

Influence of Monitoring on Timely Completion of Capital Projects in Kericho County, Kenya

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Abstract: *Timely implementation of capital projects is an important success based on monitoring indicators. Timely implementation of capital projects is unattainable due to poor monitoring tools and procedures employed during project lifecycle. The study focused on determining the influence of monitoring on timely implementation of capital projects in Kericho County, Kenya. The study findings are helpful to government, stakeholders, and staff of Kericho County. The study provided insight into scholars and research on the best way to monitoring can help improve timely implementation of capital projects in Kericho County. A descriptive survey research design was adopted with a target population was 245, comprising of capital project staff from Kericho County. The study used both primary data to collected through structured questionnaires. The study adopted convenience sampling where all supervisors, managers, leaders, stakeholder representatives, and one representative of team members for all the 49 capital projects were interviewed. Data analysis adopted descriptive and inferential analysis. The study findings revealed that the respondents unanimously agreed that monitoring influences timely implementation of capital projects in Kericho County. The study concludes that timely implementation of capital projects in Kericho County is influenced by monitoring. The study recommends further research to assess the influence of evaluation in timely implementation of Kericho County, Kenya.*

Keywords: Timely implementation, Project management plan, Stakeholder participation, Organization commitment, Communication.

1. Introduction

Monitoring is the collection and assessment of information or data about project goals or objectives [1]. Timely completion of a project is a crucial element of monitoring tools in an organization [2]. Monitoring through proper management plan helps in tracking project activities continuously and enables timely completion [3, 4]. Magondu [4] asserts that adequate monitoring of a capital project helps ensure the project meets its design goals. Hassan [5] noted that the right communication strategies employed during monitoring increase timely completion. Kamara [2] opined that stakeholders' involvement in the monitoring of projects helps in creating awareness and knowledge about capital projects that would benefit community. Organization commitment and capacity during monitoring are essential, making the right project deliverable adjustment akin to timely completion [6]. A study by Kerongo *et al.* [7] noted that monitoring in terms of project management plan, communication and stakeholder participation is critical in timely completion of capital project.

1.1 Capital projects in Kericho County

Capital projects are projects used to maintain or improve cities or areas. The capital projects are commonly known as infrastructure projects, and examples include roads, dams, asserts such as refineries. Kericho County has invested a lot on capital projects with various aims. County Government of Kericho has intended to improve ICT infrastructure by modernization of ICT. The County has also been constructing bridges and road networks, construction of classrooms in various schools to improve level of educations. The county also focused strengthening agricultural productivity in the area by constructions of cereals stores at Chebirirbei, Kabianga and Soin; modernization of agricultural centers like Sion; and construction of maize buying centers at Kamasian.

Aura [8] indicated that Kericho County is one of the nine

counties that prepared monitoring reports to inform policy and development about the countries Annual Development Programs (ADP). The reports aim at enhancing efficiency and effectiveness in monitoring of county policies, programs and projects. The reports formed the basis for Kericho County's improvement in planning and budgetary allocation for capital projects. The report points to possibility of unsatisfactory timely completion of capital project implementation when monitoring indicators such as management plan, communication strategies, stakeholder participation, and organization commitment and capacity are undervalued. For instance, enhanced Health Monitoring in Kericho County provides frameworks upon which the County department of health sector enables generation and use of data for informed decision making. Therefore, Kericho County depends on quality of data from monitoring processes in order to improve services.

Results-based monitoring is associated with high competency and informs decision on proper allocation of funds to realize the project objectives [8]. High-quality data from competent M&E team assist County to have a detailed project management plan to fast track quality of project implementation. Korir and Chepkirui [9] noted that detailed project management plan, stakeholder participation, project communication strategies, and organization commitment during monitoring of Kericho County capital project foster timely completion. Korir and Chepkirui [9] further noted that continuous monitoring with appropriate and consistent communication on feedback informs the anchorage of corrective action on county offices to achieve project objectives within the desired timelines.

1.2 Statement of the Problem

The County Government of Kericho has been implementing various capital projects, just like other County governments. Monitoring of capital project at implementation phase is done frequently [10] to ensure quality of project

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implementation. This is crucial because there has been lack of concern about implementation of capital projects [11]. Monitoring procedures must have clearly defined project management plan, high stakeholder involvement, proper communication channels, and right organization efforts (commitment).

Additionally, the government of Kenya through various ministries have also always reminded the county governments on the importance of proper monitoring of capital projects to ensure project are completed within the designed timelines [12]. Despite government ministries stipulating the importance of monitoring through various policies, most capital projects are still uncompleted outside the planned timelines. Ooko [13] noted that effective monitoring helps in reducing the poor workmanship and ensure fewer resources are wasted and aids in achieving the desired project within designed timelines.

Munyao [14] asserts that organization and proper communication channel ensures quality of project implementation by closely monitoring and adjusting project deliverables to initiate actions that will see project achieve its intended desired goals within project timelines. Titomet [3] noted that stakeholder's participation in monitoring helps ensure development of goal-oriented, timely and sustainable projects.

The studies cited above have pointed out that poor quality of capital project implementation arise due to lack of proper M&E. The studies quoted have also not studied Influence of Monitoring on Timely Completion of Capital Projects in Kericho County, Kenya. The proposed study sought to bridge the gap between quoted literature and study findings on assessment of the influence of monitoring on timely completion of capital projects in Kericho County, Kenya.

1.3 Objectives of the Study

The following objectives guided the study;

- 1) Establish the influence of project management plan on timely completion of capital projects in Kericho County, Kenya.
- 2) Establish the influence of stakeholders' participation on timely completion of capital projects in Kericho County, Kenya.
- 3) Establish the influence of project communication on timely completion of capital projects in Kericho County, Kenya.
- 4) Establish the influence of organization commitment on timely completion of capital projects in Kericho County, Kenya.

2. Literature Review

Project timely completion is highly dependent on monitoring indicators [15]. According to Callistus and Clinton [16], monitoring is undertaken to report any misappropriation of resources of the projects and tracking project implementation phase to ensure project is implemented as planned. Basheka and Byamugisha [17] also suggested that

monitoring organization internal efficiency measures to foresee the successful implementation of project lifespan.

Monitoring, as suggested by Kerzner and Kerzner [18], offers a platform for tracking and comparing project outcomes against the project objectives. Njama [15] also noted that monitoring helps in reflection of system and helps support project implementation as defined in life of a project. The main aspect of monitoring is systematic review and communication of the findings to the project teams.

Kihuha [6] noted that organization commitment during monitoring is vital for success of project implementation. Capital project is categorized as field projects, and hence organization must have competent staff able to undertake all monitoring activities efficiently [19]. Kerongo, Mutua, and Musomba [20] stipulate that organization must evaluate their employees' skills before assigning them monitoring tasks to ensure timely completion.

Onyango *et al.* [11] noted that effective monitoring indicates organization ability to implement its projects successfully. Onyango *et al.* [11] study findings indicated that all the study variables (planning, funding, technical expertise, and stakeholder's participation) influence the implementation of Kirinyaga County Government projects. The study recommended to have an effective and efficient implementation of county government projects, and there is a need for proper staff training, budgetary allocation, and sufficient stakeholder participation.

Magundu [4] study established that organization management during monitoring influence implementation of projects. The study findings based on quantitative and qualitative statistics show that organization capacity and commitment are very influential during implementation of monitoring of organization projects.

The members of Kericho County are the beneficiaries of projects, and their involvement in monitoring is crucial in the effective implementation of capital projects [9]. Other stakeholders are the national government officials whose interest must be met, project field staff who implement activities, program managers who oversee program implementation. The participation of the project stakeholders increases the sense of ownership of the project and program quality and helps address local development needs boasting project sustainability [15]. Stakeholders' involvement in monitoring varies according to the purpose and participatory approaches stipulated in the general institutional receptiveness [21].

The project managers must, in many times, decide the group and extent of stakeholder's participation. Participatory evaluation helps stakeholders understand the project objectives, goals, or get their views on the project progress. Njama [15] argues that stakeholders' participation may lead to quick solutions to complex problems related to project deliveries. Wayne [22] suggested that timely completion of the project is possible when communities are involved in the implementation phase of the projects.

2.1 Conceptual Framework

The study was based on the conceptual framework in **Error! Reference source not found.**, where monitoring indicators (project management plan, stakeholder's participation, project communication, and organization) are independent variables, and timely completion is dependent variable. Based on this conceptual framework, the study assumes monitoring indicators influence timely completion of capital projects.

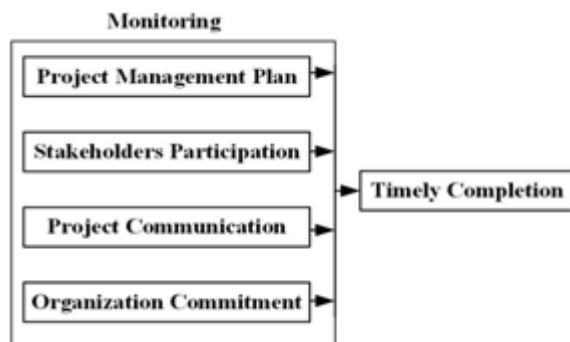


Figure 1: Conceptual Framework showing the relationship between monitoring indicators selected and timely completion of capital projects in Kericho County, Kenya.

2.2 Summary of Literature Review

All the studies highlighted that monitoring and timely completion of projects is limited to different monitoring indicators, various projects in different regions, and indifferent project other than capital projects. For instance, a study by Callistus and Clinton[16] focused on misappropriation of resources other than organization commitment, project communication, stakeholder participation, and project management plan. Basheka and Byamugisha[17] only linked successful project completion to organization efficiency or commitment and fails to look at project communication, stakeholder participation and project management plan. Kerzner and Kerzner[18] focused on project systems, project management plans, and communication of the project teams. Kerzner and Kerzner[18] did not consider organization commitment and stakeholder participation. The highlighted studies have not reviewed holistic aspect of monitoring indicators (organization commitment, stakeholder participation, project management plan, and project communication) influence on the timely completion of the project. The studies have also not studied capital projects.

3. Research methodology

3.1 Research Method

The study employed a descriptive survey where observation and description of how independent variables affect

Table 2.

Table 2 shows that 31(12.7%) strongly agreed, 91(37.1%) agreed, 62(25.3%) neither agree nor disagree, 61(24.9%) disagree, and none of the respondents strongly disagreed that

dependent variables are studied. The descriptive study design was preferred since the variables under study were natural. The study used descriptive study design since no data will be altered [23]. The descriptive study design also showed the direction of the relationship between study variables.

3.2 Population and Sample

The target population is a total collection of elements that a conclusion will be drawn [24]. The estimated total population is the population of capital projects in Kericho county. The target population for the study was 245, which are all capital projects in Kericho County within fiscal year 2015/2016 to 2019/2020 and are summarized in Table 1.

Table 1: Target population

Respondents	Target population
Roads, public works and infrastructure	35
Education	155
Social service, youth, and culture	5
Water, environment and natural resources	45
Information, communication, and E-government	5
Total	245

The questionnaire was used as the main study tool to acquire data for statistical analysis. Social Package for Social Scientist (SPSS) was used to facilitate data analysis. Data were analyzed by employing descriptive statistics such as mean and standard deviation. Multiple linear regression was employed to ascertain the association linking dependent variables and independent variables. All the analysis aimed at establishing the influence of project management plan, stakeholders' participation, project communication and organization commitment on timely completion capital projects in Kericho County.

4. Results and Discussion of findings

4.1 Questionnaire Return Rate

The study issued 245 questionnaires to respondents and 219 were returned duly filled, which translates to $\frac{219}{245} \times 100 = 89.4\%$ response rate. Blumberg, Cooper, and Schindler[24] recommend > 75% response rate is sufficient for study analysis.

4.2 Data Analysis

1) Timely implementation of capital projects

The study sort of finding the respondents' opinion about the timely implementation of capital projects and this was attained when they gave their opinions on the level of agreement or disagreement with the statements provided, and the results are provided in

capital projects are implemented timely. The mean value was 2.62, and the standard deviation was 0.995 and suggests that, on average, respondents uniformly agreed that capital projects are completed in time.

On whether the monitoring of the project is done according to project management plan and helped in timely implementation, 103(42%) strongly agreed, 82(33.5%) agreed, an equal number of respondents who neither agree nor disagree, disagreed and strongly disagreed were 20(8.2%). The mean value was 2.07, and the standard deviation was 1.251, and this suggests that, on average, respondents non-uniformly agreed that project monitoring was done according to the project management plan.

On whether stakeholder’s participation helps in monitoring of capital projects and facilitate timely implementation, 42 (17.1%) strongly agreed, 143 (58.4%) agreed, 40(16.3%) neither agree nor disagree, 20(8.2%) disagreed and none strongly disagreed. The mean value was 2.16, and the standard deviation was 0.8, and this suggests that, on average, respondents uniformly agreed that stakeholder’s participation helps in monitoring of capital projects.

On whether communication within the project team is essential during monitoring of capital projects and facilitate timely implementation, 97(39.6%) strongly agreed,

85(34.7%) agreed, 24(9.8%) neither agree nor disagree, 19(7.8%) disagreed and 20(8.2%) strongly disagreed. The mean value was 2.1, and the standard deviation was 1.239 and suggests that, on average, respondents non-uniformly agreed that communication was important during the monitoring of capital projects.

On whether organization commitment is significant during monitoring of capital projects and facilitate timely implementation, 53(21.6) strongly agreed, 111(45.3) agreed, 54(22%) neither agree nor disagree, 27(11%) disagreed, and none strongly disagreed. The mean value was 2.22, and the standard deviation was 0.911 and suggests that, on average, respondents unanimously agreed that the organization was committed during the monitoring of capital projects.

Composite mean (2.14) suggests that participants averagely agreed that monitoring indicators used influences the timely implementation of capital projects in Kericho County. Composite standard deviation (1.0102) is more than unity and indicates that the responses were nonuniform and inconclusive.

Table 2: Timely Implementation of Capital Projects

Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Mean	Std deviation
Capital projects are completed in time	31 (12.7%)	91 (37.1%)	62 (25.3%)	61 (24.9%)	0	2.62	0.995
Monitoring Indicators							
The projects monitoring is done according to project management plan and helped in timely implementation	103 (42%)	82 (33.5%)	20 (8.2%)	20 (8.2%)	20 (8.2%)	2.07	1.251
Stakeholders participation helps in monitoring of capital projects and facilitate timely implementation	42 (17.1%)	143 (58.4%)	40 (16.3%)	20 (8.2%)	0	2.16	0.8
Communication within project team members is important during monitoring of capital projects and facilitate timely implementation	97 (39.6%)	85 (34.7%)	24 (9.8%)	19 (7.8%)	20 (8.2%)	2.1	1.239
Organization commitment is significant during monitoring of capital projects and facilitate timely implementation	53 (21.6)	111 (45.3)	54 (22%)	27 (11%)	0	2.22	0.911
Total						8.55	5.051
Composite						2.14	1.05

2) Correlation analysis

The study employs Pearson product correlation analysis to find the strength and direction of the linear relationship between monitoring indicators and timely completion of capital projects in Kericho County.

Table 3 shows correlation values for monitoring indicators and the timely implementation of capital projects in Kericho County. Project management plan during monitoring insignificant relationship with timely completion of the project. Stakeholders' participation during follow-up has an insignificant relationship with the timely completion of the project. Communication between project team members during monitoring has timely completion of the project. Organization commitment to monitoring has an insignificant relationship with the timely completion of the project.

3) Regression Analysis

A multiple regression analysis was conducted to test the influence monitoring indicators on the timely implementation of capital projects in Kericho County.

Table 3: Correlation analysis between monitoring indicators and timely implementation of capital project

Monitoring indicators		Timely implementation
The project's monitoring was done according to project management plan	Pearson Correlation	.093
	Sig. (2-tailed)	.145
Stakeholders participation helps in monitoring of capital projects	Pearson Correlation	.073
	Sig. (2-tailed)	.252
Communication was important during the monitoring of capital projects	Pearson Correlation	.124
	Sig. (2-tailed)	.052
The organization was committed during monitoring of capital projects	Pearson Correlation	-.029
	Sig. (2-tailed)	.655

Table 4 summarizes the model summary for regression analysis. R² determines how well the model fits data.

Table 4 show R^2 of 35.1% and this suggest that only 35.1% of the monitoring data fit timely implementation of capital projects in Kericho County. The adjusted R2 also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the indicators of monitoring. 33.8% of monitoring indicators influence the timely implementation of capital projects in Kericho County.

Table 4: Model summary for regression analysis for monitoring indicators and timely implementation of capital projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.351	.338	1.065
a. Predictors: (Constant): Capital projects are timely implemented				

Table 6, regression equation

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon \quad (1)$$

Table 6:

$$Y = 4.701 + 0.263x_1 - 0.559x_2 - 0.338x_3 - 0.299x_4 \quad (2)$$

Equation (2) suggests that for every unit increase in project management plan, timely implementation of capital project increase by 0.263 units; stakeholders participation, timely implementation of capital project decrease by 0.559 units; communication, timely implementation of capital project decrease by 0.338 units; and organization commitment, timely of capital project decrease by 0.006 units. When all coefficients of monitoring indicators are zero, then the timely implementation of capital projects will be at 4.701.

4.2 Implication of the results

Table 6: Regression Coefficients of the relationship between monitoring indicators and timely implementation of capital projects

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.701	.268		17.552	.000
	The projects monitoring is done according to project management plan	.263	.251	.251	1.049	.295
	Stakeholders participation are involved in monitoring of capital projects	-.559	.320	-.342	-1.746	.082
	Communication between project team is important during monitoring of capital projects	-.338	.255	-.320	-1.326	.186
	Organization is commitment during monitoring of capital projects	-.006	.075	-.004	-.075	.940
a. Dependent Variable: Capital projects are timely implemented						

Timely implementation of capital projects is not easy to attain, and hence main factors affecting it must be taken carefully. Therefore, the county government of Kericho must sort out all monitoring indicators or tools and procedures to oversee timely implementation of their capital projects. The results can only point out to lack of clear definition of project timely implementation. The county government of Kericho needs, therefore, to pay much attention to each project factor to increase timely project implementation.

The data in

Table 5 summarizes the ANOVA results for regression analysis and indicated that the probability value of 0.00 indicates that the regression relationship was highly significant in predicting how monitoring influences the timely implementation of capital projects in Kericho County. The F critical at 0% level of significance was 25.900 since F calculated is greater than the F critical (value = 2.25), this shows that the overall model was significant.

Table 5: ANOVA results for regression analysis between monitoring indicators and timely implementation of capital projects

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	146.854	4	29.371	25.900	.000b
	Residual	271.024	215	1.134		
	Total	417.878	219			

a. Dependent Variable: Capital projects are timely implemented

From

where x_i are indicators of monitoring, β_0 is constant, β_i are coefficients of indicators, and ϵ is the error term. Regression equation (1) can be written as follows based on These observations made under data analysis suggests that timely completion of capital project is greatly influenced by monitoring variables (project management plan, stakeholder's participation, communication between project team members and organization commitment). These findings are close to that of Njama [15] findings where stakeholders participation was emphasized as boosting understanding of project objectives and hence timely completion.

The study findings also noted that respondents unanimously agreed that monitoring indicators used influences timely implementation of capital projects in Kericho County. Regression analysis showed that monitoring indicators used were significant in influencing the timely implementation of capital projects in Kericho county.

The fact that there are high uncertainties with regards to businesses in the 21st century. This requires a critical evaluation of monitoring tools and procedures used during project life to reduce the time used during project implementation. Therefore, there is a needs to logically evaluate unfinished and finished project policies and programs in Kericho county.

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