County.

1.2 Statement of the Problem

Most of the road infrastructure projects implemented in Kenya either stall or experiences cost overrun (Frosina & Mwaura, 2016). KeRRA report (2020) posits that there were more than four rural road projects which were not completed in Nandi County during 2019/2020 financial year. This shows that there is a problem with implementation of rural road projects in Nandi County. According to Khaemba (2015), instances exist in Nandi County where the quality of the rural roads' projects constructed is poor as the roads do not last long before getting damaged. But as much as progress has been made towards practicing gender mainstreaming in implementation of rural road projects in Nandi County, project stalling is still rampant in implementation of rural road projects in the County. Muriuki (2019), posits that there exist challenges with implementation of gender mainstreaming during implementation of rural road projects as both genders are not always involved in decision making and there is no equality in treatment of both during implementation of rural road projects in Nandi County. The current study sought to determine how gender mainstreaming affect implementation of rural road projects in Nandi County.

Empirically, there are few studies that have been conducted on the same subject matter. For example, Maina (2016) researched on the determinants of project implementation in KURA in Kenya. Gender mainstreaming was among the determinants incorporated in the study. A conceptual gap existed as gender data information, gender decision making and gender sensitivity in language were not within the scope of the study which the current study sought to incorporate and fill this knowledge gap. The current study therefore sought to determine the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of rural road projects in Nandi County.

1.3 Objectives of the Study

This section covers both general objective and specific objectives of the study.

1.3.1 General objective

The general objective of the study was to assess gender mainstreaming, institutional policy and implementation of Rural Road projects in Nandi County, Kenya.

1.3.2 Specific objectives

The study's specific objectives were to:

i. Assess the effect of gender data information on implementation of rural road projects in Nandi County.
ii. Determine the effect of gender involvement in decision making on implementation of rural road projects in Nandi County.
iii. Establish the effect of gender sensitivity in language on implementation of rural road projects in Nandi County.
iv. Examine the effect of gender equal treatment on implementation of rural road projects in Nandi County.

v. Analyse the moderating effect of institutional policy on gender mainstreaming and implementation of rural road projects in Nandi County.

1.4 Research Hypotheses

This study was guided by the following research hypotheses:

$H0_1$: There is no significant effect of gender data information on implementation of rural road projects in Nandi County.

$H0_2$: There is no significant effect of gender involvement in decision making on implementation of rural road projects in Nandi County.

$H0_3$: There is no significant effect of gender sensitivity to language on implementation of rural road projects in Nandi County.

$H0_4$: There is no significant effect of gender equal treatment on implementation of rural road projects in Nandi County.

$H0_{5a}$: Institutional policy does not significantly moderate gender data information and implementation of rural road projects in Nandi County.

$H0_{5b}$: Institutional policy does not significantly moderate gender involvement in decision making and implementation of rural road projects in Nandi County.

$H0_{5c}$: Institutional policy does not significantly moderate gender sensitivity to language and implementation of rural road projects in Nandi County.

$H0_{5d}$: Institutional policy does not significantly moderate gender equal treatment and implementation of rural road projects in Nandi County.

1.5 Significance of the Study

The management of KeRRA will be able to benefit from the study findings on gender mainstreaming, institutional policy and implementation of rural road projects in Nandi County. This will help them to gain more information on the subject matter and be able

to improve on the approach they have adopted to enhance gender involvement in decision making, gender sensitivity to language and gender equal treatment in implementation of rural road projects in Nandi County. The study findings will also help the management of KeRRA to know which gender mainstreaming aspects to improve on in-order to enhance the success rate of all the rural road projects implemented in Nandi County.

The study will be of benefit to the department of roads, transport and infrastructure, Nandi County. They will be able to gain more knowledge on the state of rural road projects implemented in Nandi County. The study findings will supply more information to the department on the effect of gender involvement in decision making, gender sensitivity to language and gender equal treatment on implementation of rural road projects in Nandi County. This will help the department to know which gender mainstreaming aspects should be given the highest priority when enforcing the application of gender mainstreaming in the implementation of rural road projects in Nandi County.

The general public will also be able to benefit from the study as they will be able to gain more information on the rural road projects implemented in Nandi County. They will be able to understand the extent to which gender mainstreaming affects implementation of rural road projects in Nandi County. This will help them seek clarification, if need be, on gender involvement in decision making, gender sensitivity to language and gender equal treatment in rural road projects implemented in Nandi County.

Academicians will be able to benefit from the study as it will contribute to academic progression on gender mainstreaming, institutional policy and implementation. Areas

for further studies will be provided in the study and therefore further studies on the subject matter will be conducted. The study will also contribute to both empirical and theoretical review on gender mainstreaming, institutional policy and project implementation.

1.6 Scope of the Study

The study focused on gender mainstreaming, institutional policy and implementation of rural road projects in Nandi County, Kenya. The constructs of gender mainstreaming that were adopted in the study were; gender data information, gender decision making, gender sensitivity in language and Gender equal treatment. The indicators of gender data information included; gender statistics, gender policies, gender role and gender relations. The sub-indicators of gender decision making adopted in the study were; workplace structuring, appointments, balanced targets and strategies and measures. Indicators of gender sensitivity in language adopted in the study were; occupational references, role references, texts and images. Indicators of equal treatment were; hiring, training & mentorship programs, pay gap and communication. The indicators of project implementation were; adherence to standards, completion within time frame, adherence to scope and cost observances per stage. The study had adopted institutional policy as the moderating variable. The study adopted age, speculation, education and culture as control variables. The study adopted biological theory of gender, socio-economic theory, and implementation theory. The study adopted a cross-sectional survey design, targeted 528 respondents and sampled 228 respondents. The study was conducted between May 2023 and November 2023.

1.7 Justification of the Study

Most of the road infrastructure projects implemented in Nandi County either stall or experiences cost overrun. KeRRA report (2020) posits that there were more than four rural road projects which were not completed in Nandi County during 2019/2020 financial year. This shows that there is a problem with implementation of rural road projects in Nandi County and yet roads play a pivotal role in enhancement of the economy of the region. There was need for a study to delve into gender mainstreaming issues which if implemented would enhance successful implementation of rural road projects in Nandi County and hence the focus of this study.

1.8 Limitations of the Study

The study was focused on four (indicators) of gender mainstreaming only and yet there are other measures of gender mainstreaming. The study was therefore limited in scope as more indicators of gender mainstreaming exists. However, the study adopted regression analysis that helped in the generalization of the findings. The level of bias was mitigated in the sample size selection and therefore generalization of the findings was enhanced.

1.9 Assumptions of the Study

The study assumed that all respondents were aware of all the indicators of gender mainstreaming adopted in the study, that is, gender data information, gender involvement in decision making, gender sensitivity to language and gender equal treatment and their impact on implementation of rural road projects in Nandi County. The study assumed that all the respondents were willing to participate in the study and the information provided was accurate, that is, reflected the actual situation on the ground.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the following areas were reviewed under the following sub-themes; conceptual literature, theoretical framework and empirical literature. The literature reviewed under empirical literature included; gender data information and project implementation, gender decision making and project implementation, gender sensitivity in language and project implementation, gender equal treatment and project implementation, institutional policy and gender mainstreaming and institution policy and project implementation. Further a conceptual framework was presented in this chapter.

2.2 Review of Concepts

This segment gives a summary of concepts utilized in the report. Conceptual literature is literature that relates to abstract concepts and ideas. Its main objective is to categorize and describe concepts relevant to the study or topic. It constitutes of a researcher's combination of previous researches and associated work and explains the occurring phenomenon (Snyder, 2019). Conceptual literature systematically explains the actions needed in the course of the research study based on the knowledge obtained from other ongoing researches and other researchers' point of view on the subject matter (Kumar, 2018). Conceptual research is incorporated in this chapter because its main focus is on the concept of the research or the theory that explains a phenomenon, what causes the phenomenon and what its building blocks are (Pandey & Pandey, 2021). The concepts incorporated in this section included; project implementation, gender mainstreaming and institutional policy.

2.2.1 Project Implementation

Implementation refers to carrying-out the project activities as per the work-plan. Project implementation is the process by which an investment plan is actualized through putting certain specific actions as well as structures in place so as to operationalize the investment dream thereafter achieving the targeted benefits from the project (Chandra, 2017). It also refers to the execution of interrelated activities through a certain period of time, set cost and according to clients' requirements (Kerzner, 2015). Effective project implementation is known as project success and it signifies when projects are successfully executed within the expected time, cost and if it meets the requirements set. It can be measured on the basis of time, cost and quality commonly known as performance. This is what in most cases known as the triple constraint. In project management, time, cost and quality are known as the Key Performance Indicators (KPIs).

According to Pinar and Onur (2019), the aim of project implementation is to deliver projects on time, with agreed scope and quality according to specified requirements as well as within the planned budget. In order to assess whether project implementation is successful, the initial goals of time, cost and quality (performance) should be assessed. The purpose of project implementation is to ensure that the project being constructed conforms to the specifications, budget, and schedule outlined in the initiation phase (Jayasena, Chan & Kumaraswamy, 2020). The project implementation process involves a variety of project activities so as to ensure conformity. These include amongst others quality assurance tests, management of scope, daily progress reports, management of time, risk reporting and correction as well as communications management (Edmonton, 2016). The sole purpose of project implementation is to achieve consistency in project success.

Project implementation is a complex process which comprises of multiple variables that have an influence on implementation. They include; resources management, operational systems organizational leadership and culture (Bushbait & Cunningham, 2018). The indicators of project implementation include; project schedules, project budget and stakeholders' satisfaction (Gichoya, 2015). Successful implementation of the projects can be evaluated on the basis of completion time, cost, scope and quality (performance). If rural projects are completed on time, within the set budget, scope and quality then it implies that the projects are a success. The components of project implementation considered in study will include; adherence to standards, completion within time frame, adherence to scope and cost observances per stage.

Adherence to standards refers to the processes of incorporating the organization's quality policy as well as controlling the product quality requirements in order to meet the stakeholder's expectations (The PMBOK guide, 2017). In project implementation, it relates to implementation of projects in such a way that quality is upheld (Ahmed, Mohamad & Ahmad, 2016). When projects are implemented with the adherence to set standards it implies that project success is achieved. Time refers to the project schedule which is the estimated timeline that is allocated for project completion or production of the final deliverable (Alqahtani, Chinyio, Mushatat & Oloke, 2020). Time in this respect refers to completion of projects within a certain period. It is the amount of time that is needed to complete the project or tasks within the project. Failure to meet Project deadlines leads to time overrun. Adherence to scope refers to completion of all the project work required to complete the project. Scope is the work required to obtain the desired results (PMI, 2004).

When scope is managed it is critical that project tasks are prioritized, project plan should be enabled and the resources should be assigned effectively. It also refers to the extent range, breadth, reach, confines, dimension and the spread of the work that's to be done on a project (Ahmed *et al*., 2016). It comprises of all the products and services to be provided as well as describing what's being done and how much of it. After the expected timeline is complete, it is expected that rural road projects should be completed. This forms the project scope of all such projects. Cost observances per stage, refers to completion of projects per each stage within the set budget (Dissanayaka & Kumaraswamy, 2020). Project cost refers to the resources whether monetary or otherwise which is required for the project. It might include labour costs, hardware, software, and other charges. It refers to the budget incurred to run the projects' operational wheels (Obegi & Kimutai, 2017). Rural road projects are required to be implemented within a certain set budget. Failure to meet set budget results into cost or budget overrun.

2.2.2 Gender Mainstreaming

Gender is defined as the social-cultural constructs of roles, responsibilities, characteristics, attitudes and beliefs towards men and women, including the young and old (Flood, 2004). Gender mainstreaming is the process of assessing the implications for women and men of any planned action, which include; legislation, policies or programmes, in all areas and at all levels (Desai, 2005). Gender mainstreaming is a gender equity strategy, which implies that the project objectives and results are defined in such a way that aspirations of the proposed project are achieved (Lentisco & Arenas, 2010). It is also a strategy that is used to make women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres

so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality (Porter & Sweetman, 2005). Gender mainstreaming is also a strategy that is adopted to institutionalize and integrate gender concerns into the mainstream so as to address the critique that the legal, social, and economic rights between men and women are unequal (Moser & Moser, 2005).

Mainstreaming gender into policy agenda may take two ways; integrationist and agenda-setting (Lyons, Curnow & Mather, 2004). Integrationist aims to address the practical needs of women and it is considered by feminists as an add women and stir approach (Porter & Sweetman, 2005). Agenda setting is a transformative approach that is used to transform an existing development agenda from a gender perspective (Kabeer, 2005). It helps to address the strategic needs, which begins from a gender analysis of the inequalities between men and women. In this perspective, unequal gender relations are understood as intersecting with other inequalities such as; race and class (Porter & Sweetman, 2005). Gender mainstreaming is a twin-track approach that involves integration of the concerns of both sexes into the development process. It is regarded as one component and specific activities targeted at women's empowerment as the other. This strategy leads to an increase in equality and empowerment (Moser, 2005). Gender mainstreaming has been visible in a variety of development organizations such as donors and NGOs (Dawson, 2005). Gender mainstreaming provides opportunities for women and men to work for gender equality in their organizations, programs, and projects (Long, Ngoc Hung, Truitt, Phuong Mai & Nguyen, 2000).

The European Institute for Gender Equality (2016) suggests that gender should be mainstreamed throughout the project lifecycle. In project management, it involves the

integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination. Pacha and Banda (2017) posit that for gender mainstreaming to be successful, it requires that a proper assessment of the project gender perspective is done in relation to the various project stages of project implementation. Lentisco and Arenas (2010) posit that integrating gender in all phases of the project is important because many times projects carry out thorough analysis and set appropriate gender objectives but fail to implement and monitor the planned phases. The whole project team should be enabled to acquire expertise in gender mainstreaming so that they can support the process (Thera, 2015). The sub-constructs of gender mainstreaming considered in this study included; gender data information, involvement in decision making, gender sensitivity in language and gender equal treatment.

2.2.2.1 Gender Data Information

Gender data information helps to shade more light on projects that are gender sensitive. It provides more data on the series of activities that are aimed at bringing about clearly specified objectives and results within a defined time period and with a defined budget while taking into account women and men issues (EIGE, 2016). For gender equality to be mainstreamed at each phase of the project cycle, there is need for gender data information to be disseminated to all stakeholders in project implementation (European Union, 2017). It helps to enhance gender relations which are relationships of distribution or sharing of power between women and men which characterizes any specific gender system. During project implementation, the workforce mostly comprises of both genders and therefore gender data information helps to provide more

data on gender roles which helps to inform the values adopted by an organization in regards to the projects being implemented (EIGE, 2016).

Gender data information facilitates the development of personal abilities and it enhances making choices without limitations set by strict gender roles (Pacha & Banda, 2017). Gender equality cannot be achieved without reliance on gender data information that helps to implement gender equity measures (Trina & Elisabet, 2020). For a gender sensitive policy to be developed during execution of projects there should be gender data that clearly defines roles of both genders and it should ensure a balanced gender relationship through equal distribution and sharing of power between women and men in the project (Lentisco & Arenas, 2019). Throughout the project cycle, a project should pay attention to gender issues. A gender sensitive project should rely on gender data information to identify gender aware stakeholders and gender specific target groups and beneficiaries in addition to having clearly defined coordination, management and financing arrangements (EIGE, 2016).

In a gender sensitive project, gender data information should be on equal opportunity policies, gender balanced human resource management and gender budget initiatives (EU, 2017). For a monitoring and evaluation system of a gender sensitive project it includes gender disaggregated data collection as well as gender performance indicators. In a gender sensitive project includes gender budget analysis and for it to be a success project managers should use gender data information that will facilitate appropriate level of financial and economic analysis that will help to enhance project success. Trine and Elisabet (2020) posit that the way gender data information is articulated in project planning and management is important because it provides information that will help in the development of a policy framework on how gender-related issues such as gender

imbalances and inequalities are addressed in the project. Styhe, Backman, and Borjesson (2005) postulate that projects that address gender concerns based on the available gender data information and gives equal opportunities to women and men enjoys more success than those that do not do so.

The gender data information that will be adopted in this study includes; gender statistics, gender policies, gender role and gender relations. Gender statistics refers to data that is collected that reflect gender issues such as; questions, problems and concerns related to all aspects of women's and men's which include their specific needs (Pacha & Banda, 2017). Gender policies refers to laws that are gender sensitive that project implementers need to adhere to while implementing projects (Thera, 2015). Gender role refers to the roles one is expected to play by virtue of being a woman or a man. Gender relations refers to the relationships of distribution or sharing of power between women and men which characterizes any specific gender system (EIGE, 2016).

There are few studies that have been done on gender data information and project implementation worldwide. De Silva and Jayathilaka (2014) examined the impact of gender on project implementation. The authors opined that gender is important in project planning as it helps to enhance project success. For projects that are gender sensitive, gender sensitive data is needed for the projects to be a success (Pacha & Banda, 2017). The study was narrow in scope as it had not examined, gender statistics, gender policies, gender role and gender relations. The current study sought to incorporate them and therefore enlarge the scope of the study. The study had not been conducted on road projects which the current study seeks to address. In Nandi County,

there are no studies that have been done on gender data information and its effects on project implementation. This study sought to address this knowledge gap.

2.2.2.2 Gender Decision Making

Both genders should be involved in decision making in project management. Both genders should be involved in decision making at rural road projects. This will help to enhance gender equality which in turn will improve the project implementation (Rasoul & Abou El Nour, 2010). Involvement in decision making gives each employee the opportunity to voice their opinions, and to share their knowledge with others (Doleschal & Schmid, 2001). This encourages a strong sense of teamwork among workers. Women should also be on the decision table alongside their male counterparts. Little is known about whether both genders are involved in decision making at road projects in Nandi County and how involvement in decision making affects project implementation. This study seeks to fill this knowledge gap.

Workplace structuring should be such that women hold certain positions within the management of the projects (Martins & Parsons, 2007). This will make it possible for them to be involved in decision making process. The appointments made at the organization should be free and fair such that both genders should be appointed (Wasserman & Weseley, 2009). Instances where one gender is appointed should be avoided completely. There should be balanced targets for all genders at the organization. No single gender should be favoured at the expense of the other. In regards to strategies and measures put in place, they should be gender sensitive (Doleschal & Schmid, 2001). Biasness should be averted completely; the measures adopted should be gender sensitive as well as any strategy adopted (Christodoulou &

Zobnina, 2009). All these aspects if considered to the letter at rural road projects will result in improvement of project implementation.

2.2.2.3 Gender Sensitivity in Language

There should be gender sensitivity in language. Gender sensitive language is gender equality made manifest through language. It is attained when women and men and those who do not conform to the binary gender system are addressed through language as persons of equal value, dignity, integrity and respect (Sczesny, Formanowicz & Moser, 2016). Gender sensitivity is the process by which people are made aware of how gender plays a role in life through their treatment of others (Duflo, 2012). Gender sensitive language refers to the examination of the language and selection of forms which are unbiased and neutral. It should be adopted in case the subject is a certain individual and information given in the document is not intended to be generalized. That would not make readers question linguistic equality (Christodoulou & Zobnina, 2009). During implementation of rural road projects, the language adopted should be gender sensitive.

Gender-fair language (GFL) should be adopted and its aim is to reduce gender stereotyping and discrimination. The principle strategies that should be employed to make languages gender-fair and to treat women and men symmetrically include; neutralization and feminization (Cacciari & Padovani, 2007).Gender-fair language (GFL) was introduced as a response to this structural asymmetry and as part of a broader attempt to reduce stereotyping and discrimination in language (Fairclough, 2003; Maass, Suitner & Merkel, 2013). The way gender is encoded in a language may be associated with societal gender equality (Stahlberg, Braun, Irmen & Sczesny, 2007). Countries with grammatical gender languages were found to reach lower levels of social gender equality than countries with natural gender languages or genderless

languages. This suggests that a higher visibility of gender asymmetries is accompanied by societal gender inequalities.

A survey on sexist attitudes yielded additional evidence for this relationship (Wasserman & Weseley, 2009). Respondents (native speakers of English as well as bilinguals) exhibited more sexist attitudes when the survey was conducted in a grammatical gender language (Spanish or French) than in a natural gender language (English). These findings document that, from the perspective of gender-fairness or gender equality, grammatical gender languages present a particularly complex and difficult case (Carreiras, Garnham, Oakhill & Cain, 1996). Different strategies can be used to make language gender-fair and avoid detrimental effects of masculine generics: neutralization, feminization and a combination of the two. Whichever strategy is the appropriate depends on the type of language concerned (grammatical gender language, natural gender language, or genderless language (Bubmann & Hellinger, 2003). The indicators of gender-sensitive service include amongst others; refraining from stereotyping clients on the basis of gender, all clients should be treated with equal respect, gender sensitivity training being offered to all employees and provision of adequate representation of female care providers.

The indicators of gender sensitivity in language that were adopted in this study include; occupational references, role references, texts and images. The occupational references should be gender sensitive. The words used should be gender sensitive and should not be biased for a certain gender and not the other (Doleschal & Schmid, 2001). In any project, all the employees should be referred unto using gender sensitive titles and not demeaned on the basis of language. Occupational titles should be gender sensitive and not favor a certain gender and not the other. All rural roads projects should embrace a

language that is gender sensitive. Empirically, there are few studies that have examined occupational titles and how they affect project implementation. In a bid to address this knowledge gap the current study seeks to fill this gap. In regards to role references, all employees should be referred to using a language that does not demean them in any way. They should all be treated with respect and accorded the dignity that they deserve (Parks & Roberton, 2018).

In all rural road projects, it should be a tradition where all the employees' role references should be in a language that is gender sensitive. This will help to enhance respect amongst all the employees irrespective of gender (Carreiras *et al*., 1996). Texts that refer to or addresses both women and men should be equally visible. It further applies to amongst others; telephone directories, forms, posters and advertising of events. Texts sent or being sent should at all times be gender sensitive (Wasserman & Weseley, 2009). This will help to enhance good performance among all the employees. Use of demeaning texts to either of the genders should not be allowed. All employees should be treated with utmost respect in the way they are addressed (Pauwels, 2003). There should be gender sensitive choice of images when preparing public relations material. There are no studies that have been done on rural road projects that have examined gender sensitivity in language. This study sought to address this knowledge gap. Little is therefore known about how occupational references, role references, texts and images influence project implementation among rural road projects in Nandi County. This study sought to address this knowledge gap.

2.2.2.4 Gender Equal Treatment

Gender equal treatment of both genders relates to equal rights and opportunities at work place. All employees should be treated equally or similarly and not disadvantaged by

prejudices or biases. Gender inequality in the workplace includes; hiring or training only one gender for a particular role (Martins & Parsons, 2007). It relates to equal treatment of women and men which includes amongst others; equal pay for equal work, equal access to promotion opportunities, flexibility in working arrangements and equal composition of employees in the workplace (Cairns, Workman & Tandon, 2017). Equal treatment connotes non-discrimination and it seeks to promote equal contribution in policy-making process as well as the division of influence within the economy. It means that people may not be discriminated against due to the characteristics attributed to them. It also means that equal rights, obligations, opportunities and responsibilities are ensured for men and women to participate in all aspects of social life (Carreiras *et al*., 1996).

According to Reskin and Padavic (1994), gender inequality at work place is attributed to cultural beliefs, men's actions, employers' actions, human capital differences, women's own preferences and sex segregation in the workplace. Concerning cultural beliefs, it is argued that assumptions about individuals based on sex that characterize different cultures are responsible for women's disadvantaged position in the labour market. Gender-role socialization also contributes to inequality in the workplace because 'it might lead women to be oriented more to their families and men more to their jobs' (Kibwana, 1995). All projects should not discriminate women during hiring. Both women and men should be given equal consideration. The indicators of equal treatment include; hiring, training and mentorship programs, pay gap and communication. Women or any gender should not be discriminated against on the basis of gender (Carreiras *et al*., 1996). All employees should be given equal employment opportunities. No studies exist that have been done on hiring and how it affects project implementation in rural roads projects sites. The current study sought to fill this

knowledge gap. All employees irrespective of gender should attend training and mentorship programs (Martins & Parsons, 2007). Rural road projects should embrace training and mentorship programs to its entire workforce. Little is known how training and mentorship programs influences project implementation of rural roads projects. This study sought to address this knowledge gap.

Pay gap should not be influenced by gender. Projects implemented should remunerate its employees on the basis of competence amongst other factors. No one should be discriminated in regards to salary on the basis of gender (Carreiras *et al*., 1996). The Equal Pay Act exists that requires that men and women in the same workplace be given equal pay for equal work. All forms of pay are covered by this law, including amongst others; salary, overtime pay and bonuses. If there is an inequality in wages between men and women, employers may not reduce the wages of either sex to equalize their pay (Kibwana, 1995). During communication, all genders should be treated equally (Jost & Kay, 2005). Exchange of information should be done following the right procedures and it should be done using the most appropriate language as possible. Communication should follow the right channels and should be done appropriately. Employees' self-esteem is boosted when the right channels are adopted. Teamwork is also achieved if the appropriate channels are adopted. Texts sent to employees should use a decent language that does not disrespect employees of either gender. Projects that are successful are the ones in which all the employees are addressed with utmost respect (Marcato & Thüne, 2002).

In Italy, Jost and Kay (2005) posit that it is a requirement that all employers should treat their employees equally. Women are not supposed to receive unfair treatment from employers. Most projects that are successful are the ones' that do not discriminate their

employees of the basis of gender. Jost and colleague further posit that pay work done is not influenced by gender but other factors. In Kenya, all employees are supposed to be treated equally. But little is known about how amongst other hiring and communication influences rural roads project implementation in Nandi County. This study sought to fill this knowledge gap. It would be interesting to find-out how this aspect has influenced project implementation. At projects in Nandi County, little is known about equal treatment of both genders and how it influences project implementation. The current study sought to fill this knowledge gap.

In a nutshell, the current study sought to determine the effect of data collection and analysis, involvement in decision making, gender sensitivity in language and equal treatment on implementation of rural road projects in Nandi County.

2.2.3 Institutional Policy

A policy is a statement of intent and it is implemented as a procedure or protocol. Policies can assist in both subjective and objective decision making. Institutional policies are rules as well as guidelines that are used to determine how organizational activities are carried out in an organization (Guo, Huang, Zhang & Zhou, 2019). It refers to any concise policy that is co-created by the management as well as the employees of an organization for a certain specific purpose. It is a formal document that explains the organization's position on the particular aspect of compliance with rules, standards, and suggestions. According to Banks Woznyj, Wesslen, Frear, Berka, Heggestad and Gordon (2019), institutional policies are critical components of any organization that help to address pertinent issues such as what comprises of the behaviour that is acceptable in an organization.

Institutional policies play a critical role in an organization as it outlines the acceptable actions in an organization (Huffman, King & Reichelt, 2017). When there is strict adherence to institutional policies, it helps to protect employees and the organization. When project employees fail to follow the established institutional policies, they become greatly exposed to law suits. Institutional policies cover the internal control system that helps to determine how project tasks or activities are undertaken (Leonidou, Christodoulides, Kyrgidou & Palihawadana, 2017). Institutional policies provide guidelines that are needed for decision making processes and the way that work in an organization should be carried out. Institutional policies serve as important forms of internal control (Aranda, 2021). The Institutional policies help the organization to maintain a degree of accountability in the eyes of internal and external stakeholders. Institutional policies that prescribe how organizational or project activities are carried out in the organization. The indicators of institutional policy that were adopted in this study include; rules, guidelines and standards.

Rules are a prescribed guide for action or conduct. Organizational rules are important in an organization because they specify the desired behaviour of the actors in the organization (Sparer, Boden, Sorensen, Dennerlein, Stoddard, Wagner & Sabbath, 2018). It is expected that rural road projects have institutional rules that govern execution of organizational or project tasks. It also governs the code of conduct of the workforce and how services are rendered at the institution. Guidelines refer to evidence-based statements that are systematically developed so as to assist providers, recipients as well as other stakeholders to make informed decisions in an organization (Chiemeke, Ashari & Muktar, 2018). A guideline connotes a statement that is used to determine a course of action. Its aim is to streamline a particular process according to a set routine or sound practice (Ariani, 2020).

Guidelines may be issued by any organization to make the actions of its employees or divisions more predictable, and presumably of higher quality. Standards are a repeatable, harmonized, agreed and documented way of doing something. Standards usually contain technical specifications or other precise criteria designed to be used consistently as a rule, guideline, or definition (Danaeifar, Gharaei, Hasani, Mirzaei & Abangah, 2016). Standards are an important aspect of ensuring that products and services are delivered in a harmonized and consistent way, while providing consumers and users with the confidence that whatever products and services they are using delivers to specification (David, Scott, Nancy, & Michelle, 2017). All the rural road projects implemented are supposed to meet certain standards criteria. It was interesting to find out how the standards set have an impact on the relationship between gender mainstreaming and implementation of rural road projects.

2.3 Theoretical Review

The study adopted the biological theory of gender, socio-economic theory and implementation theory.

2.3.1 Biological Theory of Gender

It states that gender identity and role arise from biological processes. It also states that the current sexual division of labour is rooted in biology and it happens to be the natural order of events (Erickson-Schroth, 2013). It was developed by Rossi (1970) who gave a strong justification for existence of successive unequal distribution of resources and for maintaining this distribution. Other scholars who have pronounced themselves on this theory include; Birkes (1992), posits that the discipline of human biology presents a clear-cut differences between genders with regards to chromosomes, genetics and inheritance. According to Bussey and Bandura (1999), they discredit any point of view

that allows for social factors to explain any variation in gender identity and expression and ascribe any difference only to biology.

The theory further posits that biological processes play a part in gender role. The theorist posits that biological development occurs before birth and that the baby's sex influences how the child is labelled and treated (Erickson-Schroth, 2013). The same analogy applies at work-place where gender bias in division of labour is experienced. According to the theory, children learn appropriate gender roles based on what society offers in gender curriculum (Meyer-Bahlburg, 2013). The girls usually show more variability in their sex type behaviours than boys. According to the theory, boys are always under-pressure to conform to traditional gender roles (Blakemore, Berenbaum & Liben, 2008).

This has become harmful because the men are forced to pursue success and power and restrict affectionate behaviour even at place of work (Veale, Lomax & Clarke, 2010). This kind of behaviour affects how both genders are handled at work place. The gender roles at work place are a product of the gender roles learnt by the workforce based on what society offers in gender curriculum while they were children. For centuries, males have been privileged in the workplace that women (Bussey & Bandura, 1999). The privileged male today still feels a sense of entitlement in the workplace while women may feel like the underdogs. Men still retain the sense of privilege in regards to gender roles in the workplace than women (Birkes, 1992). This theory was adopted to address the gender mainstreaming construct.

2.3.2 Socio-Economic Theory

The theory states that the difference between men and women are as the result of the sex-role socialization during childhood (Seguino, 2000). The theory was developed by

Rai (1995). This theory therefore predicts too much homogeneity in the relations between and among men and women (Jackson, 1993). According to Acker, organizations themselves are gendered. For example; certain occupations are structured for workers who occupy a certain sex category. This means that organizations are patterned through and in terms of a distinction between male and female, masculine and feminine (Davis, 1976). Gender is not an addition to ongoing processes, but an integral part of those processes, which cannot be properly understood without an analysis of gender (Agenor & Canuto, 2013).

The theory has been criticized on the grounds that it cannot account for differences in power relations between people of the same gender. It is also overly deterministic, and cannot account for those instances wherein people choose to defy socialization and deviate from expected behavioural patterns (Himmelweit, Santos, Sevilla & Sofer, 2013). The theory has also been criticized that it is too one-sided - top down. The theory has been adopted to explain gender mainstreaming because it states that the difference between men and women are as the result of the sex-role socialization during childhood. This also has an effect on how roles and responsibilities are assigned at the work place.

2.3.3 Implementation Theory

This theory was developed by Maskin and Sjostrom (2002). The theorists posit that implementation problem of designing a mechanism (game form) such that the equilibrium outcomes satisfy a criterion of social optimality embodied in a social choice rule. If a mechanism has the property that, in each possible state of the world, the set of equilibrium outcomes equals the set of optimal outcomes identified by the social choice rule is said to be implemented by this mechanism. In this theory, the problem of implementation lies with coming up with the equilibrium outcome which may be

socially optimum for all members in such a society. Therefore, the proper implementation can be accomplished with a smaller set of possible states/outcomes of the situation (Hayek, 1945). This means that in instances of project management, the project manager can have a greater chance of properly implementing the project successfully. If he/she is aware of the actions or strategies of those directly under them. In this case, understanding how managers are planning on carrying out their activities ensures that the project manager can align the activities of the project to ensure effective implementation.

2.4 Empirical Literature

This section presents the empirical literature on project implementation, gender decision making and project implementation and gender sensitivity in language and project implementation and equal treatment and project implementation. Institutional policy and gender mainstreaming and Institutional policy and project implementation.

2.4.1 Project Implementation

Project implementation refers to the process of actualizing the investment plan (Chandra, 2017). In most cases project implementation is achieved through putting certain specific actions and structures in place so as to operationalize the investment dream as well as derive the set project benefits. In order to avert project failure or losses, Kalinova (2020), opines that there is need for effective project implementation. A study was done by Njiru (2014), on the project management practices and implementation of projects in Nairobi City County. The findings revealed that not all the projects were completed on time, within the expected budget and the expected scope. The rural road projects implemented are supposed to be completed on time, within budget, scope and quality (performance). The roads to be constructed are usually allocated a budget within

which the roads should be completed. The number of roads or length to be constructed (scope) is usually specified. Failure to complete all the roads or length expected implies project failure. Rural road projects usually are supposed to be completed within a certain time frame or financial year. If the roads are not completed within this timeframe, it usually results into time overrun. This is an indicator of project failure.

The roads constructed in rural Kenya usually are supposed to meet certain requirements failure to which the roads will be rendered sub-standard or will be considered to be of poor quality. Project implementation assessment helps to determine the degree of achievement of established objectives in a meaningful manner. According to Cropper, Berg, Culligan and Radstone (2015), organizations should have a good project implementation plan that helps to ensure the projects are completed on time, on scope, within budget and it should meet end user satisfaction besides other pertinent considerations. Inability to complete projects on schedule or within budget estimate in certain instances has led to abandonment of projects (Ubani, Nwachukwu & Nwokonkwo, 2015). In the road construction projects, initial excavation and grading work can worsen the state of pre-existing roads leading to the project being abandoned for one reason or the other.

In most likely scenarios, this has created untold hardship in many rural and urban road construction projects, because such roads serve entire communities and could affect their economic fortunes. The reasons for project failure ranges from technical problems associated with poor project conceptualization and design, to economic problem associated with their implementation (Nwachukwu & Emoh, 2019). The other causes of project failure include amongst others; political, environmental and cultural factors (Nwachukwu & Nzotta, 2017). The ability of projects implementers to deliver value to

users on completion is another important measure of project success. In most instances, this condition is not met.

Not all rural road projects are completed on time and within set budget. Others are not completed within the required scope and quality expectations (Ndunda, Paul & Mbura, 2017). Time in project implementation has an effect on project quality, scope as well as project cost. Rural road projects should be completed on time as per the contract failure to which it results into time overrun which eventually have an effect on project quality, scope as well as project cost. Project time should be managed well as it helps to secure project completion time and budget (Ubani *et al*., 2015). This is because deviation from the project schedule affects project scope as well as project cost. Stalling of rural road projects around the counties is an indicator of project time overruns which has marred project implementation among some of the rural projects in the country (Ndunda *et al*., 2017). Project time management which refers to the time spent and the progress made over the project is a recipe of project success. An important part of project task management is time management. It helps to break down projects, assign tasks as well as complete projects on time (Nwachukwu & Emoh, 2019).

Project costs relates to the total amounts of money that is needed to facilitate project implementation (Cropper *et al*., 2015). All rural road projects are assigned a certain budget. Project success is achieved when the projects are completed within the budget estimates provided. Most of the rural road projects that stall are the ones that fall short of funds needed for successful implementation of the projects (Ndunda *et al*., 2017). The costs incurred on rural road projects just like other projects include; direct cost and overheads. Project costs should be estimated with much accuracy because under-estimation of costs leads to funds shortage which will hinder project completion. Rural

road project scope relates to specific goals, deliverables, features as well as budgets (Buba & Tanko, 2017). It entails the list of project activities that should be undertaken in their entirety for the projects to be deemed to have been completed on time (Dissanayaka & Kumaraswamy, 2020).

In most common practice, project scope statement is usually comprised of project objectives, project deliverables, project constraints as well as project assumptions (Naqvi & Aziz, 2017). In a nutshell, project scope connotes the project work that must be done in order to a deliver the required functions and features (Buba & Tanko, 2017). The project scope is usually made up of the functionalities as well as the specifications outlined in the project requirements. All rural road projects have project scope, failure to complete the projects within the project requirements is a recipe of project failure (Dissanayaka & Kumaraswamy, 2020). In most likely, scenarios, not all rural road projects are completed as per the requirements. This implies that most of the projects fall short of this aspect. Few studies exist that have been done on rural road project implementation in Nandi County, which have detailed the achievement of project scope among rural roads projects in Nandi County. The current study seeks to address this knowledge gap.

Project quality refers to the degree to which a set of inherent characteristics fulfil requirements (Njogu, 2016). According to Novo, Landis and Haley (2017), in all projects the project requirements are always determined at the beginning of the project with the stakeholders but according to Slevin and Pinto (2015), deviations from the requirements usually renders the project work sub-standard or of poor quality. It follows suit that the rural road projects should meet certain project requirements. Deviations from the project requirements makes the projects sub-standard or of poor quality (Novo

et al., 2017). The assessment of project quality is an indicator of project success. Empirically, there are few studies that have examined project quality among rural road projects in Nandi County. The current study seeks to address it and therefore fill the existing scope of knowledge of project scope among rural road projects in Nandi County.

2.4.2 Gender Decision Making and Project Implementation

Gender Decision Making has pulled in scholarly consideration over the last 20 years (Ladd & Marshall, 2004). It has been contended that gender decision making is a component indispensable to enhancing work satisfaction in project management (Kim, 2002). Scholars argue that gender decision making is a joint consultation of all genders between employees and managers that brings together to address problems and reach decision working together as a team (Davis & Newstrom, 1997). Employees' participation in decision making motivates them and also enhances effectiveness and productivity, decreases the cost of observing workers and prompts expanded commitment (Cadwallader *et al*., 2010). A study done by Ladd and Marshall (2004) revealed that participation in decision-making is critical to workers and, alongside employment satisfaction and effective corporate commitment, is esteemed by them. Workers believe they are doing well, in view of their participation in decision-making and the cooperation likewise increases through the positive effect on undertaking and performance effectiveness.

Employees are conscious of the participation or involvement in decision-making, e.g., when they discuss recent issues with their peers, they feel secure and the communication flows without boundaries and formal arrangements. Wood and Menezes (2011), posit that top participation management program advances

employees' performance. The findings from the study prove that when any type of participation program introduced in decision-making, employees feel that by being involved in this participation program, their motivation increases as well. The institutional policy which enhances organizational performance also improves when all employees irrespective of gender are involved in decision making at work place. Although the effect of participation in decision making on organizational commitment is not high, it is generally positive (Sagie *et al*., 2002). Some scholars argue that a decision is only as good as its implementation and those who participate in making it are usually highly committed to making it fruitful (Robbin *et al*., 2008).

In Nigeria, Chizoba, Abomeh and Okafor (2019), examined the impact of participatory decision making on implementation of water projects. This study investigated the extent to which participative decision-making affects project implementation. The study employed a survey research design. The study had a sample size of 136. The study found out that involvement in decision making significantly improves project implementation. The study was narrow in scope as it had not incorporated work place restructuring which the current study seeks to incorporate and therefore broaden the scope of the study. At projects in Nandi County, little is known about the effect of gender involvement in decision making on project implementation. The current study sought to fill this knowledge gap. In Japanese firms, decision making is shared at the entire phases of management (Irawanto *et al*., 2011). Participatory decision making focuses on defining matters or challenges rather than on obtaining solutions. Thus, the entire organizational structure is included in the process. At projects in Nandi County, no studies exist that have been done on gender decision making and project implementation. The current study sought to fill this knowledge gap.

2.4.3 Gender Sensitivity in Language and Project Implementation

The workplace has sometimes been referred to as an inhospitable place for women due to the multiple forms of gender inequalities present (Abrams, 1991). Amongst the multiple forms of gender inequalities, discrimination exists on the basis of language adopted at place of work. Jayne and Dipboye (2004), opine that gender sensitivity in language should be linked to strategies to create a business case for diversity. In organizations where employees perceive strong gender sensitivity in language, it results in greater employee attraction and retention among women and minorities, at all levels of the organization (Martins & Parsons, 2007). In Canada, Starmaski and Hing (2019), researched on gender inequalities in the workplace. The study further assessed the effects of organizational structures, processes, practices, and decision makers' sexism. The scholars delineated the nature of discrimination within HR policies, decisions, and their enactment, as well as explore the causes of such discrimination in the workplace (Abrams, 1991). It was established that there were no simple or direct solutions to reduce gender discrimination in organizations. But gender sensitivity in language had a positive impact on project implementation (Jayne & Dipboye, 2004). It is evident that gender sensitivity in language has a positive impact on project implementation. The data collection procedure was too shallow and therefore the current study will enrich it. At projects in Nandi County, little is known about how occupational references, role references and images affect project implementation. This study sought to fill this knowledge gap.

In any project, all the employees should be referred unto using gender sensitive titles and not demeaned on the basis of language. This will help to improve both the organizations culture as well as performance. Johnson and Sijapati (2019), researched on disciplining gender in corporate Organizations. Emphasis was laid on the texts and

practices of gender mainstreaming. It was established that adoption of gender sensitive titles among all employees boosts the organizations culture (Abrams, 1991). Organizations should adopt gender sensitive titles if they have to improve on their project implementation (Jayne & Dipboye, 2004). Little is known on whether rural road projects in Nandi County adopts gender sensitive titles and how it affects project implementation. The current study was carried out at rural road project sites in Nandi County, so as to fill this knowledge gap.

Gender sensitivity in language is achieved when the right language is used among all women and men. Adoption of gender-biased language has a negative impact on project implementation (Jayne & Dipboye, 2004). Organizations that do not adopt gender sensitivity in language experiences high employee turnover which hinders completion of projects on time. The use of gender sensitive language should be allowed during construction of rural road projects. Albeta (2015), examined gender sensitivity in language and performance management in corporate leadership. It was established that gender sensitivity in language has a great significant impact on implementation. The study was narrow in scope as occupational references and texts were not within the scope of the study. This study seeks to incorporate them and therefore broaden the scope of the study. A methodological gap exists as the sampling techniques adopted in the study were not provided. The current study included them and therefore address this knowledge gap. This study sought to determine the effect of gender sensitivity in language on implementation of rural road projects as there are no studies that have been done on the same subject matter in Nandi County.

2.4.4 Gender Equal Treatment and Project Implementation

Gender equal treatment in organizations is a complex phenomenon that can be seen in organizational structures, processes, and practices. The approach to gender and development has been evolving gradually since the 1970s (Arenas & Lentisco, 2011). The UN International Year of Women (1975) and the International Women's Decade (1976-85) led to the establishment of gender ministries in many countries and the adoption of Women in Development (WID) policies by donor agencies, governments and NGOs (Arenas & Lentisco, 2011). The intent of women in development policies was to ensure that women would be included in development interventions and thereby receive a fair share of the benefits. The purpose of adoption of Women in Development policies was to move development from a situation of gender blindness to one in which the needs of women were addressed. This was with the increased role of women in economic activities, leading to women's empowerment. Adoption of Women in Development policies integrated women into economic development by focusing on income-generating projects for women (Momsen & Janet, 2004).

Treating men and women equally at the workplace is known as gender diversity at workforce it adds value to the company's bottom line where different opinions and ideas are generated. Success of an organization depends upon utilization of talented employees at best, irrespective of being male or female (Bibi & Naima, 2015). Organizations that treat men and women equally become successful. Rural roads project implementation will improve if both men and women are treated equally. Some examples of how workplace discrimination negatively affects women's earnings and opportunities are the gender wage gap (Peterson & Morgan, 1995), the dearth of women in leadership (Eagly & Carli, 2007), and the longer time required for women (vs. men) to advance in their careers (Blau & DeVaro, 2007). Gender stereotypes exist within the

workplace and affect the perception of male and female behaviour within an organization in addition to the way in which males and females behave can be influenced by these stereotypes manner in which their behaviour is evaluated (Nadler & Cameron, 2013).

Companies which have adopted workforce diversity have significantly changed its performance towards rapid growth by creating new ideas, providing suggestions and even in solving problems (Ortiz & Albert, 2013). Equity is a core value of road project implementation organizations where the organization does not tolerate any form of gender bias or violence. Equal pay that is not influenced by gender related metrics (Eagly & Carli, 2007). Rural project implementing agencies should aim at improving equity in gender issues and reducing gender disparities whose intent is to benefit all sectors and thus contribute to sustainable economic growth, poverty reduction and social justice (Peterson & Morgan, 1995).

McMillan-Capehart (2003) opines that equal treatment at the management and organizational levels can provide an organization with a competitive advantage. The study's results found a positive relationship between organizational gender equality and performance. Gender diversity may enhance employees' overall creativity and innovation because of the combination of different skills, perspectives and backgrounds (Egan, 2005). In addition, a gender-diverse workforce can produce high quality decisions because men and women bring different perspectives leading to varied alternatives (Rogelberg & Rumery, 1996). At rural road project in Nandi County, little is known about how equal treatment has impacted implementation of rural road projects. This study sought to address this knowledge gap.

Empirical research supports the argument that equal treatment at workplace is positively linked to project implementation. McMahan, Bell and Virick (1998) used the resource-based view of the firm to argue that gender and racial diversity at the management and organizational levels can provide a firm with a strong institutional policy. The study's results found a positive relationship between organizational gender diversity and project implementation. Fedorova, Savitskaya and Yakovleva (2016), conducted two organizational level empirical studies to examine the relationship between women's representation and project implementation. The overall results supported the authors' argument that women representation has a significant positive effect on project implementation. A conceptual gap existed as pay gap and hiring were not within the scope of the study which the current study sought to incorporate. In Nandi County, there exists no study that has been done on the effect of equal treatment on implementation of rural road projects. The current study sought to fill this knowledge gap.

2.4.5 Institutional Policy and Gender Mainstreaming

Institutional policies are rules and regulations that the workforce must follow to keep business running smoothly (Chib, 2019). A section of the institutional policy is meant for provision of guidance that helps the workforce to render their services effectively on a day-to-day basis (Chow & Tsui, 2017). The project management policy is used to provide guidelines on how to ensure projects efficiency as well as to ensure the projects are completed on time. It is important as it helps organizations to manage projects obstacles. An organization that has an institutional policy that ensures both genders are involved in decision making helps to improve project success (Giacchino & Kakabadse, 2017). Institutional policy helps to define the rules of behaviour for the user as well as any other personnel (Owen, Connor & Linger, 2019).

Institutional policy affects gender decision making. Guidelines and rules set by an organization affects all workers and how projects are implemented. Both genders will be affected with the decisions made by an organization (Chiedu, Long & Ashar, 2017). Who gets involved in decision making in an organization depends on an institutional policy of a given organization (Chow & Tsui, 2017). Projects in which both genders participate in decision making have recorded project success. When institutional policies are formulated, they are usually anchored on the organization's core-values as well as the purpose served by the organization (Giacchino & Kakabadse, 2017). Organizations that do not discriminate against any gender are able to perform well (Danaeifar, Gharaei, Hasani, Mirzaei & Abangah, 2016). The workforces are supposed to abide by the policies and be able to render their services as dictated by the organizational policy.

All organizations have institution policies that influence how decisions are made at an organization. It also has an impact on who participates in decision making process of an organization (Giacchino & Kakabadse, 2017). Therefore, institutional policy has a high probability of affecting gender involvement in decision making which has an effect on project implementation (Chelimo, 2019). Empirically, few studies exist that have been done on institutional policy and gender mainstreaming. A study by Wamuyu (2020), on the effect of institutional policy on project performance in Postal Corporation Kenya reveals that institutional policy has a positive significant effect on project performance in Postal Corporation of Kenya. A context specific knowledge gap also exists as study was not done on rural road projects. Gender mainstreaming was not examined in the study. A scope gap exists as gender involvement in decision making was not part of the study which the current study seeks to incorporate and therefore broaden the scope of the study. The current study therefore sought to determine how

institutional policy moderates the relationship between gender mainstreaming and implementation of rural road projects.

Institutional policy has an influence on gender equality where it influences how gender equality is made manifest through language (Baker, Cullen, Debevec & Yenenesh, 2015). An organization can have an institutional policy that enforces or ensures that gender equality is attained where all men and women are addressed through language as individuals of equal value, dignity, integrity and respect (Spalek, 2019). Depending on the rules set by the organization, it not only affects gender sensitivity in language but it also affects project implementation. Clarke and Cossette (2000) posit that institutional policy ensures that there is no use of language that refers explicitly or implicitly to only one gender and it helps to ensure that inclusive alternatives are adopted as well as it ensures that the language used is gender sensitive and at the same time inclusive.

Institutional policy affects the use of sexist language which at times it is known as gender discriminatory language (Owen, Connor, & Linger, 2019). Whether an organization uses a language that is termed as sexist language or not depends on the institutional policy. Derogatory language or gender-discriminatory language is avoided based on the institutional policy adopted by a certain organization (Chib, 2019). An institutional policy therefore has an influence on whether the language used in an organization is gender sensitive (Kiecolt & Nathan, 2015). It also has an impact on project implementation as the institutional policies adopted by an organization affects the normal trend on how projects are implemented in terms of timelines, cost and project quality (Magee, Lee, Giuliano, & Munro, 2006).

Empirically, there are few studies that have been conducted on institutional policy, gender sensitivity in language and project implementation and more specifically on rural road projects. Armstrong-Mensah (2020) researched on mainstreaming gender into development Projects. The study was further delimited to the consequences of leaving women out and practical requirements for success. It was established that gender mainstreaming has not been fully adopted or adhered to in development Projects. Women are still left out in implementation of development projects. A conceptual gap existed as the study did not incorporate institutional policy which the current study incorporated. The current study sought to enrich the existing body of knowledge on institutional policy and its effect on the adoption of gender sensitive language during project implementation and how it affects project implementation.

Institutional policy has an effect on both gender equality or gender equal treatment and project implementation (Sparer, Boden, Sorensen, Dennerlein, Stoddard, Wagner & Sabbath, 2018). Most organizations that do not discriminate against any gender are able to realize project success. It is within the institutional policy of an organization that gender equality can be realized (Starmaski & Hing, 2019). Institutional policy has a significant impact on gender equality as it is a requirement in most organizations for both the women and men to access same opportunities (Wamuyu, 2020). For gender equality to be achieved, an institutional policy that creates an organizational culture where gender equality is not only recognized but also enforced is of paramount importance (Martins & Parsons, 2007). An institutional policy should provide guidelines on what percentage of both genders should form part of the workforce of an organization. It should be discrete enough to provide the measures that should be adopted to enhance its enforcement (Lusesi, 2018).

Achieving gender equality does not mean that women become the same as men (Starmaski & Hing, 2019). An institutional policy should exist that helps to achieve equality where one's rights or opportunities does not depend on either being male or female. Institutional policy influences how the gender equality perspective is integrated at all stages as well as levels of policies, programmes and project (Kabeer, 2005). This act helps to influence the success rate of all the projects being implemented. Institutional policy should take into account how gender equality will be achieved (Huffman *et al*., 2017). It should take into consideration the differences that exist among the different genders when designing, implementing and evaluating policies, programmes and projects (Guo *et al*., 2019). This will help to not only enhance the realization of gender equality but it will also lead to project success.

As much as the interrelationship between institutional policy, gender equality and project implementation are important (Gichoya, 2015), no studies exist that have been done on the subject matter among rural road projects in Kenya. Mungai (2017) examined the influence of institutional policy on project implementation for projects implemented by UNHabitat with a key focus on Somalia. The study adopted a descriptive research design. The sample population included; project managers, project assistants and project officers. The sample size was 65 respondents from UN Habitat and implementing partners who were presently working in four project sites located in Hargeisa, Mogadishu, Bossaso and Garowe. The data collected was analysed using both descriptive statistics and inferential statistics. The study established those institutional policies have a significant influence on implementation of projects implemented by UN Habitat in Somalia. The study was narrow in scope as gender equality was not within the scope of the study which the current study sought to incorporate and therefore enrich the existing body of knowledge on the subject matter. The study had not focused on

rural road projects, a contextual knowledge gap therefore exists which the current study sought to address.

2.4.6 Institutional Policy and Project Implementation

Institutional policies are rules and regulations that the workforce must follow to keep business running smoothly (Batistic, Cerne, Kase & Zupic, 2016). A section of the institutional policy is meant for provision of guidance that helps the workforce to render their services effectively on a day-to-day basis (Ariani, 2020). An institutional policy should be able to provide guidelines on how to ensure projects efficiency as well as to ensure the projects are completed on time (Chelimo, 2019). Institutional policy is important as it helps organizations to manage projects obstacles and it helps to ensure that the quality of business operations is assured (Giacchino & Kakabadse, 2017). Institutional policy is important in project management because it helps to protect organizations through adoption of a proactive policy (Chib, 2019). It helps to define the rules of behaviour for the user as well as any other personnel and it also helps to ensure proper compliance with regulations and legislation (Owen, Connor & Linger, 2019). This in turn helps in improvement in project implementation.

The institutional policies relate to the standard procedures that describes the tradition on how services are supposed to be offered at the organizations (Batistic *et al*., 2016). Rural road project implementers have an institutional policy that govern their operations. For example, a policy on gender mainstreaming among others where by all genders should be given equal treatment on employment slots. How institution policy affects implementation of rural road projects is what the current study seeks to determine. This is because there is little information on how institution policy affects implementation of rural road projects. The aspects of institutional policy that were

adopted in this study included; rules, guidelines and standards. Little is known about the various institutional rules, the guidelines as well as the standards upheld during implementation of rural road projects in Nandi County.

A study was done by Wamuyu (2020) on institutional policy and project performance in Postal Corporation in Kenya. The main focus of the study was on effect of institutional policies and organizational culture on project performance in the Postal Corporation of Kenya. The study established that organizational culture and institutional policies have a significant influence on project performance in Postal Corporation. The study was not done on implementation of rural road projects which is the focus of the current study. Musyoki and Gakuu (2018) researched on the institutional factors influencing implementation of infrastructure projects by county governments in Kenya. The study was conducted in Embu County, Kenya. The study established that institutional policy positively and significantly influences implementation of infrastructure projects by county governments. The current study sought to focus on rural road projects in Nandi County which was not within the scope of their study.

In Nandi County, no study exist that has examined the impact of institutional policies such as organizational rules, guidelines and standards on the relationship between gender mainstreaming and implementation of rural road projects in Nandi County. This implies that a knowledge gap exists which the current study seeks to fill. An institutional policy that is implemented to improve project implementation should also help the employees to improve on the quality of work (Ariani, 2020). This will help to reduce both transaction and implementation costs. The current study therefore sought

to determine the moderating effect of institution policy on the relationship between gender mainstreaming and implementation of rural road projects in Nandi County.

2.5 Conceptual Framework

This is a visual representation that helps to illustrate the expected relationship between cause and effect in a research study (Grant & Osanloo, 2014). A conceptual framework is adopted so as to help make conceptual distinctions as well as bring together different ideas. The conceptual framework that is deemed strong usually leads to actual realization of the intended objective. It can also be defined as a synthetization of interrelated components and variables which help in solving a real-world problem (Imenda, 2014). The development of a conceptual framework usually begins with a deductive assumption that a problem exists, thereafter it involves the application of processes, procedures, functional approach, models, or theory that may be used for problem identification (Zackoff, Real, Klein, Abramson, Li & Gusic, 2019).

A conceptual framework is a list of understood fact-based conditions that presents the researcher's prescribed thinking for solving the identified problem. The conditions are meant for provision of a methodological rationale of interrelated ideas and approaches for beginning, executing, and defining the outcome of problem resolution efforts (Leshem & Trafford, 2007). It was adopted in this study to show the hypothetical direction of the moderating effect of institutional policy on the relationship between gender mainstreaming and project implementation as shown in Figure 2.1.

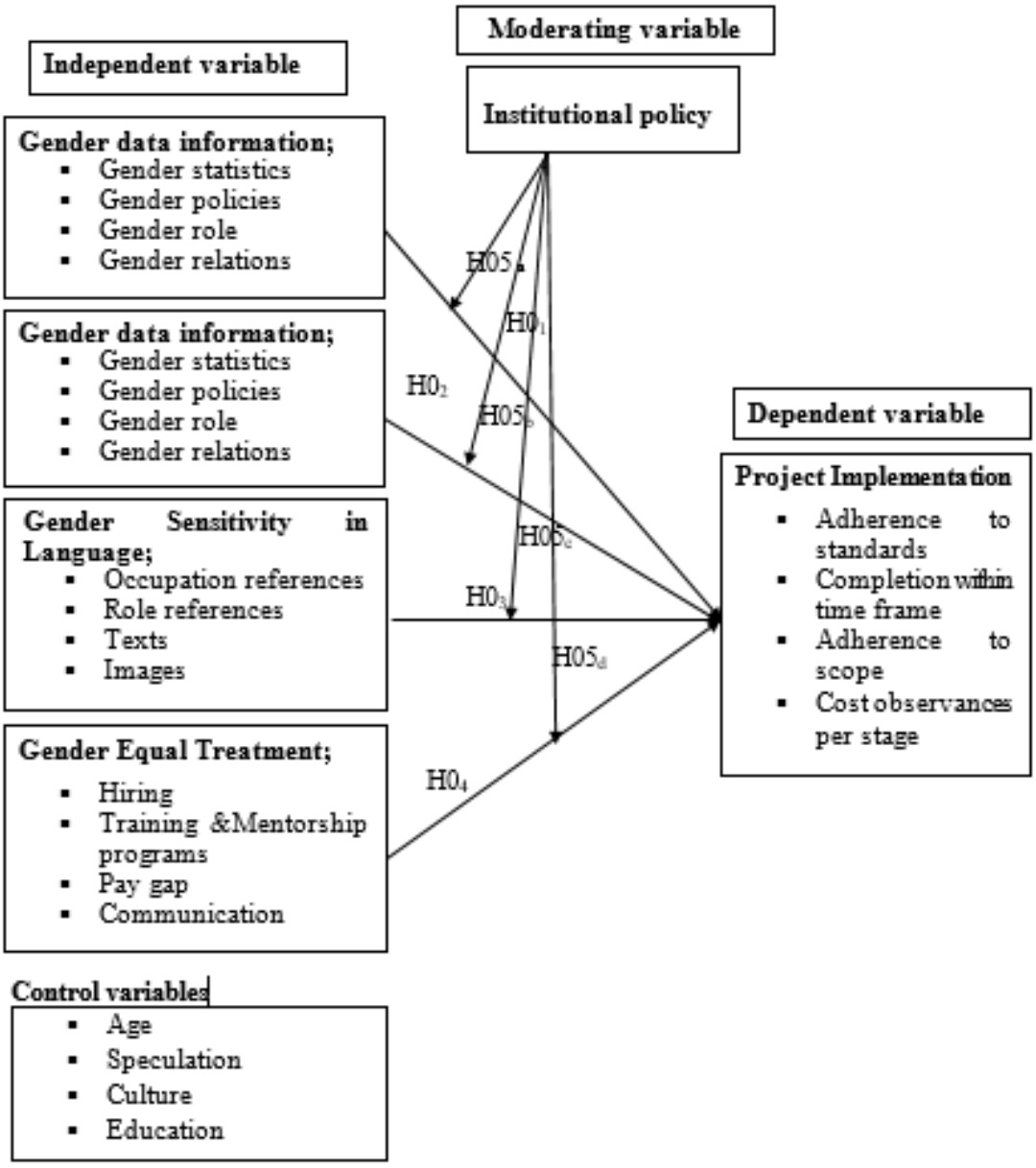

Figure 2.1: Conceptual framework

Source: Researcher (2022)

The independent variables are gender data information, gender decision making, gender sensitivity in language and Gender equal treatment. The indicators of gender data information included; gender statistics, gender policies, gender role and gender relations. The indicators of gender decision making included; workplace structuring, appointments, balanced targets and strategies and measures. The operational measures of gender sensitivity in language included; occupational references, role references,

texts and images. The indicators of equal treatment included; hiring, training & mentorship programs, pay gap and communication. Project implementation was operationalized using; adherence to standards, completion within time frame, adherence to scope and cost observances per stage. The moderating variable was institutional policy. The control variables included; age, speculation, education and culture.

2.6 Chapter Summary and Gaps

The chapter has provided review of concepts, that is, gender mainstreaming, institutional policy and project implementation. The study reviewed biological theory of gender, socio-economic theory and implementation theory. The study also reviewed literature on the study variables adopted in the study, that is, gender data information and project implementation, gender decision making and project implementation, gender sensitivity in language and project implementation and gender equal treatment and project implementation. Literature was also reviewed on institutional policy and gender mainstreaming and institutional policy and project implementation. Literature reviewed on the indicators have shown that gender data information, gender decision making, gender sensitivity in language and gender equal treatment have an effect on project implementation. Literature reviewed on institutional policy and gender mainstreaming shows that institutional policy has an effect on both gender mainstreaming and project implementation. Research gaps were identified in all the previous studies reviewed in this study and its summary provided in Table 2.1.

Table 2.1: Research gaps

Author	Title	Methodology	Findings	Gaps
Chizoba, et al. (2019)	Impact of participatory decision making on implementation of water projects.	The study employed a survey research design.	The study established that involvement in decision making significantly improves project implementation.	work place restructuring was not within their scope which the current study sought to add.
Albeta (2015)	Gender sensitivity in language and performance management in corporate leadership.	The study adopted descriptive survey research design.	It was established that gender sensitivity in language has a great significant impact on implementation.	A conceptual gap exists as occupational references and texts were not within the scope of the study which this study added.
Fedorova, Savitskaya & Yakovleva (2016)	The relationship between women's representation and project implementation.	The study adopted explanatory research design.	The overall results supported the authors' argument that women representation has a significant positive effect on project implementation.	Research design adopted had not been justified which this study sought to add and hence address a methodological gap. A conceptual gap existed as pay gap and hiring were not within the scope of the study which the current study sought to incorporate.
Wamuyu (2020)	Effect of institutional policy on project performance in Postal Corporation Kenya.	Descriptive research design was adopted.	Institutional policy has a positive significant effect on project performance in Postal Corporation of Kenya.	A context specific knowledge gap also exists as study was not done on rural road projects. A conceptual gap exists as gender involvement in decision making was not part of the study which the current study sought to incorporate.
Musyoki & Gakuu (2018)	Institutional factors influencing implementation of infrastructure projects by county governments in Kenya. A case study of Embu County.	The study adopted descriptive research design	The study established that institutional policy positively and significantly influences implementation of infrastructure projects by county governments.	The current study sought to focus on rural road projects in Nandi County which was not within the scope of their study and hence a contextual gap existed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers the study area, research design, target population, sample size and sampling procedures, research instruments, data collection procedures, measurement of variables, validity and reliability, data analysis and ethical considerations.

3.1 Study Area

The study area was on rural road projects in Nandi County. The rural road projects in Nandi County face a number of challenges that makes the projects either not completed on time or stalling for a long period of time. There are rural road projects in Nandi County that are yet to be completed and have stalled for a considerable period of time. This makes Nandi County a suitable study area for the current study. It would be interesting to find out amongst others, whether gender sensitivity is being upheld in the projects. The study also assessed the impact of institutional policy on the projects in the County.

3.2 Research Design

This is a plan and structure of investment conceived so as to obtain answers to research questions (Kumar, 2018). The scholars further posit that it is a set of logical procedures that enable the researcher to obtain evidence to determine the degree to which the research hypotheses are correct. This study adopted cross-sectional survey design. Orngreen and Levinsen (2017), opines that cross-sectional survey design collects data to make inferences about a population of interest at one point in time. It was adopted in this study as it allows the researcher to collect data from different respondents at a given period of time.

3.3 Target Population

Target population refers to a comprehensive assortment of every subject that a sample is obtained from (Panneerselvam, 2014). It is also known as unit of observation. It refers to the entire group of objects or persons where researchers are interested in simplifying all the conclusions. It commonly has different features and it is viewed as the theoretical population. According to Rinjit (2020), describing target population is needed so as to define the unit of analysis in any study. The target population is incorporated in the current study because it sets clear direction on the scope and objective of the research and data types (Mohajan, 2018). The target population for this study was 528 respondents who comprises of 48 registered road contractors in Nandi County and 480 employees for pre-qualified roads construction companies in Kenya Rural Roads Authority Nandi County. Of the 480 employees, 80 were from Mosop Sub county, 76 Emgwen Sub county, 84 Aldai Sub county, 74 Tinderet Sub county, 87 Nandi Hills Sub county and 79 from Chesumei Sub county as shown in Table 3.1.

Table 3.1: Target population

	Target population
Registered road contractors	48
Employees	480
Total	**528**

3.4 Sample Size and Sampling Procedures

This section addresses both the sample size and the sampling procedure.

3.4.1 Sample size

The sample size was 228 respondents calculated based on Yamane's (1967) sample determination formula. The formula was: $n = {N}/{(1 + N\,(e)^2}$

Where:

n is the expected sample size

N is the target population

e is the margin of error i.e., 0.05

Substitution in the above formula is as follows: $528 / [1+528(0.05)^2] = 228$ respondents.

To get the samples per stratum, the study adopted the formula below:

$$nh = n^{Nh}/_{N}.$$

Where:

nh is the expected sample size per stratum

n is the calculated sample size

Nh is the population per stratum

N is the entire population

The results were as shown in Table 3.2;

Table 3.2: Sample size

S/no	Group	Population	Sample size	Sampling techniques
1.	Registered road contractors			
	Mosop Sub county	7	3	Stratified and simple random sampling
	Emgwen Sub county	9	4	
	Aldai Subcounty	6	2	
	Tinderet Sub county	9	4	
	Nandi Hills	7	3	
	Chesumei Subcounty	10	4	
2.	Employees for all pre-qualified roads construction companies			
	Mosop Sub county	80	35	Stratified and simple random sampling
	Emgwen Sub county	76	33	
	Aldai Sub county	84	36	
	Tinderet Sub county	74	32	
	Nandi Hills	87	38	
	Chesumei Sub county	79	34	
Total		**528**	**228**	

(Source: Author, 2021)

3.4.2 Sampling Procedures

The study adopted stratified random sampling, purposive sampling and simple random sampling techniques. Stratified random sampling was adopted to identify the various groups from which the respondents will be selected from. The various stratums included; registered road contractors and employees for all pre-qualified roads construction companies. Stratified random sampling refers to the selection of a sample in such a way that the recognized subcategories found in the population are demonstrated in the sample in equal proportion as presented in the population (Cr, 2020). The sampling technique was adopted because it helps to produce estimations of general population constraints with enhanced accuracy and guarantees a demonstrative sample is produced from a somewhat homogeneous population.

Mackey and Gass (2015) opine that this sampling technique helps to minimize standard error by offering control over variance. After stratification, the researcher used simple random technique to pick samples from the registered road contractors and employees for all pre-qualified roads construction companies. Simple random sampling was suitable for the current study because it gives every individual within the entire population equal chance of being selected (Igwenagu, 2016). Purposive sampling was used to decide on the county officers from the transport and infrastructure department and the KeRRA regional manager who were interviewed.

3.5 Research Instruments

Data collection instruments refers to the tests, questionnaires, interview schedules or guides, rating scales, and survey plans as well as any other forms which are used to collect information on substantially identical items from 10 or more respondents (Mishra & Alok, 2017). The study adopted both the questionnaire and interview

schedule. Questionnaire is an official set of either statements and/or questions that are intended to collect relevant data from a variety of respondents in order to achieve the leading objectives of a research (Walter & Andersen, 2016). The questionnaires are regarded as the most appropriate research instrument for large populations of respondents and when the nature of information required is detailed. The assumption in the use of questionnaires is that the respondents will appreciate the importance of the study and can understand the items in the instrument (Roberts, 2013). Structured questions were used to conserve time and money as well as in a bid to facilitate easier analysis since they are in immediate usable form.

A closed ended questionnaire was adopted and it comprised of different statements that were rated on a 5-point Likert scale. The Likert scale was of the following form; strongly agree, agree, undecided, disagree and strongly disagree. The questionnaire was divided into eleven sections; section A, B, C, D, E, F, G, H, I, J & K where section A was on the demographic characteristics of the respondents, section B gender data information, section C gender decision making**,** section D gender sensitivity in language, section E gender equal treatment, section F on project implementation, section G institutional policy, H age, I speculation, J culture and K education. The interview schedule comprised of unstructured questions so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information. The county officers from the transport and infrastructure department and the KeRRA regional manager are the ones who were interviewed.

3.6 Data Collection Procedures

Data collection involved the procedure for obtaining raw and unrefined data that could be analysed to come up with meaningful data, by considering all scientific processes of

Analysing data (Tarone, Gass & Cohen, 2013). Upon consent of the proposal by the Moi University to collect information, the researcher obtained a research permit from NACOSTI. Upon receipt of both the authorization letter and the research permit, the researcher commenced the data collection exercise. The researcher was assisted by two research assistants who were trained on ethics that they should uphold during data collection. The research assistants were trained well so as to ensure that they have a clear understanding of the research instruments and the study's objective. The researcher and research assistants self-administered all questionnaires and the interview schedules to the respondents. For the questionnaires the respondents were allowed between 10 to 15 minutes to fill the questionnaires while for the interviews were conducted for between 15 to 20 minutes.

3.7 Validity and Reliability

This section covers both validity and reliability of the research instruments.

3.7.1 Validity of the Research Instruments

In order to assess validity of the research instrument, pilot testing of the research instruments were administered to 23 respondents which represent 10% of the sample size. According to Garg (2016) a sample size ranging from 10-20% for the actual study could be viewed as a sensible figure of respondents that can be considered when enrolling in a pilot. The pilot study was conducted in Moiben Sub County. Validity is viewed as the degree to which a given instrument accurately measures what it purports to measure (Habib, Maryam & Pathik, 2014). Validity can either be internal validity or external validity. Internal validity emphasizes on the element of causality which implies to the causal correlation between two variables or more (Ledford & Gast, 2018).

External validity refers to results capacity that could be comprehensive beyond the precise research context (Tavakoli, 2017). The researcher selected a study sample that was mostly represented and which does not have any issue with external validity. This will help to ensure that the external validity is realized. This study adopted content validity. Criterion related validity method was not be used in this study as it needs a lot of time. Criterion related validity needs to measure the behaviour by questionnaire, and then waiting to observe the real behaviour of participants (Mishra & Alok, 2017). Content validity aims to improve the contents or the construct of the words and statements in the questionnaire. It helps to evaluate the precision, significance; appeal and advent of the data collection instruments (Igwenagu, 2016). The use of a specialized or skilled individual in the specific field is the typical technique that is used to evaluate content validity (Roberts, 2013).

Basias and Pollalis (2018) opine that content validity of an instrument is enhanced by adopting proficient judgment. Therefore, content validity of the research instrument items in this study was determined through expert opinion which was sought from the supervisor. Comments from experts must be reviewed and incorporated to enhance the validity of the questionnaire (King & Mackey, 2016). In this respect, the researcher sought the supervisor's opinion or informed judgment on the statements or questions incorporated on the research instruments. The opinion was used to facilitate refinement of the statement or questions. The pilot testing results were not incorporated in the final document.

3.7.2 Reliability of the Research Instruments

Reliability refers to the ability of a research instrument to yield similar findings after repeated trials (Pruzan, 2016). It is also a measure of the extent to which the research

instrument produces reliable results after a series of frequent trials (Humphries, 2017). A reliable instrument should produce consistent results when administered to respondents several times so as to gather information from samples that have been drawn randomly from an identical population (Mukhopadhyay & Gupta, 2014). Reliability tends to decline when random error rises. Erroneous coding as well as vague directives to the respondents contributes to errors that affect realization of reliable research instruments. In the study the researcher adopted the Cronbach's Alpha (α) model which is;

$$\alpha = \left(\frac{k}{k-1}\right)\left(1 - \frac{\sum_{i-1}^{k} \sigma_{y_i}^2}{\sigma_x^2}\right)$$

$$where \quad k = number \quad of \quad scale \quad items$$

$$\sigma_{y_i}^2 = \text{var}\, iance \; associated \; with \; i$$

$$\sigma_x^2 = \text{var}\, iance \; associated \; with \; the \; observed \; total \; scores$$

A coefficient of zero implies the tool has no internal consistency while that of one implies complete internal consistency (Hyndman, 2014). Creswell (2014), indicates that a reliable research instrument should have a complete Cronbach Alpha Reliability Coefficient of at least 0.7 for all items under study; where Alpha < 0.7, the research instruments were revised before going for field work to acceptable levels. Sreevidya and Sunitha (2011) recommends that a Cronbach' alpha co-efficient should be more than or equal to 0.70. The pilot testing results facilitated removal of ambiguities, confusion and improvement of wording at the early stage and ensured that the questions are able to quantify what it is supposed to measure. This helped to ascertain whether the research tools are reliable and hence further analysis could be done.

3.8 Measurement of Variables

3.8.1 Dependent Variable

The dependent variable is Project implementation and it was operationalized using; adherence to standards, Completion within time frame, adherence to scope and cost observances per stage adopted from Jayasena et al. (2020).

3.8.2 Independent Variable

The independent variable is gender mainstreaming and its indicators include; gender data information, gender decision making, gender sensitivity in language and gender equal treatment. The sub-constructs of gender data information included; Gender statistics, Gender policies, Gender role and gender relations adopted from Trina and Elisabet (2020). The indicators of involvement in decision making included; workplace structuring, appointments, balanced targets and strategies and measures adopted from Christodoulou and Zobnina (2009). The operational measures of gender sensitivity in language included; occupation references, role references, texts and images adopted from Sczesny, et al. (2016). The indicators of gender equal treatment included; hiring, training & mentorship programs, pay gap and communication adopted from Jost and Kay (2005).

3.8.3 Moderating Variable

The moderating variable was Institutional policy and it was operationalized using; rules, guidelines and standards.

Table 3.2: Summary of study variables

Variable	Scale	Measurement
Dependent variable		
Project implementation	Ordinal	It was rated on a 5-point likert scale where 1 represents strongly disagree, 2 disagree, 3 undecided, 4 agree while 5 strongly agree.
Independent variables		
Gender data information	Ordinal	It was rated on a 5-point likert scale where 1 represents strongly disagree, 2 disagree, 3 undecided, 4 agree while 5 strongly agree.
Gender decision making	Ordinal	It was rated on a 5-point likert scale where 1 represents strongly disagree, 2 disagree, 3 undecided, 4 agree while 5 strongly agree.
Gender sensitivity in language	Ordinal	It was rated on a 5-point likert scale where 1 represents strongly disagree, 2 disagree, 3 undecided, 4 agree while 5 strongly agree.
Gender equal treatment	Ordinal	It was rated on a 5-point likert scale where 1 represents strongly disagree, 2 disagree, 3 undecided, 4 agree while 5 strongly agree.
Moderating variable		
Institutional policy	Ordinal	It was rated on a 5-point likert scale where 1 represents strongly disagree, 2 disagree, 3 undecided, 4 agree while 5 strongly agree.

3.9 Data Processing and Analysis

3.9.1 Data Screening

After data collection exercise, the cleaned data was coded then entered into a computer where it was analysed. Data screening involved checking data for errors and fixing or removing these errors. It helped to address out-of-range values and unusual cases where case's responses are very different from the pattern of responses by most other respondents. It also helped to address duplicate cases which usually occur when two or more cases have identical or near-identical data. It aided in manual check for other anomalies such as empty cases and cases with responses that lacked meaningful

variation or which exhibited obvious arbitrary patterns. After successful data screening, the quantitative data was analysed using both descriptive statistics and inferential statistics while the qualitative data was analysed using content analysis as explained below;

3.9.2 Descriptive Statistics

Descriptive statistics was used to describe the basic features of the data in the study. They formed the basis of virtually every quantitative analysis of data. The descriptive statistics that were adopted in this study include; percentages, frequencies, tables, mean and standard deviation. Statistical Packages for Social Sciences (SPSS) Version 25.0 was used to analyze the data.

3.9.3 Inferential Statistics

The study adopted both Karl Pearson correlation analysis and regression analysis. Correlation analysis of variables under study was conducted to establish where there is any significant relation between dependent and independent variables under study. Correlation tried to establish whether there is positive or negative relationship between variables and using statistical correlation coefficient determine the strength of this relationship. This was tested for significance at 5%. Correlation coefficient ranges from -1.000 to + 1.000. Correlation coefficient value of -1.000 indicates a perfect negative correlation, correlation coefficient value of + 1.000 indicates a perfect positive correlation and a correlation coefficient value of 0.000 implies there is no relationship between the study variables (Pruzan, 2016). Multiple linear Regression model was used to identify significant predictors of implementation of rural road projects. $P < 0.05$ was considered significant. The P values in the regression coefficient table was used to either accept or reject the null hypothesis; if it is more than 5% level of significance

then the hypothesis was rejected, but if it is less than 5% level of significance the hypothesis was accepted.

3.9.4 Model specifications

Model 1

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon \quad \text{.....Equation 3.1}$$

Model 2

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 C_I + \beta_6 C_2 + \beta_7 C_3 + \beta_8 C_4 + \varepsilon \quad \text{.....Equation 3.2}$$

Where;

x_1 gender data information

x_2 gender decision making

x_3 gender sensitivity in language

x_4 gender equal treatment

C_1 Control variable-Age

C_2 Control variable -Speculation

C_3 Control variable-Culture

C_4 Control variable- Education

3.9.5 Testing for Moderation

The moderating effect was tested using the moderated multiple regression (MMR) model that assumed the following form:

$$Y = \beta_0 + \beta_1 x_1 M + \beta_2 x_2 M + \beta_3 x_3 M + \beta_4 x_4 M + \varepsilon \quad \text{.....Equation 3.3}$$

Where;

x_1 gender data information

$x_2$gender decision making

x_3 gender sensitivity in language

x_4 gender equal treatment

β_1-β_4 co-efficients of the parameters

M is institutional policy (moderating variable)

3.9.6 Qualitative research analysis and corroboration

The qualitative data was analysed by use of content analysis where the data collected was summarized into common themes that were categorized into coherent groups. Content analysis is a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns (Creswell, 2014). The researcher adopted content analysis so as to quantify and analyze the presence, meanings, and relationships of such certain words, themes, or concepts.

3.10 Regression Model Assumption

The regression model was based on the following key assumptions; linearity of residuals, normality, multicollinearity, independence of residuals and homoscedasticity.

3.10.1 Test of linearity

Linearity of residuals was tested using the scatter plots so as to visualize the relationships. The residual plots should show a random distribution of positive and negative values across the entire range of the variable plotted on the horizontal axis. If the residual points are scattered without an obvious pattern, then the linear concept was upheld (Hyndman, 2014).

3.10.2 Test of normality

Normality of residuals implies that residuals are normally distributed. It was tested using Kolmogorov-Smirnov and Shapiro-wilk test. The former was suitable for large samples while the latter for small samples. A p-value greater than 0.05 means that the residuals are normally distributed (Mangal & Mangal 2017).

3.10.3 Test of homoscedasticity

Homoscedasticity assumption implies that the variation in the residuals is the same for both large and small values of the predicted value of the dependent variable. The assumption was tested using the scatter plot. The assumption was met if the residuals do not fan out in a triangular fashion.

3.10.4 Test of Multicollinearity

Multicollinearity implies that there is no perfect linear relationship between explanatory variables (Ørngreen & Levinsen, 2017). This was tested using variance inflation factor (VIF). A VIF greater than 10 indicates serious multi-collinearity problems (Kumari, 2018).

3.10.5 Test of Autocorrelation

Autocorrelation of residuals means that successive observations of the dependent variable are not correlated (King & Mackey, 2016). This indicates that successive residuals have no pattern and are not highly correlated and there are no long runs of positive or negative residuals. Auto correlation of residuals was tested using the Durbin-Watson's d tests (Kumar, 2018). The rule of thumb is that values of "d" should not be less than 1.5 and not more than 2.5. If the value obeys the rule of thumb of $1.5 < d < 2.5$ then it means that there is no autocorrelation in the data (Rinjit, 2020).

3.11 Ethical Considerations

Voluntary participation and informed consensus were prioritized. Every respondent took part in the study on their free will and that they were entirely informed concerning the thesis procedures and any possible risks. Discretion and obscurity of all respondents were guaranteed. The respondents were assured of confidentiality before being allowed to participate in the study. The identities of the respondents were protected using numbers. The respondents were told the objectives of the study so as to build trust.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, DISCUSSION AND INTERPRETATION

4.0 Introduction

This chapter presents the research findings of the study based on the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of Rural Road Projects in Nandi County, Kenya. The chapter also covers the response rate; demographic information; descriptive findings of the study and regression analysis.

4.1 Response Rate

A total of 228 questionnaires were distributed to the study respondents out of which 193 questionnaires were returned and happened to be completely filled. This resulted in a response rate of 84.6%. This response rate was good enough and it was representative of the entire population. The response rate is presented in Table 4.1:

Table 4.1: Response Rate

Sample	Response	Response rate (%)
228	193	84.6

It conforms to Mugenda and Mugenda (2019) who opined that a response rate of 70% and above is excellent. The high questionnaire response rate (84.6%) compared with other studies was very good (Hardy, Bell & Brocklehurst, 2016). This is attributed to the method of administration of the questionnaires which was in this case; the questionnaires were researcher administered. This method of questionnaire administration helped to address respondents' queries regarding clarity at the point of data collection and therefore contributed to a high response rate.

4.2 Demographic Information of Respondents

The study in this section sought to enquire from the respondents the general information which included, age bracket, gender, highest level of education and designation. A summary of the demographic information of the respondents was presented in Table 4.2.

Table 4.2: Demographic Information of the Respondents

n=193	Variables	Frequency	Percent
Age bracket	<25	17	8.8
	26-30	18	9.3
	31-35	67	34.7
	36-40	74	38.3
	>40	17	8.8
Gender	Male	137	71.0
	Female	56	29.0
Highest educational qualification	Primary	30	15.5
	Secondary	29	15.0
	Diploma	60	31.1
	Bachelor	17	8.8
	Masters	17	8.8
	Any other	40	20.7
Designation	Registered road contractors	17	8.8
	Employees of all prequalified roads construction companies	176	91.2

Majority of the respondents were aged between 36 and 40 years (38.3%, n=74), followed by those aged between 31 and 35 years (34.7%, n=67) and then those aged between 26 and 30 years (9.3%, n=18). The respondents with less than 25 years tied with those above 40 years at (8.8%, n=17). This shows that most of the registered road contractors and employees of all prequalified roads construction companies were aged between 36 and 40 years. Majority of the registered road contractors and employees of all prequalified roads construction companies are male (71.0%, n=137) while (29.0%, n=56) were female. This implies that most of the registered road contractors and employees of all prequalified roads construction companies in Nandi County are male.

The study also sought to determine the respondents' highest educational qualification. The construct had been operationalized using primary, secondary, diploma, bachelor, masters and any other. Majority of the respondents had diploma level of education (31.1%, n=60) followed by (20.7%, n=40) who had professional qualification in engineering, 15.5%, n=30) had primary level of education, (15.0%, n=29) secondary level of education, (8.8%, n=17) bachelors and (8.8%, n=17) had masters as their highest educational qualification. This implies that majority of the registered road contractors and employees of all prequalified roads construction companies in Nandi County are diploma holders. This implies that the respondents were well educated and therefore understood the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of Rural Road Projects in Nandi County, Kenya. On designation, (8.8%, n=17) were registered road contractors and (91.2%, n=176) were employees of all prequalified roads construction companies. Most of the study respondents were employees of all prequalified roads construction companies and are the ones who are really affected with gender mainstreaming and therefore had the right information and experience on gender mainstreaming and implementation of Rural Road Projects in Nandi County.

4.3 Pilot Study Results

The study conducted a pilot study in Moiben Sub County so as to determine if the research instrument would bring out reliable and valid information. Findings were as presented below.

4.3.1 Validity

The study had adopted content validity to assess validity of the questionnaire. The researcher sought expert opinion from the supervisors. The aim of content validity is to

improve the contents or the construct of the words and statements in the questionnaire. Content validity helps to evaluate precision, significance, and appeal of the research instrument. The comments from the supervisors were reviewed and incorporated in the research instrument to enhance the validity of the questionnaire.

4.3.2 Reliability Analysis

The questionnaire yielded an average Cronbach's alpha co-efficient of 0.8017 and above hence the questionnaire was considered to be reliable as shown Table 4.3.

Table 4.3: Reliability Analysis for Each Variable

Variable	Cronbach's Alpha	No. of Items
Gender data information	0.865	7
Involvement in decision making	0.954	7
Gender sensitivity in language	0.714	7
Gender equal treatment	0.796	7
Project implementation	0.780	5
Institutional policy	0.810	5
Age	0.790	6
Speculation	0.832	7
Culture	0.749	5
Education	0.727	8
Composite	**0.8017**	**64**

4.4 Descriptive Statistics of Gender Data Information on Project Implementation

The study used a five-point Likert scale to analyze the respondents' level of agreement with the statements that were used to measure gender data information. The measures that had been adopted in this study include; gender statistics, gender policies, gender role and gender relations. X_{11} relates to "We are not provided with gender statistics when implementing rural road projects in Nandi County." X_{12}" We have limited access to information on gender policies implemented during execution of rural road projects in the County.", X_{13} "We have limited access to information on gender roles when implementing rural road projects in the County.", X_{14} "The information on gender roles

that we access when implementing rural road projects is insufficient enough to enhance project success.",

X_{15} "We do not enjoy good gender relations due to the gender data information we access when implementing rural road projects in the County.", X_{16} "Access to information on gender statistics helps to enhance success of the rural road projects we implement in Nandi County.", and X_{17} "Information on gender policies helps to enhance the success rate of the rural road projects implemented in the County." The summaries of the findings from the respondents are presented in Table 4.3.

In regards to whether the respondents are not provided with gender statistics when implementing rural road projects in Nandi County, 72(37.3%) strongly agreed, 31(16.1%) agreed, 18 (9.3%) were undecided, 55(28.5%) disagreed while 17(8.8%) strongly disagreed that they are provided with gender statistics when implementing rural road projects in Nandi County. Non-provision of respondents with gender statistics when implementing rural road projects in Nandi County was further established to affect implementation of rural road projects in Nandi County with (mean= 2.5544, std. Dev. =1. 45000). The study is agreement with that of Pacha and Banda (2017) that possession of gender statistics when implementing projects affects project implementation.

Table 4.4: Gender data Information

n=193		SA	A	U	D	SD	Mean	Std. Dev
X_{11}	F	72	31	18	55	17	2.5544	1.45000
	%	37.3	16.1	9.3	28.5	8.8		
X_{12}	F	41	99	18	18	17	2.3316	1.16989
	%	21.1	51.3	9.3	9.3	8.8		
X_{13}	F	31	53	14	78	17	2.9845	1.29694
	%	16.1	27.5	7.3	40.4	8.8		
X_{14}	F	14	53	14	31	81	3.5803	1.44158
	%	7.3	27.5	7.3	16.1	42.0		
X_{15}	F	28	27	14	55	69	3.5699	1.45650
	%	14.5	14.0	7.3	28.5	35.8		
X_{16}	F	28	84	18	45	18	2.6943	1.23946
	%	14.5	43.5	9.3	23.3	9.3		
X_{17}	F	71	45	18	30	29	2.4870	1.48643
	%	36.8	23.3	9.3	15.5	15.0		

On whether the respondents have limited access to information on gender policies implemented during execution of rural road projects in the County, 41(21.1%) strongly agreed, 99 (51.3%) agreed, 18 (9.3%) were undecided, 18(9.3%) disagreed while 17(8.8%) strongly disagreed that they have limited access to information on gender policies implemented during execution of rural road projects in the County. Having access to information on gender policies implemented during execution of rural road projects in the County was established to affect implementation of rural road projects in Nandi County with (mean= 2.3316, std. Dev. =1. 16989). The study is in agreement with that of Trina and Elisabeth (2020) that having access to information on gender policies implemented during project execution affects project implementation.

Asked whether the respondents have limited access to information on gender roles when implementing rural road projects in the County (16.1%, n= 31) strongly agreed, (27.5%, n= 53) agreed, (7.3%, n= 14) were undecided, (40.4%, n= 78) disagreed while (8.8%, n= 17) strongly disagreed that they have limited access to information on gender roles when implementing rural road projects in the County. Access to information on gender roles when implementing rural road projects in the County was found to affect

implementation of rural road projects in Nandi County with (mean= 2.9845, std. Dev. =1. 129694). The findings are in-tandem with that of Styhe *et al*. (2005) that access to information on gender roles during projects implementation affects project implementation.

In relation to whether the information on gender roles accessed when implementing rural road projects is insufficient to enhance project success, (7.3%, n= 14) strongly agreed, (27.5%, n= 53) agreed, (7.3%, n= 14) undecided, (16.1%, n= 31) disagreed while (42.0%, n= 81) strongly disagreed. Information on gender roles that is accessed when implementing rural road projects was found to affect implementation of rural road projects in Nandi County with (mean= 3.5803, std. Dev. =1. 44158). De Silva and Jayathilaka (2014) also found similar results that information on gender roles accessed when implementing projects is insufficient to enhance project success.

From the findings (14.5%, n= 28) strongly agreed that they do not enjoy good gender relations due to the gender data information they access when implementing rural road projects in the County, (14.0%, n= 27) agreed, (7.3%, n= 14) undecided, (28.5%, n= 55) disagreed and (35.8%, n= 69) strongly disagreed that they do not enjoy good gender relations due to the gender data information they access when implementing rural road projects in the County. Lack of good gender relations due to the gender data information accessed when implementing rural road projects in the County was found to affect implementation of rural road projects in Nandi County with (mean= 3.5699, std. Dev. =1. 45650). A study by Trina and Elisabet (2020) also revealed that gender relations affect project implementation.

In relation to whether access to information on gender statistics helps to enhance success of the rural road projects implemented in Nandi County, (14.5%, n= 28)

strongly agreed, (43.5%, n= 84) agreed, (9.3%, n= 18) were undecided, (23.3%, n= 45) disagreed while (9.3%, n= 18) strongly disagreed. Access to information on gender statistics that helps to enhance success of the rural road projects implemented in Nandi County was found to affect implementation of rural road projects in Nandi County with (mean= 2.6943, std. Dev. =1. 23946). A study by Styhe *et al*. (2005) also revealed that access to information on gender statistics helps to enhance project success. On whether information on gender policies helps to enhance the success rate of the rural road projects implemented in the County, (36.8%, n= 71) strongly agreed, (23.3%, n= 45) agreed, (9.3%, n= 18) undecided, (15.5%, n= 30) disagreed while (15.0%, n= 29) strongly disagreed. Information on gender policies that helps to enhance the success rate of the rural road projects implemented in the County was found to affect implementation of rural road projects in Nandi County with (mean= 2.4870, std. Dev. =1. 48643). Pacha and Banda (2017) opined that gender policies helps to enhance the success rate of projects implemented.

One of the respondents interviewed revealed that:

> *"Employees have insufficient access to gender data information which affects implementation of rural road projects in Nandi County. Non-provision of employees with gender statistics when implementing rural road projects in Nandi County as well as limited access to information on the gender policies implemented during execution of rural road projects in the County affects implementation of rural road projects in Nandi County. All project stakeholders enjoyed good gender relations due to access to gender data information when implementing rural road projects in the County. The success rate of the rural road projects implemented in the County is enhanced when there is access to information on gender policies"*

4.5 Descriptive Statistics of Gender Decision Making on Project Implementation

The study used a five-point Likert scale to analyze their level of agreement with the statements that were used to measure the gender decision making construct. The measures that had been adopted in this study include; workplace structuring,

appointments, balanced targets and strategies & measures. $X_{1,8}$ “Gender inclusive employees are engaged in decision making.”, $X_{1,9}$ “There are always binding targets for a balanced gender ratio at all levels of decision making.”, $X_{1,10}$ “There are measures and strategies geared towards a balanced gender ratio which are taken at all levels of decision making.”, $X_{1,11}$ “The organization is gender sensitive when appointing working groups and project teams.”, $X_{1,12}$ “The binding targets for a balanced gender ratio are usually prepared by experts.”, $X_{1,13}$ “The binding targets for a balanced gender ratio at all levels of decision making are reviewed yearly.” and $X_{1,14}$ “It is a Must that women must be involved in decision involving appointment of project teams.” The summarized findings are presented in Table 4.4.

The study sought to determine whether gender inclusive employees are engaged in decision making, (14.0%, n= 27) strongly agreed, (20.7%, n= 40) agreed, (7.3%, n= 14) undecided, (25.4%, n= 49) disagreed and (32.6%, n= 63) strongly disagreed. Engaging gender inclusive employees in decision making was found to affect implementation of rural road projects in Nandi County with (mean= 3.4197, std. Dev. =1. 47020). The findings of Wood and Menezes (2011) were similar to that of the current study that gender inclusive employees are engaged in decision making.

Table 4.5: Involvement in Decision Making

n=193		SA	A	U	D	S. D	Mean	Std. Dev
X_{18}	F	27	40	14	49	63	3.4197	1.47020
	%	14.0	20.7	7.3	25.4	32.6		
$X_{1,9}$	F	26	38	14	35	80	3.5440	1.51361
	%	13.5	19.7	7.3	18.1	41.5		
$X_{1,10}$	F	31	18	35	92	17	3.2383	1.23118
	%	16.1	9.3	18.1	47.7	8.8		
$X_{1,11}$	F	29	31	30	59	44	3.3005	1.37797
	%	15.0	16.1	15.5	30.6	22.8		
$X_{1,12}$	F	41	84	14	40	14	2.4922	1.23794
	%	21.2	43.5	7.3	20.7	7.3		
$X_{1,13}$	F	28	30	31	14	90	3.5596	1.54037
	%	14.5	15.5	16.1	7.3	46.6		
$X_{1,14}$	F	17	46	18	45	67	3.5130	1.39981
	%	8.8	23.8	9.3	23.3	34.7		

On whether there are always binding targets for a balanced gender ratio at all levels of decision making, (13.5%, n= 26) strongly agreed, (19.7%, n= 38) agreed, (7.3%, n= 14) undecided, (18.1%, n= 35) disagreed while (41.5%, n= 80) strongly disagreed. Existence of binding targets for a balanced gender ratio at all levels of decision making was found to affect implementation of rural road projects in Nandi County with (mean= 3.5440, std. Dev. =1. 51361). A study by Robbin *et al*. (2008) also revealed that there are binding targets for a balanced gender ratio at all levels of decision making.

In regards to whether there are measures and strategies geared towards a balanced gender ratio which are taken at all levels of decision making, (16.1%, n= 31) strongly agreed, (9.3%, n= 18) agreed, (18.1%, n= 35) undecided, (47.7%, n= 92) disagreed and (8.8%, n= 17) strongly disagreed. Existence of measures and strategies geared towards a balanced gender ratio which are taken at all levels of decision making was established to affect implementation of rural road projects in Nandi County with (mean= 3.2383, std. Dev. =1. 23118). Similar findings were found in the study by Irawanto *et al*. (2011) that existence of measures and strategies geared towards a balanced gender ratio which are taken at all levels of decision-making affects project implementation. On whether

the organization is gender sensitive when appointing working groups and project teams, (15.0%, n= 29) strongly agreed, (16.1%, n= 31) agreed, (15.5%, n= 30) undecided, (30.6%, n= 59) disagreed and (22.8%, n= 44) strongly disagreed. Gender sensitivity when appointing working groups and project teams was found to affect implementation of rural road projects in Nandi County with (mean= 3.3005, std. Dev. =1. 37797). A study by Wood and Menezes (2011) also established that gender sensitivity when appointing working groups and project teams affects project implementation.

The respondents were asked whether the binding targets for a balanced gender ratio are usually prepared by experts, (21.2%, n= 41) strongly agreed, (43.5%, n= 84) agreed, (7.3%, n= 14) undecided, (20.7%, n= 40) disagreed and (7.3%, n= 14) strongly disagreed. Preparation of binding targets for a balanced gender ratio by experts was found to affect implementation of rural road projects in Nandi County with (mean= 2.4922, std. Dev. =1. 23794). The results resemble that of Chizoba *et al*. (2019) that binding targets for a balanced gender ratio are usually prepared by experts. In relation to whether binding targets for a balanced gender ratio at all levels of decision making are reviewed yearly, (14.5%, n= 28) strongly agreed, (15.5%, n= 30) agreed, (16.1%, n= 31) were undecided, (7.3%, n= 14) disagreed and (46.6%, n= 90) strongly disagreed. Reviewing the binding targets for a balanced gender ratio at all levels of decision-making yearly was found to affect implementation of rural road projects in Nandi County with (mean= 3.5596, std. Dev. =1. 54037). The study also sought to determine whether it is a Must that women must be involved in decision involving appointment of project teams, (8.8%, n= 17) strongly agreed, (23.8%, n= 46) agreed, (9.3%, n= 18) undecided, (23.3%, n= 45) disagreed and (34.7%, n= 67) strongly disagreed. Mandatorily involvement of women in decision involving appointment was found to affect implementation of rural road projects in Nandi County with (mean= 3.5130, std.

Dev. =1. 39981). The study by Wood and Menezes (2011) also revealed that mandatorily involvement of women in decision involving appointment was found to affect project implementation.

One of the respondents interviewed revealed that;

> *"Gender involvement in decision making affects implementation of rural road projects in Nandi County. Access to binding targets for a balanced gender ratio at all levels of decision making and the organization gender sensitivity when appointing working groups and project teams affects implementation of rural road projects in Nandi County. KeRRA involves experts in preparing binding targets for a balanced gender ratio. The binding targets for a balanced gender ratio at all levels of decision making are reviewed yearly. It is a must that women must be involved in decision involving appointment of project teams*"

4.6 Descriptive Statistics of Gender Sensitivity in Language on Project Implementation

The study used a five-point Likert scale to analyze their level of agreement with the statements that were used to measure gender sensitivity in language. The measures that had been adopted in this study include; occupation references, role references, texts and images. $X_{1,15}$ "Occupational references are gender sensitive when implementing rural road projects in Nandi County.", $X_{1,16}$ "Occupational references must be always gender sensitive when constructing rural road projects in Nandi County.", $X_{1,17}$ "All the employees are referred unto using gender sensitive titles.", $X_{1,18}$ "We are not demeaned on the basis of language.", $X_{1,19}$ "Occupational titles do not favour a certain gender and not the other.", $X_{1,20}$ "Texts that refer to or address both women and men are equally visible.", $X_{1,21}$ "There is gender sensitive choice of images when preparing public relations material." The findings were presented in Table 4.6.

Table 4.6: Gender Sensitivity in Language

n=193		SA	A	U	D	S. D	Mean	Std. Dev
$X_{1,15}$	F	67	81	14	14	17	2.1347	1.22155
	%	34.7	42.0	7.3	7.3	8.8		
$X_{1,16}$	F	44	51	14	59	25	2.8446	1.40930
	%	22.8	26.4	7.3	30.6	13.0		
$X_{1,17}$	F	72	70	17	17	17	2.1554	1.26107
	%	37.3	36.3	8.8	8.8	8.8		
$X_{1,18}$	F	41	58	17	17	60	2.9845	1.57941
	%	21.2	30.1	8.8	8.8	31.1		
$X_{1,19}$	F	51	73	18	17	34	2.5337	1.42162
	%	26.4	37.8	9.3	8.8	17.6		
$X_{1,20}$	F	96	46	17	17	17	2.0311	1.31856
	%	49.7	23.8	8.8	8.8	8.8		
$X_{1,21}$	F	44	84	31	17	17	2.3731	1.18396
	%	22.8	43.5	16.1	8.8	8.8		

Out of the total respondents, (34.7%, n= 67) strongly agreed, (42.0%, n= 81) agreed, (7.3%, n= 14) undecided, (7.3%, n= 14) disagreed while (8.8%, n= 17) strongly disagreed. Occupational references being gender sensitive when implementing rural road projects in Nandi County was found to affect implementation of rural road projects in Nandi County with (mean= 2.1347, std. Dev. =1. 22155). A study by Jayne and Dipboye (2004) found similar findings that when occupational references are gender sensitive, affect project implementation. In regards to whether, occupational references must be always gender sensitive when constructing rural road projects in Nandi County, (22.8%, n= 44) strongly agreed, (26.4%, n= 51) agreed, (7.3%, n= 14) undecided, (30.6%, n= 59) disagreed while (13.0%, n= 25) strongly disagreed. Occupational references being always gender sensitive when constructing rural road projects in Nandi County was established to affect implementation of rural road projects in Nandi County with (mean= 2.8446, std. Dev. =1. 40930).

From the findings, (37.3%, n= 72) strongly agreed that all the employees are referred unto using gender **s**ensitive titles, (36.3%, n= 70) agreed, (8.8%, n= 17) undecided,

(8.8%, n= 17) disagreed while (8.8%, n= 17) strongly disagreed that all the employees are referred unto using gender **s**ensitive titles. Referring all the employees unto using gender **s**ensitive titles was established to affect implementation of rural road projects in Nandi County with (mean= 2.1554, std. Dev. =1. 26107). The findings were in-tandem with that of Johnson and Sijapati (2019) that all the employees are referred unto using gender **s**ensitive titles. On whether the respondents are not demeaned on the basis of language, (21.2%, n= 41) strongly agreed, (30.1%, n= 58) agreed, (8.8%, n= 17) undecided, (8.8%, n= 17) disagreed while (31.1%, n= 60) strongly disagreed that they are not demeaned on the basis of language. Not being demeaned on the basis of language was found to affect implementation of rural road projects in Nandi County with (mean= 2.9845, std. Dev. =1. 57941). A study by Starmaski and Hing (2019), also revealed that not being demeaned on the basis of language was found to affect project implementation.

On whether occupational titles do not favour a certain gender and not the other, (26.4%, n= 51) strongly agreed, (37.8%, n= 73) agreed, (9.3%, n= 18) undecided, (8.8%, n= 17) disagreed while (17.6%, n= 34) strongly disagreed that occupational titles do not favour a certain gender and not the other. Occupational titles not favouring a certain gender and not the other was found to affect implementation of rural road projects in Nandi County with (mean= 2.5337, std. Dev. =1. 42162). The study findings resemble that of Albeta (2015) that occupational titles not favouring a certain gender and not the other affects project implementation.

In relation to whether texts that refer to or address both women and men are equally visible, (49.7%, n= 96) strongly agreed, (23.8%, n= 46) agreed, (8.8%, n= 17) were undecided, (8.8%, n= 17) disagreed while (8.8%, n= 17) strongly disagreed. Texts that

refer to or address both women and men being equally visible was found to affect implementation of rural road projects in Nandi County with (mean= 2.0311, std. Dev. =1. 31856). A study by Jayne and Dipboye (2004) also established that texts that refer to or address both women and men are equally visible during project implementation. Finally, the study sought to determine whether there is gender sensitive choice of images when preparing public relations material, (22.8%, n= 44) strongly agreed, (43.5%, n= 84) agreed, (16.1%, n= 31) undecided, (8.8%, n= 17) disagreed while (8.8%, n= 17) strongly disagreed. Gender sensitive choice of images when preparing public relations material was found to affect implementation of rural road projects in Nandi County with (mean= 2.3731, std. Dev. =1. 18396). The findings are similar to that of Starmaski and Hing (2019) that gender sensitive choice of images when preparing public relations material affects project implementation.

One of the respondents interviewed revealed that;

> *"Gender sensitivity in language affects implementation of rural road projects in Nandi County. Gender sensitive occupational references and the act of not demeaning employees on the basis of language affect implementation of rural road projects in Nandi County. When constructing rural road projects in Nandi County, occupational references must be always gender sensitive. All employees engaged in construction of rural road projects in Nandi County are referred to using gender sensitive titles. Occupational titles do not favour a certain gender and not the other. Texts that refer to or address both women and men are equally visible. When preparing public relations material for rural road projects, there is gender sensitive choice of images."*

4.7 Descriptive Statistics of Gender Equal Treatment on Project Implementation

The study used a five-point Likert scale to analyze their level of agreement with the statements that were used to measure gender equal treatment. The measures that had been adopted in this study include; hiring, training &mentorship programs, pay gap and communication. $X_{1,22}$ "All employees are given equal treatment when constructing

rural road projects in Nandi County.", $X_{1,23}$ "We all attend training and mentorship programs.", $X_{1,24}$ "Pay gap is not influenced by gender when involved in constructing rural road projects in Nandi County.", $X_{1,25}$ "During communication all genders are treated equally.", $X_{1,26}$ "All training and mentorship programs offered when constructing rural road projects in Nandi County are gender sensitive.", $X_{1,27}$ "We are all paid our dues as per the contract.", $X_{1,28}$ "Pay gap is not large for men and women." The findings were presented in Table 4.7.

Table 4.7: Gender Equal Treatment

n=193		SA	A	U	D	S. D	Mean	Std. Dev
$X_{1,22}$	F	18	28	18	86	43	3.5596	1.24492
	%	9.3	14.5	9.3	44.6	22.3		
$X_{1,23}$	F	57	67	34	17	18	2.3398	1.24814
	%	29.5	34.7	17.6	8.8	9.3		
$X_{1,24}$	F	123	17	18	18	17	1.9067	1.37750
	%	63.7	8.8	9.3	9.3	8.8		
$X_{1,25}$	F	72	69	17	18	17	2.1658	1.26798
	%	37.3	35.8	8.8	9.3	8.8		
$X_{1,26}$	F	82	46	31	17	17	2.1762	1.30705
	%	42.5	23.8	16.1	8.8	8.8		
$X_{1,27}$	F	30	111	17	18	17	2.3834	1.12645
	%	15.5	57.5	8.8	9.3	8.8		
$X_{1,28}$	F	28	18	17	73	57	3.5855	1.37848
	%	14.5	9.3	8.8	37.8	29.5		

The study was interested in determining whether all employees are given equal treatment when constructing rural road projects in Nandi County, (9.3%, n= 18) strongly agreed, (14.5%, n= 28) agreed, (9.3%, n= 18) undecided, (44.6%, n= 86) disagreed while (22.3%, n= 43) strongly disagreed that all employees are given equal treatment when constructing rural road projects in Nandi County. Not giving all employees equal treatment when constructing rural road projects in Nandi County was found to affect implementation of rural road projects in Nandi County with (mean= 3.5596, std. Dev. =1. 24492). The findings resemble that of Arenas and Lentisco (2011) that not giving all employees equal treatment when constructing projects affects project

implementation. In regards to whether all the employees attend training and mentorship programs, (29.5%, n= 57) strongly agreed, (34.7%, n= 67) agreed, (17.6%, n= 34) undecided, (8.8%, n= 17) disagreed while (9.3%, n= 18) strongly disagreed. All the employees attending training and mentorship programs were found to affect implementation of rural road projects in Nandi County with (mean= 2.3398, std. Dev. =1. 24814). A study by Bibi and Naima (2015) also revealed that all the employees attending training and mentorship programs affects project implementation.

On whether pay gap is not influenced by gender when involved in constructing rural road projects in Nandi County, (63.7%, n= 123) strongly agreed, (8.8%, n= 17) agreed, (9.3%, n= 18) undecided, (9.3%, n= 18) disagreed while (8.8%, n= 17) strongly disagreed. The sub-construct pay gap is not influenced by gender when involved in constructing rural road projects in Nandi County was found to affect implementation of rural road projects in Nandi County with (mean= 1.9067, std. Dev. =1. 37750). The findings are in agreement with that of Blau and DeVaro (2007) that the act that pay gap is not influenced by gender affects project implementation. In regards to whether during communication all genders are treated equally, (37.3%, n= 72) strongly agreed, (35.8%, n= 69) agreed, (8.8%, n= 17) undecided, (9.3%, n= 18) disagreed while (8.8%, n= 17) strongly disagreed. The sub-construct during communication all genders are treated equally was found to affect implementation of rural road projects in Nandi County with (mean= 2.1658, std. Dev. =1. 26798). Ortiz and Albert (2013) were also of the opinion that treating equally all genders during communication affects project implementation.

Of interest to the study was whether all training and mentorship programs offered when constructing rural road projects in Nandi County are gender sensitive, (42.5%, n= 82) strongly agreed, (23.8%, n= 46) agreed, (16.1%, n= 31) undecided, (8.8%, n= 17)

disagreed while (8.8%, n= 17) strongly disagreed. The sub-construct all training and mentorship programs offered when constructing rural road projects in Nandi County are gender sensitive was established to affect implementation of rural road projects in Nandi County with (mean= 2.1762, std. Dev. =1. 30705). On whether the respondents are all paid their dues as per the contract, (15.5%, n= 30) strongly agreed, (57.5%, n= 111) agreed, (8.8%, n= 17) undecided, (9.3%, n= 18) disagreed while (8.8%, n= 17) strongly disagreed. The sub-construct the respondents are all paid their dues as per the contract was found to affect implementation of rural road projects in Nandi County with (mean= 2.3834, std. Dev. =1. 12645).

Lastly, the study sought to determine whether pay gap is not large for men and women, (14.5%, n= 28) strongly agreed, (9.3%, n= 18) agreed, (8.8%, n= 17) undecided, (37.8%, n= 73) disagreed while (29.5%, n= 57) strongly disagreed. The sub-construct pay gap is not large for men and women was established to affect implementation of rural road projects in Nandi County with (mean= 3.5855, std. Dev. =1.37848). Arenas and Lentisco (2011) also found contrary results that pay gap is large for men and women and therefore it affects project implementation.

One of the respondents interviewed revealed that;

> *"Gender equal treatment affects implementation of rural road projects in Nandi County. The respondent further opined that giving all employees equal employment opportunities when constructing rural road projects in Nandi County has improved implementation of rural road projects in Nandi County. Attending training and mentorship programs affect implementation of rural road projects in Nandi County. In Nandi County, pay gap is not influenced by gender when involved in constructing rural road projects. All genders involved in construction of rural road projects are treated equally during communication. Training and mentorship programs that are offered when constructing rural road projects in Nandi County are gender sensitive which in-turn had contributed to effective implementation of rural road projects. Pay gap affects implementation of rural road projects in Nandi County."*

4.8 Descriptive Statistics of Project Implementation

The study used a five-point Likert scale to analyze their level of agreement with the statements that were used to measure project implementation. The measures that had been adopted in this study include; adherence to standards, completion within time frame, adherence to scope and cost observances per stage. $X_{1,29}$ "We do not incur time overruns when constructing rural road projects in Nandi County.", $X_{1,30}$ "We construct all the rural road projects expected for a certain financial year in Nandi County.", $X_{1,31}$ "All rural road projects constructed in Nandi County adhere to set standards.", $X_{1,32}$ "We do not incur cost overruns when constructing rural road projects in Nandi County.", $X_{1,33}$ "We observe cost per stage when implementing rural road projects in Nandi County." The findings were presented in Table 4.8.

Table 4.8: Project Implementation

n=193		SA	A	U	D	S. D	Mean	Std. Dev
$X_{1,29}$	F	41	14	14	17	107	3.6995	1.65921
	%	21.2	7.3	7.3	8.8	55.4		
$X_{1,30}$	F	25	14	14	82	58	3.6943	1.32083
	%	13.0	7.3	7.3	42.5	30.1		
$X_{1,31}$	F	17	28	18	49	81	3.7720	1.35779
	%	8.8	14.5	9.3	25.4	42.0		
$X_{1,32}$	F	13	14	14	25	127	4.2383	1.25631
	%	6.7	7.3	7.3	13.0	65.8		
$X_{1,33}$	F	81	59	17	18	18	2.1347	1.30802
	%	42.0	30.6	8.8	9.3	9.3		

The study was interested in determining whether time overruns are not incurred when constructing rural road projects in Nandi County, (21.2%, n= 41) strongly agreed, (7.3%, n= 14) agreed, (7.3%, n= 14) undecided, (8.8%, n= 17) disagreed while (55.4%, n= 107) strongly disagreed. It was further established that time overruns are incurred when constructing rural road projects in Nandi County with (mean= 3.6995, std. Dev. =1. 65921). In relation to whether all the expected rural road projects for a certain financial year are constructed in Nandi County, (13.0%, n= 25) strongly agreed, (7.3%,

n= 14) agreed, (7.3%, n= 14) undecided, (42.5%, n= 82) disagreed while (30.1%, n= 58) strongly disagreed. It was further established that all the rural road projects expected for a certain financial year in Nandi County are not constructed with (mean= 3.6943, std. Dev. =1. 32083). A study by Njiru (2014) also established that all projects expected for a certain financial year are not always constructed.

On whether all rural road projects constructed in Nandi County adhere to set standards, (8.8%, n= 17) strongly agreed, (14.5%, n= 28) agreed, (9.3%, n= 18) undecided, (25.4%, n= 49) disagreed while (42.0%, n= 81) strongly disagreed. It was further established that not all the rural road projects constructed in Nandi County adhere to set standards with (mean= 3.7720, std. Dev. =1. 35779). The findings resemble that of Cropper *et al*. (2015) that not all projects constructed adhere to set standards. In regards to whether cost overruns is not incurred when constructing rural road projects in Nandi County, (6.7%, n= 13) strongly agreed, (7.3%, n= 14) agreed, (7.3%, n= 14) undecided, (13.0%, n= 25) disagreed while (65.8%, n= 127) strongly disagreed. It was further established that cost overruns is incurred when constructing rural road projects in Nandi County with (mean= 4.2383, std. Dev. =1. 25631). A study by Ubani *et al*. (2015) that cost overruns is incurred when constructing most projects. Finally, the study sought to determine whether cost per stage is observed when implementing rural road projects in Nandi County, (42.0%, n= 81) strongly agreed, (30.6%, n= 59) agreed, (8.8%, n= 17) undecided, (9.3%, n= 18) disagreed while (9.3%, n= 18) strongly disagreed. It was further established that cost per stage is observed when implementing rural road projects in Nandi County with (mean= 2.1347, std. Dev. =1. 30802). These findings are in agreement with that of Ndunda *et al*. (2017) that cost per stage is observed when implementing construction projects.

4.9 Descriptive Statistics of Institutional Policy on Project Implementation

The study used a five-point Likert scale to analyze their level of agreement with the statements that were used to measure institutional policy. $X_{1,34}$ "Institutional policy affects both gender involvement in decision making and implementation of rural road projects in Nandi County." , $X_{1,35}$ "Institutional policy affects both gender sensitivity in language and implementation of rural road projects in Nandi County.", $X_{1,36}$ "Institutional policy affects both gender equal treatment and implementation of rural road projects in Nandi County.", $X_{1,37}$ "Institutional policy influences the hiring of employees of both gender as well as the implementation of rural projects in Nandi County.", $X_{1,38}$ "Institutional policy influences the titles we use to refer to fellow employees as well as implementation of rural projects in Nandi County." The findings were presented in Table 4.9.

Table 4.9: Institutional Policy

n=193		SA	A	U	D	S. D	Mean	Std. Dev
$X_{1,34}$	F	41	99	18	17	18	2.3368	1.17949
	%	21.2	51.3	9.3	8.8	9.3		
$X_{1,35}$	F	96	44	18	17	18	2.0518	1.33752
	%	49.7	22.8	9.3	8.8	9.3		
$X_{1,36}$	F	67	74	17	18	17	2.1917	1.25397
	%	34.7	38.3	8.8	9.3	8.8		
$X_{1,37}$	F	62	68	14	18	31	2.4197	1.43070
	%	32.1	35.2	7.3	9.3	16.1		
$X_{1,38}$	F	82	58	18	17	18	2.1244	1.30507
	%	42.5	30.1	9.3	8.8	9.3		

The study sought to determine whether gender involvement in decision making and implementation of rural road projects in Nandi County is affected by institutional policy, (21.2%, n= 41) strongly agreed, (51.3%, n= 99) agreed, (9.3%, n= 18) undecided, (8.8%, n= 17) disagreed while (9.3%, n= 18) strongly disagreed. It was further established that gender involvement in decision making and implementation of rural road projects in Nandi County is affected by institutional policy with (mean=

2.3368, std. Dev. =1. 17949). The findings of Owen *et al*. (2019) also revealed that institutional policy affects the relationship between gender involvement in decision making and implementation of rural road projects in Nandi County. In relation to whether institutional policy affects both gender sensitivity in language and implementation of rural road projects in Nandi County, (49.7%, n= 96) strongly agreed, (22.8%, n= 44) agreed, (9.3%, n= 18) undecided, (8.8%, n= 17) disagreed while (9.3%, n= 18) strongly disagreed. It was further established that institutional policy affects both gender sensitivity in language and implementation of rural road projects in Nandi County with (mean= 2.0518, std. Dev. =1. 33752). Findings resemble that of Giacchino and Kakabadse (2017) that institutional policy affects both gender sensitivity in language and project implementation.

In regards to whether institutional policy affects gender equal treatment and implementation of rural road projects in Nandi County, (34.7%, n= 67) strongly agreed, (38.3%, n= 74) agreed, (8.8%, n= 17) undecided, (9.3%, n= 18) disagreed while (8.8%, n= 17) strongly disagreed. It was further established that institutional policy affects gender equal treatment and implementation of rural road projects in Nandi County with (mean= 2.1917, std. Dev. =1. 25397). The findings are similar to that of Chelimo (2019) that institutional policy affects both gender equal treatment and project implementation.

Out of the total respondents, (32.1%, n= 62) strongly agreed that institutional policy influences the hiring of employees of both gender as well as the implementation of rural projects in Nandi County, (35.2%, n= 68) agreed, (7.3%, n= 14) undecided, (9.3%, n= 18) disagreed while (16.1%, n= 31) strongly disagreed. It was further established that institutional policy influences the hiring of employees of both gender as well as the implementation of rural projects in Nandi County with (mean= 2.4197, std. Dev. =1.

43070). Findings are similar to that of Wamuyu (2020) that institutional policy influences the hiring of employees of both genders as well as project implementation.

Lastly, the study determined whether institutional policy influences the titles we use to refer to fellow employees as well as implementation of rural projects in Nandi County, (42.5%, n= 82) strongly agreed, (30.1%, n= 58) agreed, (9.3%, n= 18) undecided (8.8%, n= 17) disagreed while (9.3%, n= 18) strongly disagreed. It was further established that institutional policy influences the titles we use to refer to fellow employees as well as implementation of rural road projects in Nandi County with (mean= 2.1244, std. Dev. =1. 30507). The findings resemble that of Danaeifar et al. (2016) that institutional policy influences the titles we use to refer to fellow employees as well as project implementation.

4.10 Inferential statistics

This section covers both correlation analysis and regression analysis results.

4.10.1 Correlation Analysis

Correlation analysis was adopted in the study to determine the nature of relationship between the study variables. The findings were presented in Table 4.10.

Table 4.10: Correlation

	P. Implementation	Gender data	Gender decision	Sense	Equal	Policy	Age	Speculation	Culture	Education
P. Implementation	1.00									
Gender data	-.723* (.000)	1.00								
Gender decision	.569* (.000)	.397* (.000)	1.00							
Sensitivity	.751* (.000)	.461* (.000)	.606* (.000)	1.00						
Equal	.668* (.000)	400* .005	.663* .000	.469* .000	1.00					
Policy	.670** (.000)	.728** (.000)	.677** (.000)	.738** (.000)	.710** (.000)	1.00				
Age	.435** (.000)	.396** (.000)	.078 (.000)	.239** (.000)	.400** (.000)	.467** (.000)	1.00			
Speculation	.615* (.000)	.695* (.000)	.133 (.065)	.206* (.004)	.469* (.000)	.738* (.000)	.771* (.000)	1.00		
Culture	.458* (.000)	.259* (.000)	.367* (.000)	.223* (.000)	.668* (.193)	.094 (.000)	.378* (.000)	.540* (.000)	1.00	
Education	.610** (.000)	.401* (.000)	.231** (.001)	.606* (.000)	.663* (.000)	.677* (.000)	.658* (.000)	.829* (.000)	.367* (.000)	1.00

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

*. Correlation is significant at the 0.05 level (2-tailed).

Note: The values in brackets () are the p-values.

Results obtained in Table 4.10 above indicates a negative significant relationship (r=0.723, p=0.000) between gender data information and implementation of rural road projects in Nandi County. This implies that increase in gender data information could not lead to an improvement in the implementation of rural road projects in Nandi County. The results also reveal that there is a fairly strong positive relationship between gender decision making or involvement in decision making and implementation of rural road projects in Nandi County (r=0.569, p=0.000). This implies that the more both genders are involved in decision making the better the implementation of rural road projects in Nandi County. Findings resemble that of Chizoba et al. (2019) that fairly there is a strong positive relationship between gender decision making or involvement in decision making and project implementation. There was a significant positive relationship (r=0.751, p=0.000) between gender sensitivity in language and implementation of rural road projects in Nandi County. This implies that an increase in gender sensitivity in language leads to an improvement in the implementation of rural road projects in Nandi County. A study by Albeta (2015) also established that gender sensitivity in language contributes to an improvement in project implementation.

Similarly, gender equal treatment had a significant positive relationship (r=0.668, p=0.000) with implementation of rural road projects in Nandi County. This implies that an increase in gender equal treatment contributes to an improvement in implementation of rural road projects in Nandi County. There was also a significant strong positive relationship between institutional policy and implementation of rural road projects in Nandi County (r=0.615, p=0.000). This implies that an improvement in institutional policy contributes to an improvement in implementation of rural road projects in Nandi County. A study by Chiedu *et al*. (2017) also established that there is a significant strong positive relationship between institutional policy and project implementation.

Age had a weak positive relationship (r=0.435, p=0.000) with implementation of rural road projects in Nandi County. This implies that an increase in Age contributes to an improvement in implementation of rural road projects in Nandi County. A study by Armstrong-Mensah (2020) also revealed that age enhances project implementation. Speculation had a significant strong positive relationship (r=0. 615, p=0.000) with implementation of rural road projects in Nandi County. The implication of this is that an increase in speculation contributes to an improvement in implementation of rural road projects in Nandi County. The study by Cairns et al. (2017) also revealed that speculation contributes to improvement in project implementation. Culture had a significant weak positive relationship (r=0. 458, p=0.000) with implementation of rural road projects in Nandi County. The findings resemble that of Elawi *et al*. (2015) that culture enhances project implementation. Education had a significant strong positive relationship (r=0. 610, p=0.000) with implementation of rural road projects in Nandi County. This implies that an increase in education contributes to an improvement in implementation of rural road projects in Nandi County. A study by Chiemeke *et al*. (2018) also revealed that education enhances project implementation.

4.10.2 Testing Assumptions of Multiple Regression

The regression model is based on several assumptions; linearity of residuals, normality of residuals, multicollinearity, auto correlation of residuals and homoscedasticity.

4.10.2.1 Linearity Assumption Test

Linearity of residuals was tested using the ANOVA output table. The linearity is upheld if the value of sig. Deviation for linearity is greater than 0.05 (Zangirolami-Raimundo, Echeimberg & Leone, 2018). Findings were presented in table 4.11.

Table 4.11: Test of Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Project implementation* Gender mainstream	Between Groups	(Combined)	2860.46	10	286.05	373.192	.073
		Linearity	896.80	1	896.80	1170.016	.788
		Deviation from Linearity	1963.66	9	218.18	284.656	.082
	Within Groups		139.50	182	.766		
	Total		2999.96	192			

According to the ANOVA output table, the value sig. deviation from linearity of 0.082>0.05. This implied that the linearity assumption was upheld. It was therefore concluded that there was a linear relationship between the study variables.

4.10.2.2 Normality Assumption Test

It was measured using Kolmogorov-smirnov and Shapiro - wilk test. The former is suitable for large samples while the latter for small samples. A p-value greater than 0.05 means that the superfluous exhibited a normal distribution (Kumar, 2018). Shapiro - wilk has a p value of .231 implying that in this study the superfluous exhibited Gaussian distribution as tabulated below:

Table 4.12: Test of Normality of Residuals

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Implementation	.136	193	.154	.977	193	.231

4.10.2.3 Multicollinearity Assumption Test

Multicollinearity assumption was tested using variance inflation factor (VIF). A VIF greater than 10 is considered unsatisfactory hence the independent variable should be removed from the analysis (Kumar, 2018). The findings were presented in table 4.13.

Table 4.13: Test of Multicollinearity

Variables	VIF
Gender data information	1.381
Gender decision making	1.702
Gender sensitivity in language	2.762
Gender equal treatment	2.388

There was no multicollinearity in this study as the VIF was below 10.

4.10.2.4 Autocorrelation Assumption Test

The assumption was tested using Durbin-Watson's d test. The values of "d" usually range from 0 to 4 and the values of $1.5 < d < 2.5$ signifies absence of auto-correlation in the data (Saunders, 2009). The findings were presented in Table 4.14.

Table 4.14: Autocorrelation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.907[a]	.823	.819	1.67955	2.397

Predictors: (Constant), Gender equal treatment, Gender data information, Gender decision making, Gender sensitivity in language
Dependent Variable: Project implementation

The value of Durbin Watson was at 2.397 which indicate no autocorrelation among the study variables.

4.10.2.5 Homoscedasticity Assumption Test

The assumption was tested using a scatter plot. If the residuals do not spread in a pyramid fashion, then it means that the homoscedasticity assumption is met.

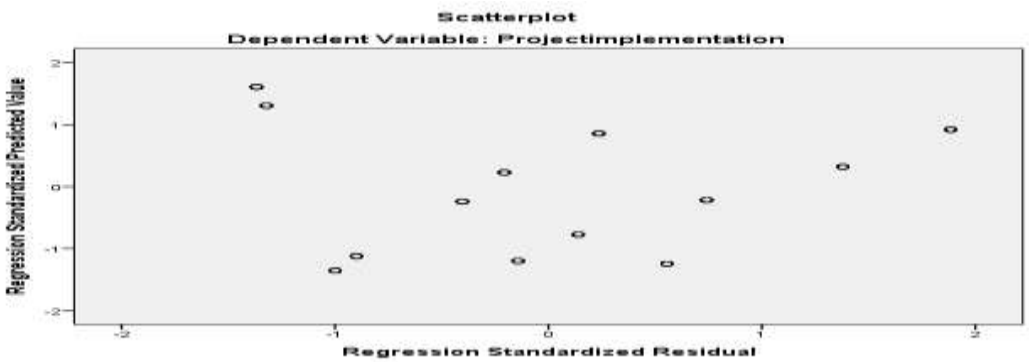

Figure 4.1: Homoscedasticity Assumption Test

The figure above shows that the residuals are not in a triangular fashion which implied that the homoscedasticity assumption was upheld.

4.10.3 Regression with Control Variables

The control variables adopted in this study include age, speculation, culture and education. The control variables were incorporated in the regression analysis and the findings were as follows.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	.848	.841	1.57436

a. Predictors: (Constant), Gender data information, Gender decision making, Gender sensitivity in language, Gender equal treatment, age, speculation, culture, education

Results obtained in Table 4.15 indicate that when control variables (age, speculation, culture and education) are incorporated in regression analysis, the value of adjusted R-square is 0.841 improves which indicates that the model explains 84.1% of implementation of rural road projects in Nandi County from the predictor variables (i.e., gender data information, gender decision making, gender sensitivity in language, gender equal treatment, age, speculation, culture and education). Analysis of variance (ANOVA) was adopted in the study so as to measure the differences in means between project implementation and its predictor variables. The results are shown in Table 4.16;

Table 4.16: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2543.896	8	317.987	128.293	.000[b]
	Residual	456.062	184	2.479		
	Total	2999.959	192			

a. Dependent Variable: Project implementation

b. Predictors: (Constant), Gender data information, Gender decision making, Gender sensitivity in language, Gender equal treatment, age, speculation, culture, education

The F-ratio was 128.293 at 8 degree of freedom which is the variable factor. This represented the effect size of the regression model and the model is significant at 95% confidence level (p=0.000) indicating that implementation of rural road projects can be predicted from gender data information, gender decision making, gender sensitivity in language, gender equal treatment and the following control variables; age, speculation, culture and education. Regression coefficient analysis was conducted in order to determine the beta that helped to show the extent to which each predictor variable affects dependent variable. Findings were as shown in Table 4.17.

Table 4.17: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.855	1.838		9.168	.000
	Gender data information	-.241	033	-.434	-7.334	.000
	Gender decision making	.576	.072	.401	8.030	.000
	Gender sensitivity in language	.522	.043	.756	12.053	.000
	Gender equal treatment	.699	.083	.657	8.425	.000
	Age (Control variable)	.138	.047	.146	2.936	.004
	Speculation(Control variable)	.289	.070	.467	4.148	.000
	Culture (Control variable)	.066	.069	.057	.951	.000
	Education (Control variable)	.414	.105	.522	3.945	.000

a. Dependent Variable: Project implementation

Table 4.17 shows the regression coefficients results where by gender data information had a negative and significant effect on implementation of rural road projects in Nandi County of (β=-0.241, $p < 0.05$). This implies that an increase in gender data information by one unit decreases implementation of rural road projects in Nandi County by 0.241 units. It is evident that when control variables are incorporated the effect of gender data information on implementation of rural road projects in Nandi County decreases by 0.047. Gender decision making had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.576, $p < 0.05$). This implies that an

increase in gender decision making by one unit increases implementation of rural road projects in Nandi County by 0.576 units. When the control variables are incorporated in the regression model, the effect of gender decision making on implementation of rural road projects in Nandi County improves by 0.153.

Gender sensitivity in language had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.522, $p < 0.05$). This implies that an increase in gender sensitivity in language by one unit increases implementation of rural road projects in Nandi County by 0.522 units. When the control variables are incorporated in the regression model, the effect of gender sensitivity in language on implementation of rural road projects in Nandi County improves by 0.124. Gender equal treatment had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.699, $p < 0.05$). This implies that an increase in gender equal treatment by one unit increases implementation of rural road projects by 0.699 units. When the control variables are incorporated in the regression model, the effect of gender equal treatment on implementation of rural road projects in Nandi County decreases by 0.045.

Age (Control variable) had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.138, $p < 0.05$). This implies that an increase in age by one unit increases implementation of rural road projects in Nandi County by 0.138 units. Speculation (Control variable) had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.289, $p < 0.05$). This implies that an increase in speculation by one unit increases implementation of rural road projects in Nandi County by 0.289 units. Culture (Control variable) had a positive and significant effect on implementation of rural road projects in Nandi County of

(β=0.066, p < 0.05). This implies that an increase in age by one unit increases implementation of rural road projects in Nandi County by 0.066 units. Education (Control variable) had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.414, p < 0.05). This implies that an increase in education by one unit increases implementation of rural road projects in Nandi County by 0.414 units.

The regression model was as outlined below;

$$\mathbf{y= 16.855-0.241x_1+0.576x_2+0.522x_3+0.699x_4+0.138x_5+0.289x_6+0.066x_7+0.414x_8}$$

The constant value of 16.855 implies that at zero, gender data information, gender decision making, gender sensitivity in language, gender equal treatment, age, speculation, culture and education, implementation of rural road projects is at 16.855 units.

4.10.4 Moderated Multiple Regression

4.10.4.1 Moderated Multiple Regression without Control Variables

The moderated multiple regression model was adopted to test the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of rural road projects in Nandi County. When institutional policy (moderating variable) is incorporated in the multiple regression model without considering the control variables the findings were as follows;

Table 4.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887[a]	.797	.783	1.84319

a. Predictors: (Constant), gender data*policy, gender decision*policy, gender sensitive*policy, gender equal*policy

Results obtained in Table 4.18 indicate that when institutional policy (moderating variable) is incorporated in the regression model without incorporating control variables (age, speculation, culture and education), the value of adjusted R-square becomes 0.783 which implies a reduction in the value of adjusted R-square from 0.841 to 0.783. After incorporating the institutional policy, the model explains 78.3% of implementation of rural road projects in Nandi County from the predictor variables. Analysis of variance (ANOVA) was adopted in the study so as to measure the differences in means between project implementation and its predictor variables. The results are shown in Table 4.19;

Table 4.19: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2361.257	4	590.314	173.757	.000[b]
	Residual	638.702	188	3.397		
	Total	2999.959	192			

a. Dependent Variable: Project implementation
b. Predictors: (Constant), gender data*policy, gender decision*policy, gender equal*policy, gender sensitive*policy

The F-ratio was 173.757 at 4 degree of freedom which is the variable factor. This represented the effect size of the regression model and the model is significant at 95% confidence level (p=0.000) indicating that implementation of rural road projects can be predicted from gender data information, gender decision making, gender sensitivity in language and gender equal treatment when institutional policy is adopted as a moderating variable. Regression coefficient analysis was conducted in order to determine the beta that helped to show the extent to which each predictor variable affects dependent variable. Findings were as shown in Table 4.20.

Table 4.20: Regression Co-efficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	17.844	.460		38.787	.000
	Gender data policy	.028	002	1.293	12.551	.000
1	Gender decision policy	-.045	.005	-1.188	-9.844	.000
	Gender sensitive policy	-.025	.004	-.589	-7.238	.000
	Gender equal policy	.043	.006	1.114	7.663	.000

a. Dependent Variable: Project implementation

Table 4.20 shows the moderated multiple regression coefficients results without control variables, where by gender data information had a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.028, $p < 0.05$). In comparison to beta value of the regression model without control variables, the beta value decreases from 0.288 to 0.028. The nature of relationship changes from negative to positive. This shows that institutional policy has a moderating effect on the relationship between gender data information and implementation of rural road projects in Nandi County. Eagly and Carli (2007) found that institutional policy has a moderating effect on the relationship between gender data information and project implementation. Gender decision making had a negative and significant effect on implementation of rural road projects in Nandi County of (β=-0.045, $p < 0.05$). This implies that when institutional policy is incorporated in the regression model, the effect of gender decision making on implementation of rural road projects in Nandi County changes from .423 to -0.045. This further implies that institutional policy has a moderating effect on the relationship between gender decision making and implementation of rural road projects in Nandi County when control variables (age, speculation, culture and education) are not incorporated in the regression model.

Gender sensitivity in language had a negative and significant effect on implementation of rural road projects in Nandi County of (β=-0.025, $p < 0.05$). This implies that when institutional policy is incorporated in the regression model, the effect of gender sensitivity in language on implementation of rural road projects in Nandi County changes from 0.398 to -0.025. This further implies that institutional policy has a moderating effect on the relationship between gender sensitivity in language and implementation of rural road projects in Nandi County when control variables (age, speculation, culture and education) are not incorporated in the regression model. Egan (2005) also established that institutional policy has a moderating effect on the relationship between gender sensitivity in language and project implementation.

Gender equal treatment had a positive and significant effect on implementation of rural road projects in Nandi County of (β= 0.043, $p < 0.05$). This implies that when institutional policy is incorporated in the regression model, the effect of gender equal treatment on implementation of rural road projects in Nandi County changes from .744 to 0.043. This further implies that institutional policy has a moderating effect on the relationship between gender sensitivity in language and implementation of rural road projects in Nandi County when control variables (age, speculation, culture and education) are not incorporated in the regression model. A study by Fedorova et al. (2016) also revealed that institutional policy has a moderating effect on the relationship between gender sensitivity in language and project implementation. The null hypothesis ($H0_{4a}$) was that institutional policy does not significantly moderate gender mainstreaming and implementation of rural road projects in Nandi County. The null hypothesis is rejected as the p value was less than 5% and therefore the study concludes that institutional policy significantly moderates gender mainstreaming and implementation of rural road projects in Nandi County. This resembles the findings of

Baker *et al*. (2015) that institutional policy significantly moderates gender mainstreaming and implementation of projects.

4.10.4.2 Moderated Multiple Regression with Control Variables

The moderated multiple regression models were adopted to test the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of rural road projects in Nandi County. When institutional policy (moderating variable) and control variables (age, speculation, culture and education) are incorporated in the multiple regression model the findings were as follows;

Table 4.21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929[a]	.864	.858	1.49062

a. Predictors: (Constant), gender data policy, gender decision policy, gender sensitive policy, gender equal policy, age policy, speculation policy, education policy, culture policy

Results obtained in Table 4.21 indicate that when institutional policy (moderating variable) and control variables are incorporated in the regression model, the value of adjusted R-square becomes 0.858 improves from 0.783 to 0.858 which implies an increase in the value of adjusted R-square by 0.075. After incorporating the institutional policy and control variables the model explains 85.8% of implementation of rural road projects in Nandi County from the predictor variables. Analysis of variance (ANOVA) was also adopted in the study so as to measure the differences in means between project implementation and its predictor variables. The results are shown in Table 4.22;

Table 4.22: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2591.119	8	323.890	145.768	.000[b]
	Residual	408.839	184	2.222		
	Total	2999.959	192			

a. Dependent Variable: Project implementation

b. Predictors: (Constant), gender data policy, gender decision policy, gender sensitive policy, gender equal policy, age policy, speculation policy, culture policy, education policy

The F-ratio was 145.768 at 8 degree of freedom which is the variable factor. This represented the effect size of the regression model and the model is significant at 95% confidence level (p=0.000) indicating that implementation of rural road projects can be predicted from gender data information, gender decision making, gender sensitivity in language and gender equal treatment when institutional policy is adopted as a moderating variable and age, speculation, culture and education as control variables. Regression coefficient analysis was conducted in order to determine the beta that helped to show the extent to which each predictor variable affects dependent variable when the moderating variable is incorporated in the study together with the control variables. The findings were as shown in Table 4.23.

Table 4.23: Regression Co-efficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.336	.665		29.098	.000
	Gender data policy	.022	.003	.992	8.380	.000
	Gender decision policy	-.076	.006	-1.992	-11.691	.000
	Gender sensitive policy	-.055	.006	-1.269	-9.058	.000
	Gender equal policy	.089	.011	2.295	8.349	.000
	Age policy	.019	.003	.513	5.577	.000
	Speculation policy	-.026	.008	-1.022	-3.463	.001
	Culture policy	-.023	.009	-.425	-2.645	.009
	Education policy	.042	.013	1.457	3.259	.001

a. Dependent Variable: Project Implementation

Table 4.23 shows the moderated multiple regression coefficients results where institutional policy is incorporated in the regression model as well as control variables (age, speculation, culture and education). When institutional policy and control variables are incorporated in the study, the value of gender data information reduces from 0.288 to 0.022 but the variable records a positive and significant effect on implementation of rural road projects in Nandi County of (β=0.022, $p < 0.05$). This implies that institutional policy has a moderating effect on the relationship between gender data information and implementation of rural road projects in Nandi County. The findings resemble that of Chib (2019) that institutional policy affect both gender data information and project implementation. When institutional policy (moderating variable) is incorporated in the study together with the control variables (age, speculation, culture and education) the effect of gender decision making on implementation of rural road projects in Nandi County changes from a positive effect to a negative effect of (β=-0.076, $p < 0.05$). This implies institutional policy has a moderating effect on the relationship between gender decision making and implementation of rural road projects in Nandi County.

When institutional policy (moderating variable) is incorporated in the study together with the control variables (age, speculation, culture and education) the effect of gender sensitivity in language on implementation of rural road projects in Nandi County changes from a positive effect to a negative effect of (β=-0.055, $p < 0.05$). This implies that institutional policy has a moderating effect on the relationship between gender sensitivity in language and implementation of rural road projects in Nandi County when control variables are incorporated in the multiple regression model. When institutional policy was incorporated in the study together with the control variables (age, speculation, culture and education) the effect of gender equal treatment on

implementation of rural road projects in Nandi County changes from 0.744 to 0.089 while $p < 0.05$. This implies that institutional policy has a moderating effect on the relationship between gender equal treatment and implementation of rural road projects in Nandi County when age, speculation, culture and education are incorporated in the study.

The study further sought to determine the moderating effect of institutional policy on the control variables (age, speculation, culture and education). When institutional policy was incorporated in the moderated multiple regression model, the beta value of age (control variable) changed from 0.138 to 0.019 while $p < 0.05$). This implies that institutional policy moderates the relationship between age and implementation of rural road projects in Nandi County. When institutional policy was incorporated in the moderated multiple regression model, the beta value of speculation (control variable) changed from positive to negative as follows; 0.289 to -.026 while $p < 0.05$, this implies that institutional policy moderates the relationship between speculation and implementation of rural road projects in Nandi County.

When institutional policy was incorporated in the moderated multiple regression model, the beta value of culture (control variable) changed from positive to negative as follows; 0. .066 to -.023 while $p < 0.05$, this implies that institutional policy moderates the relationship between culture (control variable) and implementation of rural road projects in Nandi County and when institutional policy was incorporated in the moderated multiple regression model, the beta value of education (control variable) changed from 0.414 to .042, this implies that institutional policy moderates the relationship between education (control variable) and implementation of rural road projects in Nandi County. The null hypothesis ($H0_{4a}$) was that institutional policy does

not significantly moderate gender mainstreaming and implementation of rural road projects in Nandi County. The null hypothesis is rejected as the p value was less than 5% and therefore the study concludes that institutional policy significantly moderates gender mainstreaming and implementation of rural road projects in Nandi County. This resembles the findings of Baker *et al*. (2015) that institutional policy significantly moderates gender mainstreaming and implementation of projects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion, recommendations and further research recommendations that are deemed important for the extension of the research.

5.2 Summary of Findings

The aim of the study was to examine the moderating effect of institutional policy on relationship between gender mainstreaming and implementation of rural projects in Nandi County, Kenya. The study has found out that gender mainstreaming aspects of data information, decision making, sensitivity in language and equal treatment had 82.3% influence on rural projects implementation. This implied that the independent variables had significant relationship with the dependent variable and they ought to be taken into consideration during implementation of rural projects in Nandi and beyond.

5.2.1 Gender Data Information on Implementation of Rural Road Projects

The first objective examined the effect of gender data information on implementation of rural road projects in Nandi County. The study established that the respondents were not provided with gender statistics when implementing rural road projects in Nandi County. For example, 72.4% agreed that they had limited access to information relating to gender policies followed during rural roads implementation. Computed correlation statistics show existence of significant negative effect ($r=-0.723$, $p=0.001$) between gender data information and implementation of rural road projects in Nandi County. MLR regression results output for the model without the moderating variable showed that the beta coefficient was negative ($\beta=-0.288$) but which was significant at 95.0%

confidence level ($p<0.05$). This data showed that a decrease in gender information available to stakeholders resulted to slow implementation of rural roads projects in Nandi County. Hence, the first null hypothesis was rejected ($p<0.05$) resulting to deduction that there was significant negative effect of gender data information on implementation of rural road projects in Nandi County. Further results showed that when moderating variable was introduced into the model, the beta coefficient changed to positive ($\beta=0.022$) and significant at 95.0% confidence level. This meant that the introduction of institutional policy resulted to change in the direction of relationship between the gender data information and rural roads projects implementation from negative to positive. This means that to ensure that gender data information is appropriately utilised, it is the duty of the implementing agencies to refer and follow the stipulated policies on inclusion of all stakeholders.

5.2.2 Gender Involvement in Decision Making on Implementation of Rural Road Projects

The second objective of the study determined the effect of gender involvement in decision making on implementation of rural road projects in Nandi County. Descriptive statistics showed that binding targets for a balanced gender ratio at all levels of decision making were not reviewed on yearly basis (mean = 3.55). Further, the respondents indicated that there were no binding targets for a balanced gender ratio at all levels of decision making ($m=3.5440$). It was found out that binding targets for a balanced gender ratio were usually prepared by experts as most respondents appeared to agree with the statement (mean = 2.4922). From this it can be seen that despite project experts drawing binding targets for involvement of gender in decision making, the application and follow up of this requirement was not evident across many rural road projects being implemented in the study area. Computed Pearson correlation statistics showed that

gender involvement in decision making had an average positive effect (r=0.569, p=0.001) on the implementation of rural road projects in Nandi County. This means that to a moderate degree, the decision making activities included gender aspects during rural projects implementation. Further results from MLR tests showed that there existed a significant linear relationship (β=0.423) which was significant (p=0.001) gender involvement in decision making and implementation of rural roads projects in Nandi county. This meant that continuous of ensuring application of gender decision making in rural roads projects hastened their implementation. From these statistics, the second null hypothesis was rejected ($p<0.05$) leading to the conclusion that there was significant positive effect of gender involvement in decision making on implementation of rural road projects in Nandi County. However, Statistics show that When moderating variable (institutional policy) was introduced in the model, the beta coefficient turned to negative (β=-0.076, p=0.001). This means that the introduction of institutional policy in the relationship between gender decision policies negatively influenced implementation of rural road projects in Nandi County, Kenya. Therefore, an institutional policy when brought in when enacting gender decision policy does not favour rural roads projects success.

5.2.3 Gender Sensitivity in Language on Implementation of Rural Road Projects

The third objective sought to establish the effect of gender sensitivity in language on implementation of rural road projects in Nandi County. The study found out that texts that refered and addressed women and men in the project were equally possible (mean=2.03). Also, it was found out that most respondents agreed (mean=2.13) that occupational references were gender sensitive during implementation of rural roads projects in the county. Furthermore, respondents agreed (mean=2.15) that all project employees are referred using their gender sensitive titles. From this observation, it is

clear that majority of rural road projects ensured that gender sensitivity in language was applied across many projects in the county. This means that every gender was addressed in the most respectable and polite way during implementation of roads projects in Nandi County.

Karl Pearson correlation result on this variable against the dependent variable showed that there existed significant positive effect ($r=0.751$, $p=0.001$) between gender sensitivity to language use and implementation of rural roads projects. The beta coefficient result from regression analysis confirmed ($\beta=0.398$, $p=0.001$) between the third independent variable on dependent variable. Hence, the third null hypothesis was rejected ($p<0.05$) leading to the conclusion that there existed significant positive effect of gender sensitivity to language on implementation of rural road projects in Nandi County. when moderating variable (institutional policies) were introduced in the regression equation, the beta coefficient for the third independent variable changed from positive to negative ($\beta=-.055$, $p=0.001$) but insignificant. This meant that there was no need of introducing institutional policies to the linear relationship between gender sensitivity in language use and implementation of rural roads projects in Nandi county Kenya

5.2.4 Gender Equal Treatment on Implementation of Rural Road Projects

The fourth objective of the study examined the effect of gender equal treatment on implementation of rural road projects in Nandi County. Data results showed that most respondents agreed (mean =1.90) that pay gap was not influenced by gender during rural roads construction. The study also found out that project contractors ensured that in all communication (mean = 2.16), all project stakeholders and staff were treated equally with no discrimination. But, data shows that on the issue that pay gap was not

large for men and women, majority disagreed with this assertion (mean=3.58). This meant that a particular gender is being paid more than the other in some of the rural roads projects in Nandi County.

Correlation results showed existence of above average positive effect (r=0.668, p=0.001) between gender equal treatment and implementation of rural roads projects in Nandi county. Further confirmation by regression output shows that the beta coefficient value was positively (β=0.744, p=0.001) and significant resulting to rejection of the fourth null hypothesis. It was deduced that there existed significant positive effect ($p<0.05$) of gender equal treatment on implementation of rural road projects in Nandi County. Hence, more equal treatment of all gender without discrimination would result to effective implementation of rural roads projects. When the moderating variable was introduced in the above linear regression, the beta coefficient results decreased (β=.089, p=0.001) which shows that introduction of institutional policy slowed down the relationship between gender equal treatment and implementation of rural roads projects in Nandi county, Kenya.

5.2.5 Moderating Effect of Institutional Policy on Gender Mainstreaming and Implementation of Rural Road Projects

The fifth objective of the study analyzed the moderating effect of institutional policy on gender mainstreaming and implementation of rural road projects in Nandi County. The study desired to know whether the incorporation of gender policy affected the relationship between gender mainstreaming (the previous four independent variables) and implementation of rural roads projects. Without the introduction of moderating variable, the linear relationship between gender mainstreaming and implementation of rural roads projects was (R=0.907). When the moderating variable (institutional policy

was introduced in the model, the correlation (R) obtained was 0.929 and increased by 0.022 points. This means that there is a change in the whole model of linear regression equation when institutional policy is introduced. However, the moderating effect changes differently among the four independent variables of the study as has been established in the preceding sections.

5.3 Conclusions

The study examined the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of rural roads projects in Nandi County. The overall linear relationship between gender mainstreaming and implementation of rural roads projects was found to be positive ($R=0.907$ and $R^2=0.823$). From this it is concluded that 82.3% of change in rural roads implementation was accounted by the four gender mainstreaming practices / policies that were the focus of this study. This meant that the four variables of gender mainstreaming were important to predict how the rural roads projects could be implemented well or bad in Nandi County, Kenya.

With respect to the first objective, the study concludes that there was significant negative effect ($p<0.05$) between gender data information application and implementation of rural roads projects in Nandi county. This was confirmed from both correlation and linear regression analysis coefficient results. The study found out that gender data information was not accessible to stakeholders and this affected the outcome of the rural roads projects in a negative way. As the project implementers continued to make it difficult to access gender data information, this slowed down the implementation of rural roads projects in Nandi County. Lack of information on gender policies affected the success rate of the rural road projects implemented in the County.

Secondly, the study concludes that there was significant positive effect of gender involvement in decision making and implementation of rural roads projects in Nandi County at 95.0% confidence level. Both correlation and regression statistics (coefficients) indicated that the values were positive which suggested that continuous consideration and involvement of all genders in decision making activities would enhance the implementation of rural roads in Nandi County. Therefore moderate efforts were found to have been taken into consideration to ensure that all decision making processes factored in gender issues to ensure that the rural projects were successfully implemented.

Thirdly, the study concludes that there was significant positive effect of gender sensitivity language on the implementation of rural roads projects in Nandi county ($p<0.05$). Both correlation (r) and regression (β) coefficients were positive that implied that a unit change in gender sensitivity to language enhanced the implementation of rural roads projects in Nandi County. The study found out that efforts had been made to ensure that gender sensitive language was used and applied during implementation of rural roads projects in the study area. For instance, all stakeholders were referred using their gender titles and no one was demeaned because of his/her gender. This ensured that the process of implementation run well with no hitches. Further, even the written texts, notices or information ensured that the language used was not gender discriminatory and this resulted to effective implementation of rural roads projects in Nandi County.

Fourthly, the study found out that there was significant positive effect of gender equal treatment in implementation of rural road projects in Nandi County ($p<0.05$). This implied that equal treatment of all stakeholders irrespective of their gender difference

was observed across rural roads projects in the county. Considering the projects were implemented in a rural set up, the issue of gender patriarchy did not occur in project implementation and therefore male and female stakeholders (including project staff) were treated equally. Correlation and regression statistics showed that continuous application of gender equal treatment practices raised rural roads projects implementation level in Nandi County. What came out is that all stakeholders were trained on gender related topics and this made them aware of the importance of having equality for all. But, the research discovered that on the issue of pay, some gender was paid higher than the other creating a disparity in pay and remuneration.

Fifthly, the study found out that institutional policy significantly moderated the relationship between gender mainstreaming and implementation of rural road projects in Nandi County. The moderating influence was negative for gender involvement in decision making and gender sensitivity in language but positive in gender data information and gender equal treatment. Generally, the correlation coefficient increased by 2.2 percentage points when institutional policies were introduced resulting to having R-value of 0.929 from the initial 0.907. The study concluded that institutional policy has a moderating effect on the relationship between gender mainstreaming and project implementation.

5.4 Recommendations

5.4.1 Recommendations for Practice

Rural roads project implementers in Nandi County should continue to provide employees with gender statistics when implementing rural road projects. They should establish good gender relations among employees when implementing rural road projects in the County.

Gender inclusive employees should be engaged in decision making. There should be always binding targets for a balanced gender ratio at all levels of decision making. Measures and strategies geared towards a balanced gender ratio should be taken at all levels of decision making.

The organization should be gender sensitive when appointing working groups and project teams. Binding targets for a balanced gender ratio at all levels of decision making should be reviewed yearly. Occupational references should continue to be gender sensitive when implementing rural road projects. All employees should be referred to using gender **s**ensitive titles. The employees should not be demeaned on the basis of language. Occupational titles should not favour a certain gender against the other. Texts that refer to or address both women and men should continue to be equally visible.

All the employees should continue to attend training and mentorship programs. Pay gap should not be influenced by gender when involved in constructing rural road projects. All genders should be treated equally during communication when implementing rural road projects.

5.4.2 Implication to Theory

The study has found out that institutional policy moderates the relationship between gender mainstreaming and implementation of rural roads projects. The results of the theory therefore contradicts the principles of Rossi (1970) biological theory of gender which created division of labour between members of different gender. This research has found out that despite men and women having different biological traits, advancement in knowledge has provided them equal opportunity of using their knowledge and skills in ensuring personal, family, communal and societal goals are

attained. Secondly, the social economic theory by Rai (1995) which argues that the outcomes in an organisation could be associated with gender. Considering for long roads implementation has been a preserve of men, the current dynamics has incorporated female in the construction sector. Thirdly, this study enlarges the scope of Maskin and Sjostrom (2002) implementation theory where aspects of gender mainstreaming have to be incorporated to ensure that all institutional goals are achieved.

5.5 Suggestions for Further Research

The current study was conducted on the moderating effect of institutional policy on the relationship between gender mainstreaming and implementation of Rural Road Projects in Nandi County. The study recommends a further study to be conducted on gender mainstreaming and implementation of Rural Road Projects in Nandi County using other moderating variable and find-out whether similar findings will be upheld. The study should also adopt other indicators of gender mainstreaming besides gender data information, involvement in decision making, gender sensitivity in language and gender equal treatment. The effect of gender data information on project implementation was negative. The study recommends a further study to be conducted on the same objective and finding out whether similar findings will be upheld. The study should be conducted on rural road projects in other Counties in the North rift region. A similar study should also be conducted in other counties in Kenya so as to determine whether similar findings will be upheld. This will help to enrich the existing body of knowledge on the subject matter. It also contributes to both theoretical and empirical development on gender mainstreaming and project implementation.

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APPENDICES

Appendix I: Informed Consent

Dear Respondent,

RE: REQUEST FOR YOUR PARTICIPATION

I am a student at Moi University and I am conducting research entitled gender mainstreaming, institutional policy and implementation of rural road projects in Nandi County, Kenya. The research is part of the fulfilment of my postgraduate course. This is to give you information in the hope that you will participate in the study for the research which is for academic purpose only. Participation in this study is entirely voluntary. The information you provide is confidential and your name will not be exposed anywhere. The Information you provide will be treated only as a source of background research, alongside books and other research carried earlier. There are no known or anticipated risks to you as a participant in this study. If you have any questions regarding this study or would like additional information please ask me before, during, or after the exercise. I can assure you that this study has been reviewed and approved by the Postgraduate Committee of the University.

Thank you for your assistance.

Yours faithfully,

Walter Oburu Nyariki
MS /PPM/4412/20

Appendix II: Questionnaire

Questionnaire for the Study

Dear Respondent,

I am a student at Moi University pursuing a Master of sciences in project planning and management. I am researching on **gender mainstreaming, institutional policy and implementation of rural road projects in Nandi County, Kenya.** I am therefore kindly asking you to complete the attached questionnaire with as accurate information as possible to assist in undertaking the study. The information you shall provide will be used entirely for this research and will be treated with utmost confidentiality. Your assistance is highly valued. Thank you in advance.

Yours faithfully,

Walter Oburu Nyariki
MS /PPM/4412/20

SECTION A: INTRODUCTION

✓ **Tick as appropriate**

1. What is your age bracket?

Below 25 [ ] 26-30 years [ ] 31-35 years [ ] 36-40 years [ ] Above 40 [ ]

2. What is your gender? Male [ ] Female [ ]

3. What is the highest educational qualification attained?

Primary [ ] Secondary [ ] Diploma [ ] Bachelor [ ] Masters [ ]

any other (Specify)……..……

4. What is your designation?

Registered road contractors [] Employees for all pre-qualified roads construction Companies [ ]

SECTION B: Effect of Gender Data Information on Project Implementation

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree**.**

	Gender data information	**1**	**2**	**3**	**4**	**5**
1.	We are provided with gender statistics when implementing rural road projects in Nandi County**.**					

2.	We have access to information on the gender policies implemented during execution of rural road projects in the County.					
3.	We have access to information on gender roles when implementing rural road projects in the County.					
4.	The information on gender roles that we access when implementing rural road projects is sufficient enough to enhance project success.					
5.	We enjoy good gender relations due to the gender data information we access when implementing rural road projects in the County.					
6.	Access to information on gender statistics helps to enhance success of the rural road projects we implement in Nandi County.					
7.	Information on gender policies helps to enhance the success rate of the rural road projects implemented in the County.					

Section C: Effect of Involvement in Decision Making on Project Implementation
Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Involvement in Decision Making	**1**	**2**	**3**	**4**	**5**
1.	All gender inclusive employees are engaged in decision-making.					
2.	There are always binding targets for a balanced gender ratio at all levels of decision making.					
3.	There are measures and strategies geared towards a balanced gender ratio which are taken at all levels of decision making.					
4.	The organization is gender sensitive when appointing working groups and project teams.					
5.	The binding targets for a balanced gender ratio are usually prepared by experts.					
6.	The binding targets for a balanced gender ratio at all levels of decision making are reviewed yearly.					

7.	It is a must that women must be involved in decision involving appointment of project teams.					

SECTION D: Effect of Gender Sensitivity in Language on Project Implementation
Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Gender Sensitivity in Language	**1**	**2**	**3**	**4**	**5**
1.	The occupational references are gender sensitive when implementing rural road projects in Nandi County.					
2.	The occupational references must be always gender sensitive when constructing rural road projects in Nandi County.					
3.	All the employees are referred unto using gender sensitive titles.					
4.	We are not demeaned on the basis of language.					
5.	Occupational titles do not favour a certain gender and not the other.					
6.	Texts that refer to or address both women and men are equally visible.					
7.	There is gender sensitive choice of images when preparing public relations material.					

SECTION E: Effect of Gender Equal Treatment on Project Implementation
Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Gender Equal Treatment	**1**	**2**	**3**	**4**	**5**
1.	All employees are given equal employment opportunities when constructing rural road projects in Nandi County.					
2.	We all attend training and mentorship programs.					
3.	Pay gap is not influenced by gender when involved in constructing rural road projects in Nandi County.					
4.	During communication, all genders are treated equally.					
5.	All training and mentorship programs offered when constructing rural road projects in Nandi County are gender sensitive.					

6.	We are all paid our dues as per the contract.					
7.	Pay gap is not large for men and women.					

SECTION F: Project Implementation

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Project Implementation	**1**	**2**	**3**	**4**	**5**
1.	We do not incur time overruns when constructing rural road projects in Nandi County.					
2.	We construct all the rural road projects expected for a certain financial year in Nandi County.					
3.	All rural road projects constructed in Nandi County adhere to set standards.					
4.	We do not incur cost overruns when constructing rural road projects in Nandi County.					
5.	We observe cost per stage when implementing rural road projects in Nandi County.					

SECTION G: Institutional Policy

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Institutional policy	**1**	**2**	**3**	**4**	**5**
1.	Gender involvement in decision making and implementation of rural road projects in Nandi County is affected by institutional policy.					
2.	Institutional policy affects both gender sensitivity in language and implementation of rural road projects in Nandi County.					
3.	Institutional policy affects gender equal treatment and implementation of rural road projects in Nandi County.					

4.	Institutional policy influences the hiring of employees of both gender as well as the implementation of rural projects in Nandi County.					
5.	Institutional policy influences the titles we use to refer to fellow employees as well as implementation of rural projects in Nandi County.					

SECTION H: Effect of Age on Project Implementation

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Age	**1**	**2**	**3**	**4**	**5**
1.	Younger rural roads project managers allocate greater significance on project control compared to older rural roads project managers in Nandi County.					
2.	Younger rural roads project managers allocate greater significance on extra-project objectives than older rural roads project managers in Nandi County.					
3.	Younger rural roads project managers' focus more on technical aptitude than older project managers and therefore age influences individual's performance.					
4.	The rural roads project team members in Nandi County are usually of different age groups and their contribution to project execution varies.					
5.	The rural roads projects that are completed on time in Nandi County are the one's executed by employees of different age groups.					
6.	We consider age of an employee when recruiting those who we hire to implement rural roads projects in Nandi County.					

SECTION I: Effect of Speculation on Project Implementation

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Speculation	**1**	**2**	**3**	**4**	**5**
1.	During the speculation phase the rural roads project leader in Nandi County usually helps the team to create a delivery timetable which enhances rural roads project success in the County.					
2.	During the speculation phase the rural roads project leader in Nandi County usually helps the team to incorporate risk mitigation strategies and estimate project costs which enhances rural roads project success in the County.					
3.	Speculation helps in the release of plan for the rural roads projects in Nandi County that outlines to the best of the project team's initial knowledge of a plan that is based on features delivered rather than activities.					
4.	Speculation helps in the focus on the highest-value features early in the rural roads projects in Nandi County.					
5.	Speculation helps in the provision of necessary budget as well as schedule information to rural roads project managers in Nandi County.					
6.	Speculation helps the rural roads project managers to consider alternatives and adaptive actions that helps to improve rural roads projects success in Nandi County.					
7.	Speculation helps the rural roads project managers to analyze events that occur during the project which enhances rural roads project success in Nandi County.					

SECTION J: Effect of Culture on Project Implementation

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Culture	**1**	**2**	**3**	**4**	**5**
1.	Culture influences the way rural road projects are managed in Nandi County.					
2.	Culture influences the way rural road projects are executed in Nandi County.					
3.	Rural road projects that are aligned with organizational culture have smoother implementation in Nandi County.					
4.	Rural road projects that are aligned with organizational culture have higher success rates than rural road projects that challenge these cultural norms in Nandi County.					
5.	Understanding of the organizational culture as well as its relationship to project management helps rural road project implementers to determine which projects to pursue and which projects to put aside in Nandi County.					

SECTION K: Effect of Education on Project Implementation

Kindly respond to all statements by ticking (√) where appropriate. Use the scale where "1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree.

	Education	**1**	**2**	**3**	**4**	**5**
1.	Education helps those involved in rural road project implementation to have the know-how on how to plan schedule on budget which enhances rural roads project success in Nandi County.					
2.	Education on monitoring and evaluation helps rural roads project implementers to identify problems, their causes and suggest possible solutions to problems and hence it contribute to project success in Nandi County.					
3.	Education on projects management is fundamental if the rural roads project goals and objectives are to be achieved in Nandi County.					

4.	Education affects monitoring and evaluation of tracking, reviewing and regulation of the progress to meet the performance objectives defined in the project management plan which leads to rural roads project success in Nandi County.					
5.	Education is of paramount importance to design and planning which helps to attain the objectives of the rural road projects within set time in Nandi County.					
6.	Education is of paramount importance to capacity building which helps to attain the objectives of the rural roads project within set time in Nandi County.					
7.	Education is of paramount importance to information dissemination and budgeting which helps to attain the objectives of the rural roads project within set time in Nandi County.					
8.	Education is of paramount importance to organizing, monitoring and control activities which helps to attain the objectives of the rural roads project within set time in Nandi County.					

Appendix III: Interview Schedule

[1]. What is your designation?

[2]. For how long have you been in the current profession?

[3]. How many rural road projects do we have in Nandi County?

[4]. Are there rural road projects that are stalling in Nandi County? If yes, what are the reasons for their stalling?

[5]. How is gender sensitivity in language exercised during construction of rural road projects in Nandi County?

[6]. Elaborate on how all genders are involved in decision making when handling rural road projects in Nandi County?

[7]. Do employees have access to gender data information during implementation of rural road projects in Nandi County?

[8]. If, yes how does it affect implementation of rural road projects in Nandi County?

[9]. Are there collective values that must be upheld during implementation of rural road projects?

[10]. Are all employees accorded equal treatment when constructing rural road projects in Nandi County?

[11]. If yes, what measures have you put in place to ensure equal treatment of all the employees?

[12]. Are all rural road projects completed within the expected budget estimate in Nandi County?

[13]. What is your take on the effect of institutional policy on implementation of rural road projects in Nandi County?

[14]. What are your general comments in regards to how gender mainstreaming affects implementation of rural road projects in Nandi County?