



**MONITORING OF INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY OF THE KITALE NATIONAL
POLYTECHNIC**

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ABSTRACT

Monitoring is a systematic and continuous assessment of information and projects in organizations over a given period of time. It takes place throughout the implementation period of the strategic plan. The Kitale National Polytechnic has a five year strategic plan developed for the period of 2018/19 to 2022/23. The objective of monitoring was to compare the way things were actually done against the original plan. Organizations may have good objectives in the strategic plans but the extent to which they are successfully implemented influences service delivery. The study sought to find out the extent of implementation of infrastructure development of the strategic plan on service delivery of The Kitale National Polytechnic. Studies had been conducted on factors influencing performance of monitoring and evaluation systems of non-governmental organizations and monitoring of the entire strategic plan. However, little information was available on monitoring of the infrastructure development of the five year strategic plan on service delivery of The Kitale National Polytechnic. Descriptive survey design was employed and data was collected from management staff, trainers, essential staff and trainees. The sample was selected using stratified, simple random sampling technique. Both qualitative and quantitative data was collected and self-administered structured questionnaires and interview guides were used. The instruments were tested for reliability and validity and data analysis was done using descriptive and narration Analysis. Data was presented in form of tables and the findings would benefit the Ministry of Education, Polytechnic Council and Administration, trainers, trainees and other interested parties.

Key Words: *Monitoring, Infrastructure Development, Strategic Plan and Service delivery.*

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INTRODUCTION

Many TVET Institutions develop projects with an objective of improving service delivery which is aimed at improving standards of living. Resources are allocated to these organizations and it is important to get the value. Monitoring is a systematic and continuous assessment of information and projects in organizations over a given period of time. It takes place throughout the implementation period of the projects. The objective of monitoring is to compare the way things are actually done against the original strategic plan. Institutions may have good infrastructure development plans but the extent to which they are successfully implemented influences service delivery. The study sought to find out the extent of the infrastructure development implementation of The Kitale National Polytechnic 2018/19 to 2022/23 Strategic Plan.

Statement of the Problem

Monitoring is an element of management by objective (Rist, Boily & Martin, 2011) which should be sought by TVET institutions as a result of developing the strategic plan. Management by objective involves deliberately gathering of evidence in order to establish the extent to which intended objectives are being achieved so that modifications to the plan and delivery of activities can be made to improve and account for service delivery. TVET institutions such as The Kitale National Polytechnic which adopt management by objective style need to have appropriate monitoring of infrastructure development for effectiveness.

Infrastructure development in TVET institutions fail to be successfully implemented due to lapse in monitoring process. The practice makes it possible to compare the way things are actually done with the way they were originally planned. Careful monitoring allows managers to make appropriate decisions on a day-to-day basis and ensures that infrastructure development is carried out as designed and modified when necessary.

Monitoring has been experienced in Australia in Tourism sector on the importance of ensuring all

the shortfalls relating to service delivery are properly addressed in order to have improvement in the quality of service delivery (Chen, Weiler & Young, 2018). In India Pepper (2019) used the theoretical perspective of Agency Theory to stress the importance of shareholders taking part in monitoring activities especially targeting managers within organizations' setting. Ali, Basu and Ware (2018) employed monitoring process in Indian commercial hospitals to highlight the importance of SERVQUAL framework in defining aspect of quality service.

A survey conducted in Ghana by Scott and Enu-Kwesi (2018) puts emphasis on the fact that service delivery in organizations at some point can be influenced by various monitoring process. In East Africa, studies conducted in countries such as Uganda have highlighted the critical issue of organizations ensuring that they have efficient and effective monitoring policy with the view that these can lead to an improvement in the service delivery (Atwebembeire, Musaaazi, Sentamu & Malunda, 2018).

Locally, a study was conducted on health sector in Nyandarua County by Njeru and Obwatho (2018) to show the importance of using monitoring in order to have improvement in service delivery to the clients. Nankoris and Gakuo (2018) in their research also affirm that monitoring process can contribute to improved service delivery. The linkage between monitoring process and service delivery is also evidenced in Kenyan state corporations on how monitoring has been critical in improving organizations' performance (Shahrier, Ho & Gaur, 2018; Scott & Enu-Kwesi, 2018).

The Kitale National Polytechnic (TKNP) launched a Five Year Strategic Plan, 2018/19 to 2022/23 which was aimed at achieving their intended objectives of improved service delivery. Infrastructure development is one of the objectives of the Polytechnic 2018/19 to 2022/23 strategic plan and monitoring is a key element in ensuring that the intended objective is achieved efficiently and effectively.

Most studies were conducted outside Kenya, however those conducted in Kenya focused on monitoring and evaluation and were conducted in different contexts. The current study endeavoured to find out the extent of the implementation of infrastructure development of 2018/2022 strategic plan and service delivery of The Kitale National Polytechnic.

Research Objective

- To find out the extent of implementation of infrastructure development of 2018/19 to 2022/23 strategic plan and service delivery of The Kitale National Polytechnic.

The study was guided by the following research question;

- What is the extent of the implementation of infrastructure development of 2018/19 to 2022/23 strategic plan and service delivery of The Kitale National Polytechnic?

The research findings would benefit The Kitale National Polytechnic, TVET institutions in Kenya in the implementation of infrastructure development of strategic plans and achievement of the intended results. The Ministry of Education would also benefit from the research in the process of policy making. The findings was also to benefit donors and other interested parties who may wish to fund and partner with The Polytechnic. Finally, the findings contributed to the advancement of academic knowledge among scholars.

LITERATURE REVIEW

The Kitale National Polytechnic is a Technical, Vocational and Education Training (TVET) Institution which deals with the aspect of training of various skills based on curriculum that emphasizes on competency based education that deals with acquisition of practical skills and good understanding of knowledge that relates to occupations in diverse areas of economic and social life (Pattarawat, 2013). The decline of handwork and specialization with regard to occupational functions necessitated development of vocational education institutions in order to provide manual

training that involves general instructions in the use of various tools (Ebipuruonwu, 2013).

TVET programs play a pivotal role of helping trainees to acquire knowledge and job skills that can help them either to be self-employed or acquire paid jobs (Ebipuruonwu, 2013). Kenya has ten National Polytechnics among the 192 TVET institutions. The Institutions offer certificates ranging from higher national diploma, diploma, certificate and artisan (TVET Act 2013).

Service Delivery of The Kitale National Polytechnic

Milliman, Gatling and Kim (2018) found out that service delivery in organizations can be guided by a model referred to as SERVQUAL which is an instrument that was designed by Parasuraman, Zeithaml, and Berry (1988). Rezaei, Kothadiya, Tavasszy and Kroesen (2018) used the context of Airline Industries to emphasize on the importance of utilization of SERVQUAL model as a measure of quality of services offered to customers.

In order to provide high levels of quality service/product and create value for the customers, The Kitale National Polytechnic need to plan and ensure that monitoring of infrastructure development leads to increased customer satisfaction, loyalty and long term Polytechnic image. Otherwise customers are faced with the challenge of numerous TVET institutions to decide where they can go for effective service delivery.

The study therefore focused on finding out whether monitoring of infrastructure development influences service delivery of the Kitale National Polytechnic.

Monitoring Process of the infrastructure development of the strategic plan 2018/19 to 2022/23 and service delivery of The Kitale National Polytechnic

Institutions' service delivery is determined by effective and efficient utilization of monitoring process, Shahrier, Ho and Gaur (2018) highlighted the importance of monitoring of infrastructure development in order to provide adequate infrastructure to support expanded mandate of the

polytechnic. These can be done by upgrading the existing physical infrastructure, developing new physical infrastructure, acquisition of state-of-the-art equipment and machinery and enhancing sporting /recreational facilities, as planned in the 2018/2022 strategic plan.

In Portuguese, Ribeiro, Vasconcelos and Rocha (2019), conducted a study in hospital sector and pointed out that for organizations to have proper functioning monitoring process is important. Countries such as Uganda have developed policies on performance of monitoring and evaluation of projects for improved performance (Atwebembeire, Musaaazi, Sentamu & Malunda, 2018). In education sector in Kenya, Teachers Service Commission (TSC) have embraced monitoring process through the use of Teacher Performance Appraisal and Development (TPAD) which has led to improved performance of teachers and hence, improved service delivery to customers/students.

Bayo-Moriones, Galdon-Sanchez and Martinez-de-Morentin (2019) in their study, stressed the fact that monitoring of performance is important in ensuring that employees in organizations are subjected to regular performance measurement appraisals. It is therefore important to consider monitoring of infrastructure development of 2018/19 to 2022/23 strategic plan of the Kitale National Polytechnic.

METHODOLOGY

The research employed descriptive survey design which enabled it to obtain information about the status of the phenomenon or to answer questions like where, what, how, why, when and who as well as explain the relationships. The study area was The Kitale National Polytechnic which is located in the North Rift part of the Rift Valley, in Trans Nzoia County, which is bordered by West Pokot County to the North, Uganda to the Western side, Bungoma to the South and Uasin Gishu to the Eastern part of Kenya (Mysonadata, 2017).

The sampling frame for the research included lists of Council Members, Administrators, Heads of Departments, Heads of Sections, Staff and students/customers of The Kitale National Polytechnic. Using Krejcie and Morgan Table (1970), a sample size of 364 was obtained from 229 trainers, 56 essential staff and 6,721 trainees respectively.

The research used three data collection instruments namely structured and semi structured questionnaires, interview guides and document analysis. Study questionnaires were developed based on the objectives and were distributed and administered with the aim of encouraging high response rate. The study developed questionnaires that were both structured and semi structured for quick response.

The study used interview guides that allowed for in-depth probing that led to clear expression of feelings, opinions and attitudes from Council members, Administration, Head of Department, Trainers, non-teaching staff and trainees of The Kitale National Polytechnic. Document analysis guide entailed analysing the contents from targeted documents on monitoring process of the infrastructure development of strategic plan 2018/19 to 2022/23 and service delivery of The Kitale National Polytechnic, with the aim of establishing the extent of conformity. The research used document analysis technique to obtain data from respective departments and Administration of The Kitale National Polytechnic.

FINDINGS

Quantitative Analysis

The study sought to monitor the infrastructure development and service delivery of The Kitale National Polytechnic. Using descriptive analysis of frequency and percentages first, the study targeted a sample size of 364 respondents as shown in the Table 1.

Table 1: Response Rate

Respondents	Sample Size	Response Rate	Non-respondents	Response Rate
Trainers	55	50	5	13.7%
Essential Staff	39	39	Nil	10.7%
Trainees	270	264	6	72.5%
Total	364	353	11	96.9%

From the table above, it can be seen that out of 364 questionnaires that were given out to the respondents, 353 questionnaires were filled in and returned, making a response rate of 96.9% which was good and conforms to Mugenda and

Mugenda (2008) stipulation that a response rate of 50% and above is adequate for analysis and reporting.

The study also sought to find out the work experience of respondents as shown in Table 2.

Table 2: Respondents' Work Experience

Experience (Years)	Frequency	Percentage
0-5	145	40%
6-10	127	35%
Above 10	91	25%
Total	364	100%

From the table, it can be seen that respondents who had 0-5 years was 40 %, 6-10 years' experience accounted 35% and above 10 years constituted 25%. This indicated that majority of the respondents in the institution had experiences ranging between 0-10 years respectively.

The study sought to find out how long customers had been receiving services from the polytechnic as shown in Table 3.

Table 3: Duration of Service Delivery

Duration	Frequency	Percentage
0-3 Months	47	12.91%
6-12 Months.	125	34.34%
Above 1 Year	192	52.75%
Total	364	100

From the table, it can be seen that service delivery for respondents with 0-3 months was 19%, 6-12 months was 34% while above 1 year was 47%.This indicated that majority of customers had been receiving services for more than one year.

The study sought to find out the quality of services from the Polytechnic based on infrastructure development as shown in Table 4.

Table 4: Quality of Service Delivery Based on Infrastructure Development

Rating	Frequency	Percentage
Very Good	35	9.5%
Good	44	12.1%
Poor	73	20.10%
Very Poor	129	35.5%
Not Sure	83	22.8%
Total	364	100

From the table, it can be seen that 35.5% indicated that service delivery was Very poor while 9.5% indicated that the quality of service was very good while 22.8% were not sure. The results corroborated with Scott and Enu-Kwesi (2018) that

service delivery in organizations at some point can be influenced by various monitoring process.

The study further sought to find out whether trainees were paying school fees on time as shown in table 5.

Table 5: School Fees Payment

Payment	Frequency	Percentage
Yes	198	54.50%
No	166	45.50%
Total	364	100

From the table it can be seen that 54.5% of the trainees paid their school fees in time while 45.5% did not pay school fees promptly. This indicated that the Polytechnic raised money that may not be enough to meet all the needs both efficiently and effectively.

The study sought to find out if the Polytechnic had a strategic plan, a Likert Scale was used as shown in Table 6

Table 6: Availability of the Polytechnic Strategic Plan

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Polytechnic has a strategic plan	137 37.6%	153 42.0%	22 6.0%	35 9.6%	17 4.7%

From the table, it can be seen that majority of the respondents 153, 42.0% agreed that the Polytechnic had a strategic plan while 17, 4.7% strongly disagreed.

The study sought to find out the extent of infrastructure development as per the strategic plan as shown in Table 7.

Table 7: Implementation of the strategic plan

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Infrastructure development as per the strategic plan	33 9.1%	57 15.7%	15 4.1%	142 39.0%	117 32.1%

From the table, it can be seen that majority of the respondents 142, 39.0% disagreed that there was infrastructure development as per the strategic plan within the Polytechnic, 57, 15.7% agreed while 15, 4.1% were not certain whether there is any

infrastructure development as per the strategic plan within the Polytechnic.

The study sought to find out the level of customer satisfaction on infrastructure development as shown in Table 8.

Table 8: Level of customer satisfaction of Infrastructure Development

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Customers are satisfied with infrastructure development in the polytechnic	63 17.3%	33 9.1%	80 22.0%	96 26.4%	96 26.4%

From the table, it can be seen that 63, 17.3% of customers at the Polytechnic strongly agreed that they were satisfied with infrastructure development while majority 96, 26.4% strongly disagreed and agreed that infrastructure development at the Polytechnic is satisfactory.

Qualitative Analysis

Qualitative data was obtained from 6 managers that were sampled from 24 target population through in-depth interviews which was used to make necessary inferences. This was line with Kothari (2011) who defines interviews as the process of obtaining information through face to face interaction.

All sampled managers responded well to the interviews based on the fact that appointments were sought in advance for the same. Sampled managers interviewed had experience of more than 10 years working at the Polytechnic. All respondents indicated that the Polytechnic had a reviewed strategic plan that was running from 2018/19 to 2023/24 and that infrastructure development is one of the objectives that was planned for implementation. However, majority of the respondents indicated that the implementation process was slow and that most infrastructure had not been developed. They also indicated that for the few infrastructure that had been developed lacked uniformity in terms of construction and that issues of environmental such as sewerage disposal was not considered effectively.

Respondents also indicated that there was lack of transparency in infrastructure development and that even some managers had no information on the infrastructure that was planned for implementation.

CONCLUSIONS AND RECOMMENDATIONS

Based on the study findings, it was concluded that monitoring of infrastructure development at the Kitale National Polytechnic is important as corroborated by Ribeiro, Vasconcelos and Rocha (2019) that for organizations to have proper

functioning monitoring process is important. It was concluded that infrastructure development leads to improved quality of service delivery which in turn leads to increased customer satisfaction at the Polytechnic as Rezaei, Kothadiya, Tavasszy and Kroesen (2018) who emphasized on the importance of utilization of SERVQUAL model as a measure of quality of services offered to customers.

The study further concluded that fee payment at the Polytechnic was not prompt and that this also affected the implementation process of infrastructure development. Further conclusion indicated that despite the existence of the Polytechnic strategic plan, majority of respondents were not aware and therefore did not even know whether infrastructure was part of the plan. There was also indication that there was inadequate transparency among management on infrastructure development within the Polytechnic and that infrastructure development does not reflect the Polytechnic standard requirement.

Based on the study findings and conclusions arrived at, the following recommendations were made;

- Monitoring of the infrastructure development should be conducted regularly according to the strategic plan.
- The management to encourage needy students to apply for (Higher Educational Loans Board) HELB loan and other scholarships in order to raise fees promptly.
- The Polytechnic should conduct sensitization programme to trainers, essential staff, students and managers on the content of the strategic plan.
- The management should exercise transparency of strategic plan implementation on infrastructure development in order to promote people involvement.
- The management should ensure that infrastructure development within the Polytechnic is uniform and conforms to the required standard of the Polytechnic and that environmental factors are considered.

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