



Efficacy of Elitism on Implementation of Public Work Initiatives: A Case of Kazi Mtaani in Uasin-Gishu County, Kenya

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Abstract: *The implementation of public works initiatives without due consideration of elitist contexts leads to unsustainable consequences. Kenya's Kazi Mtaani falls in this argumentation. It was mooted as a state-driven strategy to address the social and economic challenges of the youth bulge in the country. The implementation of this strategy largely peripheralized the context of elitism whose consequences have seen the intractability of exogenous influences as well as internal resource wastage in project implementation. The study was located in elite theory that explains superior-minority and inferior-majority relations in community project development. It employed convergent parallel mixed methods with a sample size comprised of 314 respondents. Primary data were collected using self-administered questionnaires. Reliability was determined by the use of Cronbach Alpha at a level of 0.7. Quantitative data were analyzed using Pearson Correlation and regression analysis to identify the relationship between variables. Qualitative data were thematically organized prior to reporting in narrations and quotations. The study found and concluded that there is a significant negative correlation between the efficacy of elitism and the implementation of Kazi Mtaani projects ($r = .578$ $p = 0.01$). These findings are significant for the analysis of the role of the elites in project implementation especially in the prognosis of interventions necessary for success of the projects. The study recommends the establishment of mechanisms for meaningful youth participation in decision-making processes throughout the projects life cycle.*

Keywords: *Elitism, Public works, Implementation, Youth, development, Kazi Mtaani*

How to cite this work (APA):

Ndong, S., Lumayo, M. & Akuku, C. (2024). Efficacy of elitism on implementation of public work initiatives: A case of kazi mtaani in Uasin-Gishu County, Kenya. *Journal of Research Innovation and Implications in Education*, 8(3), 427 – 436. <https://doi.org/10.59765/jguw9730>.

1. Introduction

Public works projects are integral to the transformation of nations since human beings contemplated living in organized communities marked by shared or common infrastructural facilities. Kazi Mtaani being a state driven

initiative with an aim of improving and engaging the youths in meaningful activities is the focus under interrogation. This study hypothesizes that there is no significant relationship between the principles of elitism and implementation of Kazi Mtaani projects. In the Roman and Hellenic times, public works (Kazi Mtaani) were

instrumental in the spread of the imperial civilizations that have had an impact on the global outlook; and provides experiences in the implementation of public works projects as tools of colonization especially in the establishment of communication and transport infrastructure using local or imported labor.

Post-war Europe saw significant public works projects, through the Marshall Plan, aimed at reconstruction and development. The Plan aimed partly to prevent further economic deterioration and expansion of communism in Europe. In Africa, public works initiatives were part of colonial imposition as well as postcolonial development plans. These were more pronounced in countries like Rwanda and Burundi Rwigema (2023). In Kenya, public works initiatives have been a cornerstone of development strategies aimed at improving infrastructure and providing employment. The construction of Uganda Railway was just the epitome of public works initiatives and thinking that would later mutate into national development initiatives projects including the more recent Kazi Mtaani project. Such initiatives are designed to address, among others, unemployment and improve rural and urban environments (KIPPRRA, 2019).

Kazi Mtaani remains central to the emerging social, economic and political program. However, similar to its predecessor initiatives, it has escaped scrutiny within the spectrum of elitism. This study interrogated the implementation of the initiative in Uasin Gishu County, Kenya and focused on the influence of local elites as a critical factor of the project. In particular, it investigated the efficacy principles of elitism in the public works project implementation. It is argued that the integration of the dynamics of elitism in project implementation guarantees project sustainability for purpose of managing negative implications.

2. Literature Review

2.1 Theoretical Review

This study was located in the eclectic elite theory which is a constellation of arguments advanced by Vilfredo Pareto, Gaetano Mosca, Robert Michels and Max Weber. The theory argues that there is a small minority group consisting of members of social, economic and political elite that holds most power in a society. Vilfredo Pareto (1848-1923) and Gaetano Mosca (1858-1941) were the pioneers who propounded the elite theory of power. According to Pareto, the elite hold the highest stratum in the society. On the other hand, Gaetano Mosca, argues that all human societies are divided between rulers and the

ruled. He contends that power rests in the hands of the minority who forms the ruling class. Consequently, Pareto and Mosca concur that the elites are the minority groups in the society who are superior and have direct influence on decision making. Additionally, Robert Michels (1876-1936) contributed to elite theory by analyzing the political characteristics of intellectual elite. Michels posits that power becomes concentrated in the hands of the elites in an organization since funds, flow of information, promotions and other important decisions in the organization rest in their hands.

The elite theory thus explains the relations that subsist between elites and non-elites in the society. This theory posits that a sub-section of the society usually takes over the affairs of the public (Lopez (2013), while the remainder that is uninformed is generally subjected to anarchy. This theory can be described using multiple components with different meanings. The elites can be those people or groups which holds high status, control power and money in contrast to the rest of the (majority) population. Elitism can further be applicable in expressions of characteristics of democracy where the elites appear to hold power and a population that can influence political decision making. Gilens and Page (2014) argue that political elites encompass a number of groups including Federals, Lobbyists as well as the wealthy contributing to economic elites. In the case of public works initiatives like Kazi Mtaani projects, proponents of elite theory would suggest that the success of the program is influenced by the actions of the elites. This includes politicians, government officials, and other influential individuals who have the power to shape the program's design, implementation, and outcomes. Proponents of elite theory indicate that the elites use their power to shape the program in ways that benefit their own interests or those of their allies, rather than the broader public. They also use their power to resist or undermine efforts to reform the program or to make it more accountable to the public.

The influence of the elite theory on implementation of public works initiatives such as Kazi Mtaani projects can be seen in efforts to identify and address the role of elites in shaping the program in areas such as decision making, project prioritization resource allocation and political good will. For example, researchers and policymakers may use elite theory as a framework for analyzing the distribution of benefits among participants, the role of political leaders and other elites in shaping the program's design, and the extent to which the program is accountable to the public. By understanding the influence of elites on implementation of public works initiatives like Kazi Mtaani projects, policymakers and researchers can identify strategies for

making these programs more equitable, effective, and accountable to the public. This includes efforts to increase transparency and public participation during program identification, design and implementation. Therefore, the elite theory suggests that the elites have a vested interest in maintaining their power and influence. The application of elite theory in public initiatives helps to analyze their implementation and identification of areas where the elites exert influence. By applying the elite theory to the analysis of public works initiatives like Kazi Mtaani projects in Kenya, researchers and policymakers can gain a deeper understanding of the factors that shape the success or failure of these programs and identify strategies for making them more equitable, effective and sustainable.

2.2 Empirical Review

Kenya's Kazi Mtaani has been mooted as a state-driven project designed to intervene into the social and economic challenges primarily faced by the youth and more so to address the implications of the youth bulge (Mwenda & Mwangi 2021). Notwithstanding its relevance and the diversity of innovations advanced as intervention strategies, the phenomenon of elitism has escaped academic and policy discourse. As a result, the implementation of the Kazi Mtaani projects is largely pursued devoid of an assessment.

Public works initiatives are a division of social protection programmes, generally seen as public labor-intensive infrastructure development initiatives which provide cash (Holmes & Jones, 2011). They provide income to the poor through employment and are often designed to stabilize income particularly during certain periods of the year or when the economy is not generating enough for all citizens. This is actualized through facilitating a target group to earn through building infrastructure, such as rural roads, irrigation, water harvest facilities, tree plantation, schools and health clinic facilities.

When planned and executed well, these public works initiatives prevent and reduces poverty, promotes social inclusion and dignity of vulnerable populations United Nation Organization (2016). During the Roman era, public works were essential to the empire's expansion and integration. Infrastructure projects such as roads, aqueducts, and public buildings were implemented to enhance connectivity and public welfare (Humphrey, 1986). These projects were often funded and managed by the state, employing vast numbers of laborers. The Romans sacrificed their time and engaged in useful public works projects. They built roads, harbor works, aqueducts, temples, forums, town halls, arena, baths, sewers and water mills. Roman roads stretched for 53,000 miles and passed

through tunnels as long as 3.5 miles. In ancient Greece, particularly during the Hellenic period, public works were also prominent. Projects like the construction of temples, theaters, and other public structures were funded by wealthy patrons or through public funds (Foley, 1988).

The development initiatives impact experienced in Macedonia is spearheaded by young activists. Programs like "Green Up Macedonia" concentrates environmental conservation, sustainable practices which mobilizes youths to plant trees and clean up public places (Ministry of Labor and Social Policy of the Republic of North Macedonia 2020). The Partnership between the youths and stakeholders enables pooling of resources and expertise which help in addressing complex challenges (Youth Educational Forum 2022).

Macedonia faces a number of challenges in the effort to harness the full potential of its youths, limited funding, bureaucracy and lack of institutional support affects the scalability and sustainability of the youth led initiatives (National Youth Council of Macedonia 2023). The New Deal programs in the United States during the Great Depression are a modern example of large-scale public works projects aimed at economic recovery. Initiatives like the Works Progress Administration (WPA) created millions of jobs through the construction of public infrastructure (Taylor, 2009). While these projects were federally funded and aimed at broad public benefit, the implementation often faced challenges related to political and social dynamics, including the influence of local elites who controlled resources and decision-making processes (Smith, 2006).

Post-war Europe saw significant public works projects aimed at reconstruction and development. The Marshall Plan, for instance, provided substantial funding for rebuilding war-torn infrastructure (Hogan, 1987). This was an American program which issued monetary support to help in rebuilding European economy after World War II.

China's rapid industrialization and urbanization in the late 20th and early 21st centuries involved massive public works projects, including the construction of highways, railways, and urban infrastructure. While these projects were state-directed, the influence of political and economic elites was evident in the planning and execution phases, often determining the success and focus of these initiatives (Naughton, 2007).

In Africa, countries like Rwanda and Burundi have also undertaken public works projects to foster development. Rwanda presents historic governance that was based on hierarchical system of power and authority. This

governance was shaped by colonial rule, authoritarian and genocide against Tutsi Rwigema (2023). The Hutu were the first to be subjected to forced labor during the Belgian administration. With the aim of developing authority and controlled system of power in Rwanda, Belgians forced Tutsis to act as managers for Hutu workers Braeckman (2021). After the genocide in Rwanda, there was significant reforms geared towards inclusivity and accountability in governance Verpoorten & Vandeginste (2017). The government has also implemented public works initiatives which promotes transparency, accountability, community participation and promotion of the Ombudsman’s office Iyamurenge & Nsengiyumva (2020). In Rwanda, initiatives such as the Vision 2020 Umurenge Programme (VUP) aimed to reduce poverty and improve infrastructure (Chambers, 2012). The program was introduced in 2008 with the main aim of reducing poverty by the year 2020 coupled with a combination of public works employment and encouraging entrepreneurship.

The Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) in India was designed to be a poverty alleviation tool. The scheme guarantees up to 100 days of public work employment per year. The

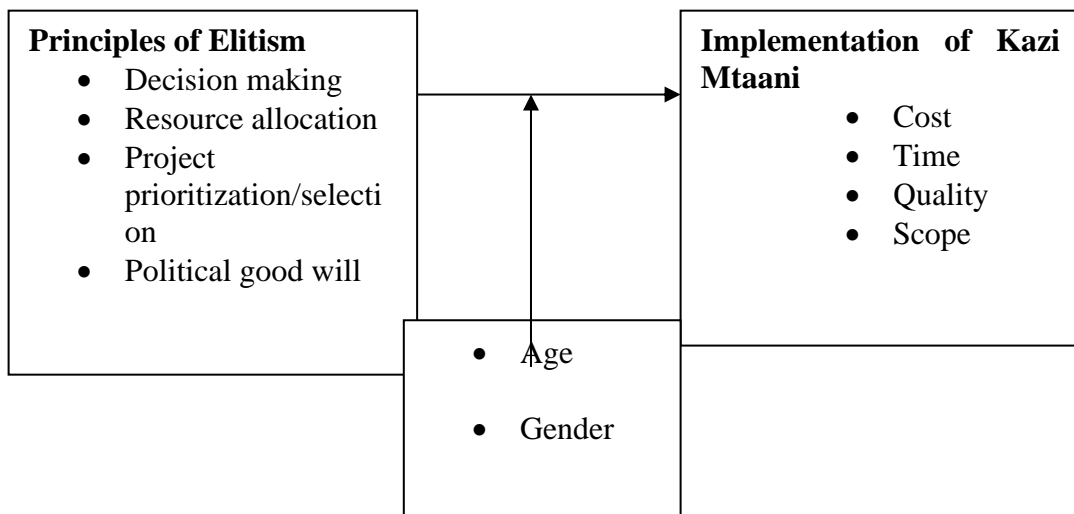
Independent Variable
Elitism

program is implemented by the local government with an aim of local development and infrastructure creation. The initiative has advantages and drawbacks with limited evidence on its effectiveness. The challenges include private sector hijacking the projects, government officials exaggerating the numbers of employment and underpaying workers (Laura Zimmerman 2020).

In Kenya, public works initiatives have been a cornerstone of development strategies aimed at improving infrastructure and providing employment. The Kenya – Uganda line commenced in 1896 in the port city of Mombasa and reached Kisumu in 1901 and Uganda in 1903. Projects such as the Constituency Development Fund (CDF) and the more recent Kazi Mtaani project highlight the government’s efforts to address unemployment and improve urban environments (KIPPRA, 2019). In the case of the Kazi Mtaani project initiative in Uasin Gishu County, Kenya, the influence of local elites has been a critical factor of project implementation that has escaped critical analysis.

2.3 Conceptual Framework

Dependent Variable
Implementation of Kazi Mtaani Projects



3. Methodology

The study was conducted in Uasin-Gishu County Kenya. The County experiences a youth bulge with characteristic high unemployment necessitating the intervention of public work initiatives. According to Kenya National

Bureau of Statistics, the projection for youth’s population in the county will increase to 18,966,737 in 2035 from 893,611 in 2009 (Kenya Population and Housing Census 2008). This study adopted convergent parallel mixed methods design that entails both qualitative and quantitative research designs hence apt for this study

(Fisher, 2017). In addition, the study utilized mixed research method which integrates both quantitative and qualitative research methods in a single study to understand a research problem (Creswell, 2018). Stratified sampling and basic random samples were used to identify the respondents for the study. For the success of simple random sampling the researcher used the lottery method; probabilistic method is necessary since it avoids biasness associated with assumed research findings (Etikan & Bala 2017)

Using the Taro Yamane (1967) statistical formula, a sample size of 314 was determined out of a population of 1449. A questionnaire was administered as the instrument for collecting primary data related to the respondents' attitudes, experience and opinions Tsitsianis (2020). Descriptive statistics in form of standard deviation, means, percentage and frequencies which provided basic information about variables in a dataset and highlight potential relationship between variables (Saunders et al, 2019). Further the study used inferential statistics including correlation analysis and linear regression which measured the strength between variables (Gupta & Kapoor 2020). Prior embarking to the actual research, the researcher carried out a pilot study to ascertain the validity and

reliability of the research instruments. To enhance the content validity, the researcher sought expert opinions from Professionals in this field. In order to enhance face validity, experts and professionals' input was sought and incorporated in the instrument. Johnson (2021) confirms that tests that are face valid offers confidence to researchers and respondents since the results are equitable and fair. In the case of construct validity, a five-point Likert scale was used as well as Principle Component Analysis (PCA).

4. Results and Discussion

The purpose of this study was to determine the influence of the principles of elitism on implementation of public works initiatives, a case of Kazi Mtaani in Uasin-Gishu County, Kenya. The analysis revealed there are several critical areas of concern regarding the implementation of the Kazi Mtaani Projects, particularly in terms of youth participation, resource allocation, project prioritization and political goodwill.

4.1 Youth Involvement in Decision making Process

Table 1 Youth Involvement in Decision Making Process

| Statements | N Statistic | Mean Statistic | Std. Dev. Statistic | Skewness | | Kurtosis | |
|--|----------------|-------------------|------------------------|-----------|------------|-----------|------------|
| | | | | Statistic | Std. Error | Statistic | Std. Error |
| Youths are involved in decision making process | 308 | 2.4935 | .70592 | -.592 | .139 | -.253 | .277 |
| Youths are the main actors during project implementation | 308 | 3.3636 | .87169 | -.749 | .139 | .443 | .277 |
| Youths are satisfied with the project process | 308 | 2.0292 | .71907 | -.043 | .139 | -1.057 | .277 |

Source: Field Data, 2020

The involvement of the youth in decision-making process scored a mean of 2.49, indicating that on average, youths are moderately involved in the decision-making process. The negative skewness (-.592) indicates that a larger number of respondents felt that youths are less involved in decision-making. The kurtosis value of -.253, which is less than zero, suggests a relatively flat distribution, indicating a wide range of perceptions regarding youth involvement.

The perception that youths are the main actors during project implementation scored a mean of 3.36. This suggests that youths are somewhat involved as main actors

during project implementation. The skewness value of -.749 indicates a negative skew, meaning more respondents felt that youths are actively involved in project implementation. The kurtosis of .443 suggests a relatively peaked distribution, indicating a consensus among respondents on this statement.

The statement that youths are satisfied with the project process had a mean score of 2.03. The findings show that youths are generally dissatisfied with the project process. The skewness is nearly zero (-.043), indicating a symmetric distribution of responses around the mean. The kurtosis

value of -1.057 indicates a platykurtic distribution, suggesting that there is a wide range of satisfaction levels among respondents. The analysis reveals several insights into the efficacy principles of elitism within the decision-making processes of Kazi Mtaani Projects. Youth involvement in decision-making and project satisfaction appears limited, suggesting a need for greater inclusion and engagement of youths all in these processes.

According to Ross & Kuechler (2018), elitism behavior in public works initiatives has been associated with the concentration of power and resources in major urban centers, resulting in the neglect of rural and remote communities. According to the National Collaborating Centre for Indigenous Health (2019), indigenous communities in Canada face significant disparities in access to infrastructure, with some lacking basic services such as clean drinking water and proper sanitation.

According to Bhargava & Sakthivel (2018), elitism behavior is prevalent in public works projects, with decision-makers favoring wealthy neighborhoods over poorer ones. The study found that the implementation of public works projects has been criticized for its elitist approach, with decision-makers favoring urban areas over rural ones.

According to Mawere & Nhemachena (2019), elitism behavior in public works initiatives in Africa has its roots in the colonial period, where colonial powers used infrastructure development as a means of extracting resources and controlling the population. During this period, infrastructure development was primarily focused on areas that were important to the colonial powers, such as transport routes for resource extraction, while neglecting other areas.

4.2 Resource Allocation and project Implementation

Table 2. Resource Allocation and Implementation of Kazi Mtaani Project

| Statements | N Statistic | Mean Statistic | Std. Dev Statistic | Skewness | | Kurtosis | |
|---|----------------|-------------------|-----------------------|-----------|------------|-----------|------------|
| | | | | Statistic | Std. Error | Statistic | Std. Error |
| Resources allocated for Kazi Mtaani Projects are adequate | 308 | 3.4578 | .77091 | -.996 | .139 | -.596 | .277 |
| Resources allocated for Kazi Mtaani Projects are well managed | 308 | 2.5097 | .76352 | 1.094 | .139 | -.407 | .277 |
| Resources allocated for Kazi Mtaani Projects are dispatched on time | 308 | 3.5617 | .84234 | -.870 | .139 | 1.090 | .277 |

Source: Field Data, 2020

The data reveals that the resources allocated for the Kazi Mtaani Projects are perceived as adequate, with a mean score of 3.46 (SD = 0.77). The skewness of -.996 suggests a negative skew, meaning most respondents felt positively about resource adequacy. The kurtosis of -.596 indicates a flat distribution, showing diverse opinions on this matter. However, there are concerns regarding the management and timely dispatch of these resources. The mean score for resource management is 2.51 (SD = 0.76), while the mean score for timely dispatch is 3.56 (SD = 0.84). The positive skewness (1.094) suggests that most respondents rated resource management lower, indicating some dissatisfaction. The kurtosis value of -.407 suggests a flat distribution, showing varied opinions on resource management. The skewness of -.870 suggests that

respondents mostly rated the timeliness of resource dispatch positively. The kurtosis of 1.090 indicates a relatively peaked distribution, suggesting some consensus among respondents.

The data on resource allocation indicates that while resources are generally seen as adequate and timely dispatched, management practices could be improved. These findings highlight a complex picture of resource management within the Kazi Mtaani Projects. While there is a general perception that resources are adequately allocated, concerns emerge regarding their management. This discrepancy suggests that while the quantity of resources may be sufficient, the manner in which they are managed and distributed does not meet the expectations or

standards set by the respondents. Conversely, the timely dispatch of resources is viewed more positively, indicating that once resources are allocated, they are managed and deployed efficiently.

4.3 Project Prioritization and Implementation

Table 3. Project prioritization and Implementation of Kazi Mtaani Project

| Statements | N Statistic | Mean Statistic | Std. Dev. Statistic | Skewness | | Kurtosis | |
|---|----------------|-------------------|------------------------|-----------|------------|-----------|------------|
| | | | | Statistic | Std. Error | Statistic | Std. Error |
| Youths decide on the project to be undertaken | 308 | 1.9318 | .60822 | .034 | .139 | -.300 | .277 |
| The Kazi Mtaani Projects meets youths needs | 308 | 2.6558 | .84560 | .332 | .139 | -.925 | .277 |
| The location for Kazi Mtaani Projects are ideal | 308 | 3.3442 | .99432 | -.293 | .139 | -.416 | .277 |

Source: Field Data, 2020

The data shows that youths have limited influence in deciding which projects are undertaken, with a mean score of 1.93 (SD = 0.61). The mean score for whether the Kazi Mtaani Projects meets youth needs is 2.66 (SD = 0.85), suggesting that the projects only partially address youth needs. However, the location of the projects is perceived as relatively ideal, with a mean score of 3.34 (SD = 0.99). The skewness values are close to zero, indicating that the distributions are approximately symmetric. The kurtosis values are negative (-0.30, -0.93, and -0.42), suggesting platykurtic distributions with flatter peaks and wider tails compared to normal distributions.

In project prioritization, the data suggests that youths have minimal influence on project decisions, though the locations of the projects are generally seen as appropriate.

This highlights a potential area for increasing youth participation in decision-making to ensure projects meet their needs more effectively. The findings suggest that the Kazi Mtaani Projects are not fully responsive to the needs and aspirations of the youth. The limited influence of youths in decision-making and the partial alignment of the projects with youth needs indicate that the projects may not be effectively addressing the needs of the youth. However, the ideal location of the projects suggests that the projects are situated in areas that are accessible and convenient for the youth.

4.4 Political Goodwill and Project Implementation

Table 4. Political goodwill and Implementation of Kazi Mtaani Project

| | N Statistic | Mean Statistic | Std. Dev Statistic | Skewness | | Kurtosis | |
|--|----------------|-------------------|-----------------------|-----------|------------|-----------|---------------|
| | | | | Statistic | Std. Error | Statistic | Std. Error |
| The County politicians supports youth's project initiatives | 308 | 2.9058 | 2.44434 | 14.468 | .139 | 237.441 | .277 |
| Politicians have vested interest in Kazi Mtaani Projects | 308 | 3.6916 | .73022 | -.257 | .139 | -.095 | .277 |
| County politicians contribute to the success of the Kazi Mtaani Projects | 308 | 4.1461 | 2.01009 | 11.722 | .139 | 181.565 | .277 |

Source: Field Data, 2020

The data reveals a concerning pattern regarding political goodwill and vested interests in the Kazi Mtaani Projects. The mean score for county politicians' support for youth project initiatives is 2.91 (SD = 2.44), suggesting a lack of consistent support. However, the high skewness (14.47) and kurtosis (237.44) values indicate that the distribution is highly skewed and leptokurtic, with a sharp peak and thin tails. This could mean that a small number of respondents reported very high levels of political support, while the majority reported low or no support.

The data also suggests that politicians have vested interests in the Kazi Mtaani Projects, with a mean score of 3.69 (SD = 0.73). The negative skewness (-0.26) indicates that the distribution is slightly skewed towards lower values, meaning a larger proportion of respondents reported higher levels of political vested interests. The kurtosis value (-0.10) is close to zero, suggesting a distribution similar to a normal distribution.

Interestingly, despite the perceived lack of political support and the presence of vested interests, respondents believe that county politicians contribute to the success of the Kazi Mtaani Projects, with a mean score of 4.15 (SD = 2.01). However, the high skewness (11.72) and kurtosis (181.57) values indicate a highly skewed and leptokurtic distribution, similar to the pattern observed for political

support. This could mean that a small number of respondents reported very high levels of political contribution to project success, while the majority reported low or no contribution. Political goodwill data shows mixed perceptions, with significant variability in responses about politicians' support and contribution to project success. This indicates that political involvement is a critical factor but also highlights potential areas of political influence that may need to be addressed to ensure fairness and effectiveness in the process of project implementation.

Nyaga and Onditi (2019), posits that the history of elitism behavior in public works initiatives traces back to the colonial era. The colonial government used public works initiatives to control the labor force and promote the interests of the colonial administration. The authors note that the colonial government used discriminatory practices, such as paying different wages to workers based on their race and ethnicity, to promote elitism behavior.

According to a report by the World Bank (2021), the current state of elitism behavior in public works initiatives is a significant concern for policymakers and development practitioners. The report reveals that elitism behavior undermines the effectiveness of public works initiatives and hinders the achievement of their goals which leads to a lack of transparency, accountability, and participation, that undermine the legitimacy of public works initiatives.

Table 5: Correlation Coefficient

| | | Implementation of Kazi Mtaani Project | Efficacy principles of elitism |
|--|------------------------|--|--------------------------------------|
| Implementation of Kazi Mtaani Project | Pearson Correlation | 1 | |
| | Sig. (2-tailed) | | |
| Efficacy principles of elitism | Pearson Correlation | .578** | 1 |
| | Sig. (2-tailed) | .000 | |

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

Table 5 shows that there was a significant positive correlation between the efficacy of the principles of elitism and implementation of public work initiative ($r=.578$ $p=.001$). This means that 99 percent confidence level the r value for principles of elitism was .578 indicating an average correlation with project implementation. This result reveals that with an increment on the principles of elitism negatively affects project implementation. On the other hand, the null hypothesis which stated that there is no significant relationship between the principles of elitism and implementation of Kazi Mtaani in Uasin-Gishu, Kenya was rejected indicating that there was a significant relationship between the efficacy of the principles of elitism and implementation of Kazi Mtaani projects.

5. Conclusion and Recommendations

5.1 Conclusion

The primary goal of this study was to determine the efficacy of the principles of elitism on implementation of Kazi Mtaani Projects in Uasin-Gishu County Kenya. The study found out that there was a significant positive correlation where $r=0.578$ and $p<0.01$. This result indicates that at 99 percent confidence level the r value was 0.578. From the results, the study concluded that there was a relationship between decision making, resource allocation, project prioritization and political good will in the implementation of Kazi Mtaani projects.

5.2 Recommendations

The following are the recommendations from the study:

1. The paper recommends the establishment of mechanisms for meaningful youth participation in

decision-making processes. This can be achieved through the creation of youth councils, advisory boards, and the implementation of regular consultations, ensuring that the voices and perspectives of young people are heard and integrated into decision-making processes.

2. In addition, there should be enhanced resource oversights which consist of implementing robust monitoring and evaluation systems to track resource allocation, management, and timely dispatch is essential, with a specific focus on transparency and accountability to ensure that resources are utilized effectively and efficiently.

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