PROJECT GOVERNANCE AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN NAIROBI CITY COUNTY, KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS & TOURISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE IN MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT), KENYATTA UNIVERSITY

DECEMBER, 2025

DECLARATION

I certify that the study project I've submitted is completely original and hasn't previously been considered for any awards at other universities.

Signature: _____ Date: _____

SAMSON SOME

D53/CTY/ PT/25867/2013

This project has been submitted for examination with our approval as university supervisors

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DEDICATION

I dedicate this work to my wife and daughters for believing in me and for the moral support.

ACKNOWLEDGEMENT

I begin by thanking God for bringing me this far. Secondly, I wish to convey my gratitude to my family for encouraging me to pursue my education and providing me with spiritual support. I express my gratitude to Prof. Rosemary James, my supervisor, who consistently made time to help me with the writing of the project. I also want to appreciate the Kenyatta University management for their resources, teaching materials, and a supportive learning environment I need to complete my studies.

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ABBREVIATIONS AND ACRONYMS

DKI	Special Capital Region
FGD	Focus Group Discussions
HRM	Human Resource Management
IT	Information Technology
KENHA	Kenya National Highways Authority
KURA	Kenya Urban Roads Authority
RECODA	Research, Community and Organizational Development Associates
SEM	Structural Equation Modeling

OPERATIONAL DEFINITION OF TERMS

Accountability: is the obligation of individuals or an organization to account for its activities and accept responsibility for the activities. It is measured in terms of financial, administrative and ethical accountability.

Communication: Involves conveying important information on goals, performance expectations, responsibility and feedback amongst project stakeholders. It is measured using communication plan, communication channels and willingness to communicate.

Project Governance: involves is an internal control framework that is established to assist in protecting the interests of the owner and mitigate risks in the entire project lifecycle. This comprised of transparency, communication, stakeholders involvement and accountability.

Project Performance: involves finishing projects with the intended quality, on schedule, within budget, and with the intended degree of client satisfaction.

Stakeholder involvement: involves inclusion of individuals whose interests relate to the project goals and activities. It is operationalized through information dissemination, consultative meetings and monitoring and evaluation.

Transparency: Involves sharing information amongst project stakeholders by facilitating flow of information to all management levels throughout the project lifecycle. It is measured using information sharing, trust, integrity, and goodwill.

ABSTRACT

The performance of road infrastructure projects is critical to any economy's growth and development. Road construction projects are one of the primary drivers of development and economic progress in Kenya as it strives to achieve Vision 2030. Road construction projects should be completed on schedule, with the cost, and with excellent quality because they are essential to a nation's economic growth. Due to their delayed completion, road improvement projects in Nairobi County are a major source of trouble. This study's goal was to evaluate how project governance effects the effectiveness of road construction projects in Kenya's Nairobi City County. The precise goals were to look into how the performance of the road project in Nairobi County is affected by accountability, stakeholder involvement, transparency, and communication strategy. The stakeholder theory and the theory of constraints were the two main theories that guided the study. The descriptive and explanatory research designs were used. Thirty-nine road construction projects from 2019 to 2024 were the focus of this study. Project managers, representatives from KURA, KeRRA, and the Nairobi County Government were the respondents. A census of all the road construction projects was conducted. To acquire primary data, semi structured questionnaires were employed. Validity and reliability of the instrument were tested using data from the pilot. The study variables relationship was tested using correlation and regression analysis. The findings indicated that project performance was positively and significantly impacted by transparency ($\beta = 0.249$, $p = 0.000$). Further research revealed that communication had a positive and significant effect on project performance ($\beta = 0.451$, $p=0.000$). Involvement of stakeholders had a positive and significant effect on project performance ($\beta = 0.219$, $p=0.000$). Project performance was positively and significantly impacted by accountability ($\beta = 0.176$, $p = 0.006$). The study concluded that transparency in project processes guarantees clarity and enhances governance and decision-making. Project's success is influenced by the formality of the communication between the project teams. Participation of stakeholders in road construction projects is crucial for efficient execution, adherence to the project plan, timely completion, and efficient use of resources. The success of projects depends on fundamental ethical principles like accountability, justice, and honesty. The study recommends that the county government should establish robust communication channels. Project managers ought to come up with a good communication plan. Stakeholders should be thoroughly evaluated and examined by project managers, supervisors, and contractors in order to guarantee the project's success. The policy makers of the road construction projects should make sure everyone understands their role and responsibilities to avoid confusion and misunderstandings

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project performance is the measurement of a project's success in meeting its objectives and requirements, including scope, quality, time, and cost. Project performance is important because it ensures projects are completed efficiently, on time, and within budget, which leads to increased stakeholder satisfaction, better decision-making, and enhanced organizational reputation and profitability. Measuring project performance allows organizations to align their goals with strategic objectives, manage risks effectively, and demonstrate value to both internal and external stakeholders (Ronoh, 2020).

Project governance is a new type of management that has been connected to project performance (Foster, 2018). Project governance has been suggested as a prerequisite for resolving issues at all phases of the project development. Mega-investment sponsors are worried about governance since it affects the results of their projects. Project governance systems' overarching objective is to avoid project failure and the application of comparable techniques in subsequent projects (Ismail, Khan, Waris, Haron & Simamora, 2019). The administration and governance of particular projects and their results are the focus of project governance. Aligning project objectives with organizational strategy and goals is the core objective of an operational project governance structure. The success of road construction is critically dependent on project governance (Mekumani, 2016).

Many constructions projects experience time and cost overruns, according to studies conducted all around the world. In Qatar, issues like poor design, inadequate scheduling, and inaccurate cost estimation cause time and expense overruns in more than 85percent of building projects (Aziz, Mohd-Rahim, Chuing & Le, 2019). Due to important variables including inadequate planning and scheduling, Bahrain's construction industry encounters the same difficulties as other industries (Ahmed, Sayed, Asran & Nosier, 2021). Numerous construction projects in Oman were also found to have been delayed by more than 40% in excess of the intended schedule (Alnuaimi & Al Mohsin, 2017). These studies in the Persian Gulf region show that poor project planning, inefficient planning phases, poor coordination between project participants, and ignorance of project needs are some of the most significant reasons of deviations. schedule and financial overruns.

In Africa, construction delays on projects financed by the government are common. Hussein and Omran (2018) found that delays occurred in seven of ten completed projects in Nigeria. Eyiah-Botwe (2017) claims that the majority of road construction projects in Ghana have been plagued with rising cost overruns, postponed completion dates, and unsatisfactory and failed project goals. In South Africa, project delays are a common occurrence that may be brought on by builders and project teams' incapacity to perceive a building project holistically from beginning to end. Cost overruns are becoming more common in Sudan on platforms ranging from the simplest to the most sophisticated projects (Karami & Olatunji, 2020).

One of the pillars of Kenya's Vision 2030, a long-term strategy unveiled in 2008, is infrastructure development. The goal is to make Kenya a prosperous, globally competitive nation with a high standard of life by 2030 (KURA, 2019). For a nation's economy to thrive, it is crucial that road construction projects are completed. But over time, a number of problems that have hampered the implementation of these road projects have prevented the majority of Kenya's road projects from being finished in accordance with their initial objectives (Hussein & Kisimbii, 2019).

Despite the significant financial investment in road construction projects in Nairobi City County to facilitate socio-economic development under initiatives like Vision 2030, a substantial number of these projects exhibit poor performance. This poor performance is characterized by significant delays, budget overruns, and low-quality outputs. While various factors like poor project management, risk management, and stakeholder engagement have been investigated, there remains a notable research gap concerning the specific impact of project governance on road project performance in the context of Nairobi's public sector (KURA, 2024). The central issue is the persistent poor performance of road projects, which calls into question the effectiveness of the current oversight mechanisms. This is compounded by evidence of systemic challenges such as inadequate funding, corruption, and bureaucratic inefficiencies that lead to mismanagement and compromised project outcomes. Therefore, although road construction projects in Nairobi City County are intended to drive economic growth, a lack of effective project governance leads to significant performance failures, including time and cost overruns and poor quality, thereby undermining their intended benefits.

1.1.1 Project Performance

Project performance requires meeting time and budget objectives while adhering to the products specifications. Measuring project performance varies from measuring a business process or the performance of a team (Cooke-Davies, 2017), since projects starts and end at a given point in time. Cost, time, and quality are the three critical determinants of project performance. There is need to balance the three indicators to enable project implementers to successfully implement projects (Kyheröinen, 2018).

In project performance, time relates to the factor of speed (DeCotiis & Dyer, 2018). This entails the number of hours, weeks, days, or any other stipulated timeline that a project is expected to take. It is possible to complete a project with limited time by increasing resources however this might impact negatively on the quality of the project (Moradi, Kähkönen & Aaltonen, 2020). Cost entails the resources or finances that are channeled to a project. Huge costs are involved in implementing projects, right from the human capital, cost of materials and equipment among other costs (Famiyeh, Amoatey, Adaku & Agbenohevi, 2017). There is need to balance costs to ensure that they are realistic. Quality is a key indicator of project performance. Khang and Myint (2016) indicate that to measure performance it is important to plan such that tasks are defined based on specific deliverables with clearly stated requirements.

Project performance was operationalized in the context of time, cost, and quality by Densford, James, and Ngugi (2018). Using scheduled time, budgeted costs, and approved quality criteria, Wandiri and James (2020) evaluated the success of rural road development projects. Timeliness, project cost, and level of satisfaction were used by Wambua and James (2019) to gauge project performance. Quality, timing, and cost consequences were used by Mwadime and Rosemary (2019) to operationalize project performance. Additionally, project performance was examined in the context of quality, cost control, and completion time in a study by Muute and James (2019). In this study, project performance was operationalized using adherence to budget cost, timely completion, meeting quality standards and client satisfaction.

1.1.2 Project Governance

According to Faheyeh et al. (2017), project governance is the name given to an internal control system that was created to help protect the owner's interests and lower risks during the entire project journey. Project governance, according to Ullah, Khan, and Kuang (2021), is a set of management policies, procedures, and structures that help people make choices about how to carry out projects and reach their goals. Project governance pays more attention to control

processes, but it is not about forcing compliance on internal and external stakeholders, but rather building good relations with them and making positive decisions about the project (Miterev, Mancini & Turner, 2017).

Project governance is a useful tool for keeping an eye on how a project is being implemented and, in the event of problems, for taking the required steps that increase project efficiency by resolving issues and problems immediately (Haq, Liang, Gu, Du, & Zhao, 2018). The propensity to manage, control, and monitor the various project stages and activities while providing project benefits to internal and external stakeholders can be stated to be a key component of project effectiveness.

Haq, Gu, Liang and Abdullah (2019) classified project governance elements into transparency, communication, stakeholder involvement and accountability. Transparency involves sharing information amongst project stakeholders by facilitating flow of information to all management levels throughout the project lifecycle. Wayono and Tambo (2018) established that transparency was essential in determining project performance. Wafirotin (2019) further linked transparency to project performance. Transparency was measured using information sharing, trust, integrity, and goodwill.

Communication involves conveying important information about objectives, implementation expectations, responsibilities and feedback between those involved in the project (Kotut, 2017). It covers all areas of social interaction, brings people together and helps improve organizational communication. This makes it easier for superiors to exchange data and information with subordinates smoothly and with mutual trust. Machange (2019) study found out that communication enhances project performance. Similarly, Majeed, Kayani and Haider (2021) established that communication was positively associated with project performance. Communication is measured using communication plan, communication channels and willingness to communicate.

Volden and Andersen (2018) indicate that stakeholders are parties with an interest on a project and their involvement is key in ensuring that their expectations and goals are achieved or exceeded. Stakeholder involvement entails interest groups participating in a project's implementation. Kobusingye, Mungatu, and Mulyungi's (2017) research study showed that being involved in a project has an effect on how well it turns out. Oyugah and Onyango (2019) say that involving stakeholders has a big and good impact on how road construction projects

are carried out and finished. Information dissemination, consultative meetings, and monitoring and evaluation are all measures of stakeholder involvement.

Müller (2017) contends that accountability in project performance is the obligation of individuals or an organisation to account for its activities and accept responsibility for the activities. Without accountability, it is impossible to control or management a project. Atieno (2018) linked accountability on the operational efficiency of projects. Han and Hong (2019) established that the staffing, performance review, and remuneration levels of accountability all favorably and significantly affect project performance. It is operationalized in terms of financial, administrative and ethical accountability. This study adopted four elements of project governance including transparency, communication, stakeholder involvement and accountability.

1.1.3 Road Construction Projects in Nairobi County

Kenyan constitution contends that powers, functions and resources are shared between national and county governments. The Constitution recognizes two main categories of roads; This includes federal roads and district roads. According to Kenya Roads Council (2017), the national road is made up of a network of local roads connecting Kenya to its neighbors, main roads connecting county seats, roads leading from the main harbor to national parks and reserves, and main roads that leave the city and re-enter the country via another national road. Only 63,575 km of Kenya's 177,800 km of roads are classified, according to estimates. The secret road network has expanded from 41,800 km at independence to 63,575 km presently, or fewer than 600 km annually. From 1,811 km to 9,273 km more paved roads were built throughout that time (KeNHA, 2017).

Nairobi County’s Road development projects are doing poorly, with delays in completion and terminations before to start raising severe concerns (Wandiri & James, 2020). Only 40percent of Nairobi County's scheduled road building projects were completed in the fiscal year 2015–2016; this percentage dropped to 26% in 2017; 36% in 2018; and 47% in 2019 (Department of Transport, roads and public works, 2020). The rest of the projects are either still on-going or were terminated. A report from Nairobi County in 2024 that reported on the state of the roads in the city said that 55percent of the roads were in bad condition, while 45% were in fair or good condition. Road development projects performance in Nairobi County is called into question by the aforementioned statistics data.

According to Nairobi County report (2025), Nairobi County is currently working on a number of projects for instance, building of a flyover at the intersection of Ngong Road and Naivasha Road, improvements to the Nairobi Outering Road, and several "missing link" road projects that connect important areas like Waiyaki Way, Redhill Link Road, and Ngong Road-Kibera-Kungu Karumba-Langata Road. The Kenya Urban Roads Authority (KURA) is in charge of all these projects, while the Ward Development Program of Nairobi County is actively fixing roads in different wards across the city.

Improvement of KAG Road, Zulu Road and Rurii Road in Kahawa Ward commenced in October 2019 and was expected to be complete in October 2020. However, the construction work is still on-going as at 2025. Construction of Councillor's Road in Ruai Ward started in September 2019 and was expected to end in September 2020. The road is however, not completed yet as at 2025. Construction of Kamitha Road was to start in March 2020 and be complete in March 2021. However, the project has not commenced yet (KURA, 2021). Therefore, it is necessary to investigate the interplay in project governance and the performance of road construction in Nairobi County, Kenya, as the completion ofroad construction projects in this county is a major problem.

1.2 Statement of the Problem

The subsector of road projects has a key impact on the economies of all nations. Despite the subsector's high importance, most projects incur significant delays that cause them to take longer than expected. Road development projects' performance in Nairobi County raises serious concerns due to delayed completion and termination before commencement (Wandiri & James, 2020). Only 40percent of Nairobi County's scheduled road building projects were finished in the fiscal year 2015–2016; this percentage dropped to 26% in 2017; 36% in 2018; and 47% in 2019 (Department of Transport, roads and public works, 2020). Further, a 2023 KURA report indicated that over 60percent of projects in the past five years have faced delays, with some halted due to funding issues or contractor inefficiencies.

A report from Nairobi County in 2024 that looked at the state of the roads in Nairobi indicated that 55percent of the roads were in bad condition, while 45% were in fair or good condition. Road development projects' performance in Nairobi County is called into question by the aforementioned statistics data. Poor project governance is a primary driver of

underperformance in Nairobi City County road construction projects, leading to failures in cost, timeliness, and quality. Weak oversight and management allow issues like corruption, inadequate planning, and mismanagement of resources to flourish, hindering the successful completion of projects

Fareed and Su (2022) focused on project governance and project performance: The moderating role of top management support. The study adopted quantitative methods only thus showing a methodological gap. The current study adopted both quantitative and qualitative techniques only. Pedo, Kabare, and Makori (2017) investigated the impact of Kenya's regulatory framework on PPP road projects success. Most of the projects failed overall because of cost overruns and payment delays in Nairobi County. This was largely attributed to communication breakdown and poor project governance systems. This study only looked at the regulatory system thus showing a conceptual gap. The current study focused on project governance. Second, the study only looked at PPP road projects. Nyawira, Namusonge, and Oluoch (2018) looked at the link between project governance and performance and discovered that lack of responsibility, openness, and good communication hurt the project's success. That study, on the other hand, looked at HIV programs in Kiambu thus showing a contextual gap. This study, on the other hand, looks at road projects in Nairobi City County.

The success of a project was found to be positively and significantly correlated with its planning, execution, monitoring, and control, according to Wandiri and James (2020). Their study looked at the success of rural road development projects in Machakos County and examined the role of project management. Unlike the previous study, which concentrated on project management, the current study is focused on project governance. Time management, planning for materials and money, and planning for people who will work on the project are all important factors that affect how well it turns out (Muute & James, 2019). Project governance as a factor influencing project performance was not emphasized in the study. In their investigation of the relationship between relationship management and the effectiveness of road building programs, Mwadime and Rosemary (2019) established that relationship management significantly enhanced project performance. The research only touched on one area of project governance: relationship management. This research aimed to close the existing gap by determining the effect of project governance on the performance of road construction projects in Nairobi City County.

1.3 Objectives of the Study

1.3.1 General Objective

The study sought to determine the effect of project governance on road development projects' performance in Nairobi County, Kenya.

1.3.2 Specific Objectives

i. To assess the effect of transparency on road construction projects' performance in Nairobi County, Kenya
ii. To establish the effect of communication approach on road construction projects' performance in Nairobi County, Kenya
iii. To determine the effect of stakeholder involvement on road construction projects' performance in Nairobi County, Kenya
iv. To examine the effect of accountability on road construction projects' performance in Nairobi County, Kenya

1.4 Research Questions

i. What is the effect of transparency on road construction projects' performance in Nairobi County, Kenya?
ii. What is the effect of communication approach on road construction projects' performance in Nairobi County, Kenya?
iii. What is the effect of stakeholder involvement on road construction projects' performance in Nairobi County, Kenya?
iv. What is the effect of accountability on road construction projects' performance in Nairobi County, Kenya?

1.5 Significance of the Study

Many groups will profit from this research. The Nairobi County Government will gain understanding of the value of project governance when making decisions, stakeholder involvement, and accountability, as well as how this affects project performance.

The national government will use the empirical findings to help in establishing regulations that create an environment that encourages road contractors to adopt project governance in the execution of road projects. This will enhance community participation, transparency and efficiency leading to overall performance of road programs.

This research will add significantly to the existing field of knowledge. Scholars and researchers will be able to advance related studies by borrowing ideas from the current study, especially on empirical findings linking project governance to project performance.

1.6 Study Scope

The study focused on project governance and road construction projects' performance in Nairobi County. The specific governance elements considered include; transparency, communication approach, stakeholder involvement and accountability. The study's target population consisted of road construction projects that the Nairobi City County administration worked on between 2019 and 2024. The majority of road developments were finished during this time.

1.7 Limitations

There were several challenges that the investigator faced during data collection: the employees were unwilling to share information. The reason for this is that most institutions, especially public ones, are very private and don't let third parties see information without permission for fear that it could be used against them. Road project implementers were reluctant to provide information they consider sensitive such as project performance. In most cases, no institution wants to give a negative picture about the management in place particularly matters regarding performance. This restriction was met by obtaining a letter from the institution authorizing the collection of data and stating that it was only used for academic purposes. Due to nature of work of the respondents and tight schedules, the researcher booked for appointments in advance from the Nairobi City County government based on the availability of the participants.

1.8 Organizations of the Study

The project consists of five chapters. The first chapter outlines the study background, research problem, objectives, research questions, importance, scope, and limits in the first part. In the next chapter, the empirical and theoretical literature, study gaps, and conceptual framework are discussed. Chapter three presents the study's methods, such as the research design, the study's target group, the sample design, the tools used to collect data, how the data was processed, and how it was presented. Chapter four presents study findings then chapter five outlines summary of findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Theoretical reviews of hypotheses supporting the research variables were presented in this chapter. It also included a summary of empirical studies that are relevant to the study's goals. A summary of the empirical review was also included, as well as research gaps. Finally, a conceptual model was used to depict the anticipated relationship between the research concepts.

2.2 Theoretical Review

According to Varpio et al. (2020), a theory is a structure of expounding occurrences through affirming concepts and the rules that link these concepts. The section outlines theories anchoring the study which includes; circular theory of communication, stakeholder theory, theory of corporate disclosure and reporting regulation and constraints theory.

2.2.1 Circular Theory of Communication

Osgood and Schramm's (1954) circular communication theory demonstrates how efficient communication can be achieved. According to Koltveit (2004), advocates hold the view that a sender, channel, and receiver should all be a part of the communication process. However, according to the theory, when one person speaks, the other person listens. The sender has access to information regarding the trial's procedure. Different information is conveyed when the recipient frowns than when "he" smiles in agreement. Recognizing the dynamics of interaction and the tendency to communicate as a linear sequence of steps that precede or "cause" each subsequent step is explained by this theory. In terms of research, different stakeholders may perceive and respond to messages in different ways, and different communication strategies may not always produce the same response.

The theory is easy to understand. Both the sender and the receiver are capable of decoding and encoding information at the same time. Underwood (2003) claims that each individual serves as a translator for the embassy. This theory explains that effective communication is possible when both the receiver and the sender can interpret the meaning of the information sent. For example, in a business context, a manager may have good intentions and believe that they are conveying the right message to their employees. However, because employees have not been informed in advance of certain information that plays an important role in manager

communication, they miss the point of what the manager is trying to say. In return, the supervisor may interpret that the employee does not yet know certain information and still needs additional training (Kay, 1999).

This theory was relevant to research because project performance requires the development of effective communication between all parties involved. When a boss or project manager talks clearly and workers listen carefully without talking over them, everyone understands better and works together better. Therefore, theory was the core of the communication approach variables in this study. The theory can be applied to road construction projects to emphasize the back-and-forth nature of communication between sender and receiver, which is crucial for collaborative phases like team meetings and problem-solving. In this context, it highlights that effective communication relies on continuous feedback and mutual understanding to ensure a message is not just sent, but correctly interpreted and acted upon by all stakeholders, thereby improving project performance by ensuring information flows seamlessly and issues are resolved proactively

2.2.2 Stakeholder Theory

The idea, initially presented by Freeman (1983), states that companies that effectively manage the needs of their stakeholders can outlast those that don't because the loyalty and confidence of stakeholders in competent senior management ensures that shareholders' wealth is maximized. The value of stakeholders in an organization can be increased by giving them a voice in resource allocation and by incorporating them in the creation of new opportunities (Phillips et al., 2003).

To ensure that their interests are safeguarded, managers should run a company for the benefit of its stakeholders (Fontaine, Haarman, & Schmid, 2006). In order to safeguard shareholders' long-term profits and the survival of the project entity, road building project engineers should act as representatives for stakeholders. At each level of the project, the project engineers should aim to include all pertinent parties and make sure that their concerns, opinions, and grievances are taken into consideration when implementing road projects.

The theory's goal, according to Ketokivi and Mahoney (2016), is to help managers understand stakeholders and affect them in a strategic way. A lot of research has been done on stakeholder government (Sama Lang & Zesung, 2016; Harrison and Wicks, 2013). According to this view, senior management and stakeholders have a substantial working relationship (Wu & Wokutch,

2015). Managers in particular need to be aware of how stakeholders affect project performance (Moldogaziev & Resh, 2016).

The idea is crucial to the study since it highlights the part stakeholders play in project performance. As such, the theory supported stakeholder involvement variable in this research. The theory applies to road construction by showing that engaging stakeholders at every stage, from identification and planning to implementation and monitoring, positively impacts project performance, leading to better outcomes like timely completion and adherence to budget. Effective stakeholder involvement requires clear communication, defined roles, and a commitment to addressing diverse needs to enhance project performance and address issues like delays and cost overruns that often plague construction projects.

2.2.3 Theory of Corporate Disclosure and Reporting Regulation

Ross (2000) proposed the theory, which stipulates that unless there are regulations with potentially overlapping but related regulatory and reporting effects, a company's corporate governance system is regularly examined by determining the potential costs and benefits of disclosing a company's operations from a microeconomic and macroeconomic perspective. Concerning the issue of how disclosure can be enforced using the relevant levels, procedures, and regulations. The evaluation of the economic impact of reporting and disclosure regulations must take into account both firm-specific and market-wide effects. The former is significant since whether voluntary disclosures are advantageous to the corporation depends on the particular costs and benefits the company faces. However, since the corporation already has an incentive to voluntarily share information in this situation, the existence of a net benefit from voluntary disclosure alone is insufficient to justify the disclosure requirement (Ross, 2000).

In this study, the benefits of disclosures to stakeholders in road construction projects can be linked to the philosophy of corporate disclosure and reporting laws. Auditing, openness, records, and participation in the financial process all play a role in how well road projects are carried out and what results they produce. According to this theory, accountability for all resources used in the road project and the accomplishment of predetermined goals—which result from the need to be accountable for all resources used in the road construction process—are the unique advantages of transparency.

The theory was pertinent to this research since it discussed the relevance of transparency in the success of road improvements. The theory therefore, supported the transparency and

accountability variables in this research. Both transparency and accountability were considered as essential elements of corporate governance on which disclosure is based.

2.2.4 Constraints Theory

According to Goldratt (1990), managers can effectively manage companies by putting the principles of constraint management and systematic thinking to use. Because requirements and limitations in multi-party work situations make project management more difficult, effective project management necessitates managing constraints (Lau & Kong, 2006). The idea of constraint focuses on change at three levels: organizational technique, organizational behavior, and organizational philosophy (Gupta, 2008).

Some projects are challenging to oversee because of their complexity and the three conflicting commitments of concept, budget, and content (Jacob & McClelland, 2001). The three constraints—time, scope, and cost—are commonly recognized measures of project performance in project management. Executives believe that the triple restriction is essential to the operation of the business. These three components can be rationalized to increase quality and produce a positive outcome. Every one of the three limitations on work scope, cost, and time has an impact on the success of the company. But because this component is interconnected, one must eventually impact the other two.

Project delays are frequent in the construction sector, which not only results in incalculable expenses but also has a crippling impact on the contractor (Ondari & Gekara, 2013). Another indicator for project performance is cost and quality (Nwachukwu & Emoh, 2011). Thus, project performance is informed by the theory of constraints. It specifically discusses the cost, quality, and time metrics of project performance. Project performance is indeed informed by the Theory of Constraints (TOC), which focuses on identifying and managing the primary constraint (bottleneck) in any system to improve the overall outcome. TOC specifically discusses the cost, quality, and time metrics of project performance within the framework of managing these constraints to optimize throughput, minimize operational expense, and control inventory

2.3 Empirical Review

2.3.1 Transparency and Project Performance

Wayono & Tambo (2018) look at the impact of introducing accountability and transparency on how the Kenyan judiciary implements public procurement. The legitimacy and normalization

theories serve as the foundation for this investigation. Design for a correlation study was used. The survey makes use of original information gathered using a structured questionnaire. This study concludes that adding openness and accountability criteria has a significant effect on performance using linear regression analysis. This suggests that the adoption of greater transparency practices increased the efficiency of public procurement in the judiciary. However, this research looked at the implementation of public procurement by the judiciary rather than on road construction projects. It has conceptual (different dependent variables) and contextual (different sectors) gaps.

Suharyono (2019) looked into the effects of transparency, accountability, and supervision on budget execution using the concept of value for money. 43 regional work units in the DKI Jakarta Province's Special Capital Region (DKI) were the subject of the study. 86 government personnel made up the research sample, and the hypothesis was tested using structural equation modeling (SEM) analysis. The findings demonstrated that while transparency had no significant impact on the efficiency of budget implementation, accountability and supervision had a substantial impact on how effectively the budget was implemented. This study had contextual loopholes as was done in Indonesia, which operates in a different setting than Kenya, making it impractical to summarize the results in a local context.

Gatimu, and Minja (2024) focused on influence of transparency on organizational performance of national referral hospitals in Kenya. The quantitative data was analysed using descriptive statistics such as frequencies, percentages, mean score and standard deviation while the qualitative data was analyzed using thematic content analysis. Inferential data analysis was done using regression and correlation analysis. The information was presented in form of tables. The study found that hospital policies and procedures are readily available1 to stakeholders, ensuring clarity and transparency in governance and decision-making processes. The research concluded that regular communication1 of changes and updates to policies fosters accountability and builds stakeholder trust. The adherence to national and international healthcare standards, verified independently, reflects the hospital's commitment to quality care.

2.3.2 Communication approach and Project Performance

Kotut (2017) studied the effect of effective communications strategies on stakeholder's involvement. This study is intended for the project management team and identified project users. During data gathering, both primary and secondary data sources were applied. The two most significant major data collection methods are questionnaires and interview schedules. The

research findings demonstrate that the management team has been able to formulate strategies, make choices, and carry them out through formal meetings, and that citizens never reject projects that involve a lot of stakeholder input. Results shows that the structure of the communication system contributes a lot to stakeholder participation, followed by the communication strategy that contributes and the current project makes a negative contribution. The study concludes that successfully completing a construction project necessitates satisfying stakeholder expectations and managing stakeholder relationships, which necessitate regular formal meetings between contractors, project owners, and stakeholders.

Machange (2019) uses the case of Research, Community, and Organizational Development to explore the function of communication in the implementation of donor-financed initiatives in agriculture (RECODA). It was looked into how successfully different communication channels worked as well as the kinds of project information provided by different RECODA donor-funded agricultural project participants. It also praised the relationship between excellent communication and the RECODA agriculture project's successful implementation and outlined barriers to that communication. Focus groups and key informant interviews were also employed to gather primary data (FGD). In addition, reports were examined to gather secondary data. According to the findings, meetings served as the primary means of communication for the RECODA project, and stakeholder satisfaction with information and results is linearly connected to the efficiency of communication channels. Stakeholder satisfaction and the four communication indicators—information quality, communication channel, communication flow, and communication management tools—also show a positive linear statistical relationship. Nevertheless, the study only adopted one measure of project performance, which may not be adequate to bring out the actual scenario. Other measures that the proposed study were used were cost, quality and time.

Majeed, Kayani, and Haider's (2021) investigation of the interplay between project communication and project performance took into account the mediated effects of trust and genuine leadership. In the data analysis, 245 of the 350 surveys that were distributed were returned. The findings indicated that trust acted as a mediating element in a favorable association between project communication and success. The findings support the claim that genuine leadership has a moderating role that improves the link between project communication and trust. Nonetheless, the study focused on construction industry in Pakistan and not Kenya.

Malik, Taki, Martins, Mata, Pereira, and Abreu (2021) looked on how communication affected a project's ability to successfully mediate conflicts. The results show that informal communication and the desire to talk are good for project performance overall, while formal communication hurts project performance and causes disagreements among project team members. Trust develops as people get to know one another. Mediating elements included conflicts in relationships, tasks, and processes. Relationships have been proven to benefit from task conflict because it provides project team members with a variety of options for performing certain tasks and guaranteeing the project's success. Contrarily, communication and project performance are negatively impacted by process conflict and relational conflict. The success of the project is threatened by the two disagreements, which cause misunderstandings. However, the study established mixed findings on how communication approaches influenced project performance.

2.3.3 Stakeholder Involvement and Project Performance

The impact of stakeholders on India's construction sector was researched by Prabhu (2016). Primary data were gathered through questionnaires. According to the study, construction projects can be successfully completed if stakeholders are managed through efficient information sharing, which also improves project quality, tightly controls costs, and allows for the evaluation and improvement of project timeframes. India served as the study's contextual setting, which is a distinct environment from Kenya.

A study by Kobusingye, Mungatu, and Muyungi (2017) looked at how involving stakeholders affected the results of water, sanitation, and cleanliness projects in Rwanda. It has been demonstrated that stakeholder involvement in a project has an impact on its success, and the project community has a voice in decision-making since they stand to gain from it and are aware of the projects that did so. However, the study focused on water, sanitation and sanitation projects in Rwanda.

Oyugah & Onyango (2019) looked into how involving stakeholders affected the road development projects' outcome in Uasin Gishu County. The methodology of the study was descriptive research. When stakeholders were included, it was discovered that the County's road development projects performed better. Involving stakeholders significantly improved the execution and success of road construction projects. So, it was suggested that communication, contractor capacity, stakeholder participation, and the bidding process all be carefully and

thoroughly thought through during the planning and execution of all road construction projects in the county.

Kalu and Rugami (2020) looked at how the Kenya Ports Authority built building projects and how stakeholders were involved. Managing complaints lowers the risk of projects, gives people a good way to voice their concerns, and encourages a relationship that is good for both parties as projects are carried out. Organizations can build good ties with project stakeholders when they can talk to them clearly.

Mulwa (2023) studied how participatory stakeholders affect the long-term success of donor - financed projects in Kenya. For the study, both first-hand and second-hand statistics were used. To help with the analysis of the representative subset of the data, the descriptive research method was employed. The study also discovered that when donors fund projects in the Kenya Innovation Engine, involving implementers has a statistically substantial impact on the projects' ability to last. Lastly, the study found that beneficiary involvement has statistically shown to be important for project sustainability in Kenya Innovation Engine projects that were funded by donors.

2.3.4 Accountability and Project Performance

Hwang (2013) assessed the influence of accountability and reporting on success at the street level. This research consisted of two stages: interviews and surveys. Qualitative analysis of the interview content yielded some remarkable results. Responsibility can be understood in terms of: explanations, expectations, people/society, actions/decisions and values. On the other hand, performance can be seen in terms of productivity/results, work on time, team play, learning and strategy. The mismatched characteristics identified between accountability and performance highlight the problems behind performance-based reporting. Part of the study based on interview data also yielded remarkable results. Performance is impacted by responsibility in both direct and indirect ways, and accountability management is crucial in this relationship. The survey did not, however, pay attention to how well Kenyan road projects were performing.

Atieno (2018) looked into how financial responsibility affected a county-funded project's operational effectiveness. Both primary and secondary date were used in the study to gather data. The study found that the disclosure of financial information reveals every facet of project expense. This implies that financial records provide an accurate picture of the project's status,

therefore anyone wishing to determine whether the project is failing should consult its records. A person with experience in record keeping must also document financial expenditures. Descriptive research approach was employed in the study, which may not be suitable for determining the relationships between components.

Han and Hong (2019) looked into how NGO staff members rated three HR (human resource management) functions –performance, staffing, evaluation and compensation – in relation to levels of operational performance and accountability. The findings demonstrated that employee accountability, performance reviews, and pay all had a substantial effect on organizational performance. Additionally, employee autonomy has been shown to boost the beneficial effects of accountability on the effectiveness of two HRM activities, remuneration and staffing. Project performance, however, was not the study's primary focus for the dependent variable.

Maina (2023) focused on financial responsibility practices and performance of donor funds projects under Kenya National Commission on Human Rights. This research aim was investigating how financial accountability practices affect projects performance. Mutually, quantifiable and descriptive data was gathered from selected staff using questionnaire as the primary instrument of data collection. Occurrences, proportions, standard deviations and means were calculated, plus regression and correlation. Results were tabularly presented. Resultant data depicted the magnitude of relationship in financial accountability and KNCHR Donor funded projects performance as follows; financial planning, followed by financial M&E, financial reporting and finally internal controls.

Ndibaru and Ongwae (2023) looked at how financial responsibility works and projects funded by donors in Kiambu County, Kenya. A descriptive research design was used for the project. It was found that financial planning, control, and monitoring had a statistically significant effect on the success of Kiambu County projects that were paid by donors. The study found that donor-funded projects' financial viability was improved by a modest but positive effect of fund utilization.

2.4 Summary of Literature Review and Research Gaps

Empirical literature highlights key issues regarding the effect of transparency, communication, stakeholder involvement, and accountability on project performance, including significant conceptual, methodological, and contextual challenges. There is no universal agreement on the

definitions of transparency, communication, and accountability in a project context. Different studies define and measure these concepts in varying ways, leading to inconsistent and incomparable research findings.

Table 2.1: Research Gaps

Author & Year	Focus of the study	Findings	Research Gap	Focus on the current study
Hwang (2013)	Accountability and accountability management have an impact on street-level performance.	Accountability has a direct and indirect effect on performance, and the relationship between accountability and performance depends heavily on accountability management.	Conceptual gap: The study didn't examine how well Kenyan road projects were performing.	The research focused on accountability and project performance
Kotut (2017)	Effect of effective communications strategies on stakeholder's involvement.	Stakeholder participation is largely influenced by communication system structures, with communication tactics and current initiatives playing a negative role.	Conceptual gap: Study focused on stakeholder's involvement as the dependent variable	Participation of stakeholders and project performance were the main subjects of the study.
Atieno (2018).	Financial responsibility's impact on the effectiveness of a county-funded project's operations.	According to a study, financial record disclosure reveals all project expenditures.	Methodological gap: Determining correlations between variables may or may not be acceptable for the study's descriptive research design.	In order to determine the relationship between variables, this study employed an explanatory research design.

Prabhu (2016)	Stakeholders' influence on India's construction business.	When stakeholders are effectively managed through effective information sharing, project quality is enhanced, costs are tightly regulated, and project timelines may be evaluated and enhanced, ultimately resulting in the successful programs	Contextual gap: The setting of the research was in India, which is a different environment from Kenya.	Contextual setting of this study was Nairobi, Kenya
Kobusingye etal. (2017)	The impactof stakeholders' involvement on project outcomes	The most recent report concentrated on Rwandan efforts related to water, sanitation, and hygiene; the current study concentrated on Kenyan road construction initiatives.	Contextual gap: In Rwanda, the study focused on water, sanitation, and hygiene programs.	The current study concentrated on Kenyan road construction initiatives.
Wayono and Tambo (2018)	The impact of implementing openness and accountability on the Kenyan judiciary's procurement performance	The introduction of transparency and accountability principles had a substantial impact on performance.	The studyfocused on procurement performanceof the judiciary and not road construction projects. This presents both conceptual (different dependent variable) and contextual (different sector) gaps.	This study concentrated on road construction projects in Kenya's Nairobi County.
Machange (2019)	The effectiveness of agricultural donor-funded programs is examined in relation to communication.	The quality of information, communication flow, communication routes, and communication management tools all demonstrated a positive linear statistical association with stakeholder satisfaction.	Conceptual gap; Study only adopted one measure of project performance, which may not be adequate to bring out the actual scenario	The study used other measures such as time, cost and quality

Han and Hong (2019)	Relationship between organizational performance levels and responsibility	Organizational performance is favorably and dramatically affected by levels of responsibility exhibited in staffing, performance evaluation, and compensation.	Conceptual gap: The dependent variable in this study was not project performance.	Project performance served as the dependent variable in this investigation.
Wafirotin (2019)	The effects of openness, society involvement, and responsibility on the administration of funds in the Ponorogoregency hamlet	Transparency had a substantial positive impact on the management of community funds.	Conceptual flaw: Unlike the research being promoted, the study's primary goal was not the effectiveness of road development projects.	The current research concentrated on road building initiatives.
Suharyono (2019)	Accountability, transparency, and oversight have an impact on the Value for Money concept's budget performance.	The effectiveness of the identical concept's on-budget performance was unaffected by transparency.	Contextual gap: Since Kenya operates in a different setting from Indonesia, where the research was done, it would be impossible to apply the findings there.	The current study setting was Kenya
Majeed, Kayani and Haider (2021)	Due to the mediating functions of trust and genuine leadership, project communication has an impact on project performance.	Project communication was positively associated with project performance	Contextual gap: Research focused on construction industry in Pakistan	The current research focused on construction industry in Kenya
Malik, Martins, Mata, Pereira & Abreu (2021)	The role of conflict in mediating how communication affects a project's success	The success of a building project was harmed by informally communicated information.	Empirical gap: The study established mixed findings on how communication approaches influenced project performance.	The current research looked into the impact of communication on project performance.

Source: Researcher (2022)

2.5 Conceptual Framework

Figure 2.1 illustrates diagrammatically the potential link between the study concepts. The predictor constructs include transparency, communication approach, stakeholder involvement, and accountability. The outcome construct was project performance.

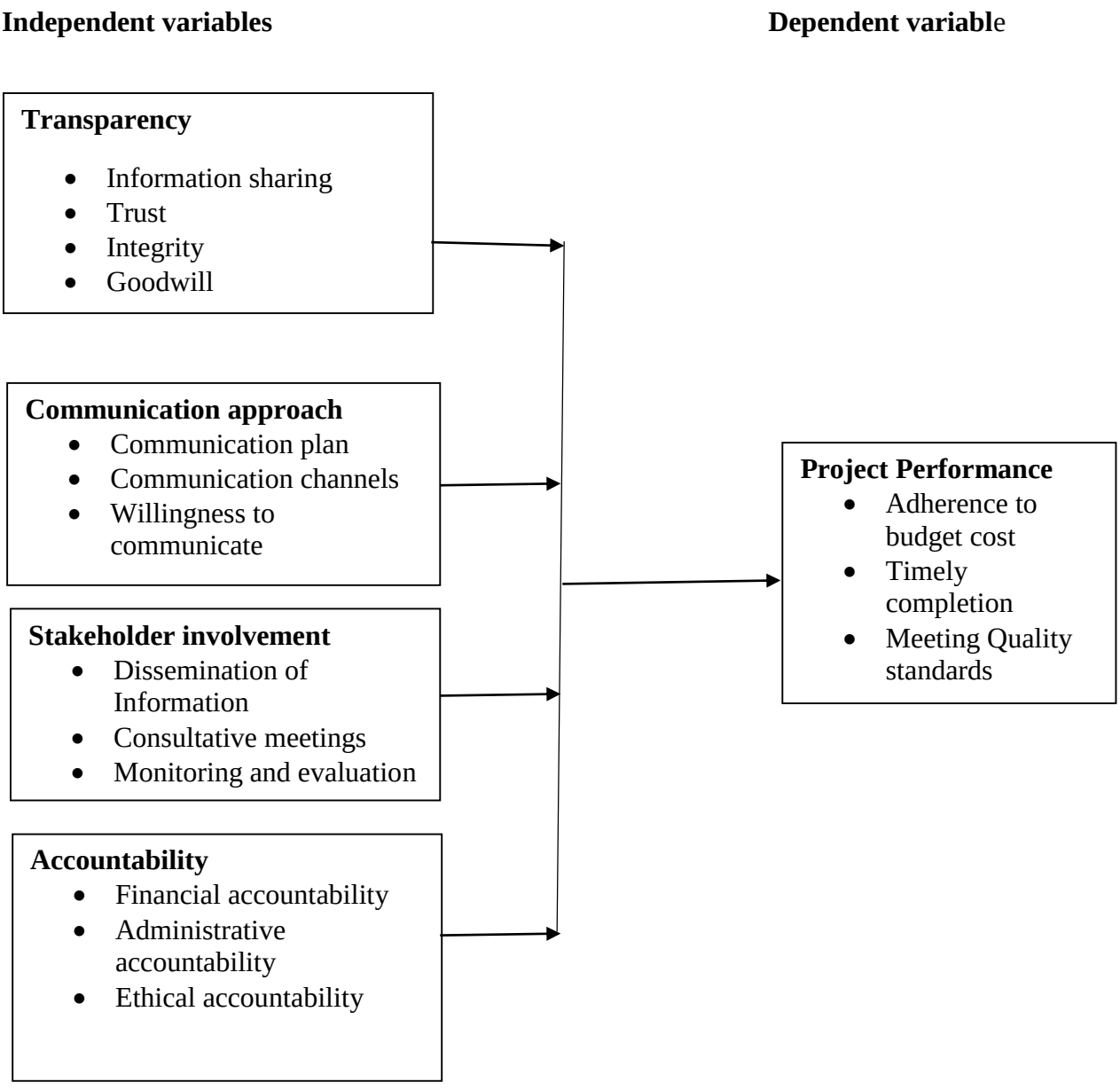

Figure 2.1: ConceptualFramework

Source: Author (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter starts by discussing the study design. The target audience, sample size and procedures, data collection methods and tools, pilot studies, analysis of data and presentation and ethical considerations are covered in this chapter.

3.2 Research Design

The survey employed descriptive research designs. The descriptive research design was chosen due to its capacity for comprehensive data collection and in-depth comprehension of the study population (Rahi, 2017). The impact of project governance on the project performance was established with the use of the explanatory study design. Descriptive and explanatory research designs are justified by their distinct purposes in the research process: descriptive research provides a foundational understanding of "what" is happening.

3.3 Target Population

Individuals or items with comparable qualities make up the target population (Willie, 2022). This study specifically focused on 39 road construction projects completed between 2019 and 2024. The respondents included project managers, Nairobi City County governments, KURA officials and KeRRA representatives. The participants were selected since they were directly indulged in the road projects from initiation to completion and therefore have adequate knowledge about this subject.

Table3.1: Target Respondents

Category	Target Respondents
Project manager	39
County government official	39
KURA official	39
KeRRA official	39
Total	**156**

Source: Author (2022)

3.4 Sample Designs

Ahmad, Alias, and Abdul Razak, (2023) define a sample as a subset of a population that is chosen to represent the population's characteristics. The researcher conducted a census of all 39 completed road improvement projects. A census was preferred because the target population was small. This also ensured reliability of data since the researcher observes all elements in the target population. Kothari (2019) describes a census as a complete enumeration of all items in the population. Similar studies that have used census include; Wangai and Musembi (2023): Mwangi (2022):

3.5 Research Instrument

The primary data was gathered through the use of a semi-structured questionnaire. This indicated that both open - ended and closed items are included in the survey. Utilizing questionnaires as a technique for data collection saves money, time, and administrative work. Additionally, using questionnaires makes it easier to organize data once it has been collected. The questionnaire addressed the study's factors. A 5-point Likert scale was used to develop the questionnaire, where 1 meant strong disagreement, 2 is agreement, 3 neutrality, 4 agreement, and 5strong agreements. A Likert scale was preferred in this study due to its suitability in measuring behavior, perceptions, and attitudinal values (Upagade & Shende, 2022). Mugenda and Mugenda (2019) note that the likert scale is the most commonly used rating scale as it consists of a numerical scale that helps to minimize subjectivity and makes it possible to use quantitative analysis. In addition, likert scales are employed in a matrix format of a questionnaire (Mugenda & Mugenda, 2019).

3.6 Data Collection Procedure

The way the data was gathered is very important for getting correct data that can be examined (Mazhar et al., 2021). Using the drop-and-pick method, the surveys were sent out. Control was used to ensure that every responder receives every questionnaire by tracking the distribution and receipt of each one. Incomplete questionnaire were handled as non response rate. To assist with data gathering, the researcher worked with two research assistants. The research assistants received training on how to handle questions from respondents and how to oversee the entire data collection process.

3.7 Pilot Testing

In order to make the questionnaire more user-friendly for respondents, pilot testing is used (Fife-Schaw, 2020). Moreover, pre-testing a questionnaire allows for some assessment of the data's validity and dependability. The tool was distributed to 10percent of the target population from road building projects in Kiambu County for this study. According to William et al., (2021) piloting research equipment requires a sample of 5 to 10percent of the population. Kiambu shares similar characteristics with Nairobi, making it a suitable testing ground to identify weaknesses, refine methods, and ensure the primary study is effective.

3.7.1 Instrument Validity

According to Remenyi (2015), an instrument's validity is determined by how well it measures the things it claims to measure. Content validity of the instrument was checked using expert review. After reviewing the questionnaire, the study supervisor made suggestions for enhancements to ensure content validity. This study also used construct validity. Kaiser-Meyer-Olkin examination was used to perform the construct validity. According to Field (2005) a KMO that is above 0.5 was thus acceptable for this study.

3.7.2 Instrument Reliability

Cronbach's Alpha Coefficient, which rates how consistent the items are with each other, was used to check how reliable the study tool was (Cronbach, 1951). The value of alpha can be between 0 and 1. If Cronbach's alpha is close to 1, the scale's items are more likely to be consistent with each other (Taber, 2018). Cronbach's alpha of 0.7 and above was acceptable.

3.8 Analysis of Data

The purpose of descriptive statistics, which include means and percentages was to illustrate the characteristics of the components under investigation. Two types of inferential statistics were used to figure out how independent and dependent factors were related: regression analysis and Pearson correlation. Graphs, lists, and charts were used to show the results of the investigation. The results of a thematic analysis of qualitative data were presented narratively.

3.8.1 Data Analysis Model

The study evaluated the ensuing multiple regression model by calculating the average of all items measuring each variable, which converted the Likert data for every variable into a

continuous data(composite index). Regression was used to analyze the strength and nature of the relationships between variables within a fixed dataset

$Y= \beta_0+ \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta4X_4+ \varepsilon$

Where;

Y = Project Performance

X_1 = Transparency

X_2 = Communication Approach

X_3 = Stakeholder Involvement

X_4 =Accountability

β_0 = Constant

β_{1-4} = Coefficients

ε = error term

3.8.2 Diagnostic Test

Prior to conducting regression analysis, a number of hypotheses were tested using the variable data. This was done to guarantee the validity and objectivity of the analysis's findings (Field, 2009). Heteroscedasticity, autocorrelation, normalcy, linearity, and multicollinearity were all tested.

3.8.2.1 Multicollinearity

Variance Inflation Factor (VIF) (Thompson et al., 2017) was used to test for multicollinearity. There is a problem with multicollinearity when the VIF value is greater than 10, but there is no problem when it is less than 10. Additionally, low correlation between the independent variables is indicated by a tolerance value larger than 0.2. In case of multicolinearity the study applied transformations like the natural to make the relationships more linear and reduce multicollinearity.

3.8.2.2 Test of Normality

The normalcy test is essential for confirming the normality of the data. Erroneous conclusions are drawn via the utilization of anomalous data. To check if the data is normal, Kolmogorov-Smirnov and Shapiro-Wilk tests were applied. The data is considered regularly distributed if the probability number is greater than 0.05 ((Kumar, 2023). In case of normality, robust methods such as weighted least squares were used.

3.8.2.3 Linearity

Scatterplots, which show whether two sets of continuous data are related linearly, were used to test for linearity. It was likely that the factors had a mostly linear relationship before regression models were used (Jain et al., 2017). In case of linearity the study applied transformations to both the dependent and independent variables.

3.8.2.4 Test of Heteroscedasticity

Heteroscedasticity exists in the data if the error variance changes. To prevent incorrect parameter estimations, heteroscedasticity must be taken into consideration while running a regression model. The study investigated the homogeneity of fluctuation by Levene's equity of change test (Kumar, 2023). Under the null hypothesis, it is assumed that variance of the error term will remains constant. If the probability value was more than 5%, the null hypothesis was accepted, and the variance of the error term was constant. The study used robust standard errors**,** also known as heteroscedasticity-consistent standard errors, which adjust for the presence of unequal variance without changing the coefficient estimates.

3.9 Ethical Considerations

The group requested permission to carry out the research. Before the data collection exercise started, a study permit was acquired from NACOSTI. The respondent's information was treated with the utmost confidentiality, ensuring high ethical standards. The aim of this research was also communicated to the intended respondents. The data gathered from the respondents was accurately and impartially reported.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Analysis of data, discussion, and findings are all included in this chapter. The findings are presented using tables and graphs. The analysed data was arranged according to themes that were consistent with the research's objectives. The gist of the research was to find out how project governance affected the performance of road projects.

4.2 Response Rate

Questionnaire were administered to 156 respondents. Response rate results are illustrated in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	136	87.18%
Unreturned	20	12.8%
Total	**156**	**100%**

Source: Research Data (2024)

Table 4.1 portrays that 136 questionnaires were done and returned out of 156. In all, 87.18percent of responses were effective. In accordance with Sataloff, and Vontela (2021) return rates of 60percent are good, 70 percent are very good, and 80 percent or more are great. More than 50% is deemed sufficient for study and publication. Hence, the response rate of 87.2 percent was sufficient for further analysis.

4.3 Reliability Results

Reliability was conducted using cronbach alpha. Table 4.2 shows the reliability results.

Table 4.2: Reliability Results

Variable	Alpha	items	Comment
Project performance	0.735	4	Reliable
transparency	0.801	4	Reliable
communication	0.725	4	Reliable
Stakeholders' involvement	0.789	4	Reliable
Accountability	0.801	4	Reliable

Source: Research Data (2024)

Table 4.2 revealed that Cronbach alpha for project performance, transparency, communication, stakeholders' involvement and accountability were 0.735, 0.801, 0.725, 0.789 and 0.801 respectively thus all the study variables were reliable.

4.3 Demographic characteristics

This section comprised of the demographics of the study.

4.3.1 Gender of the Respondents

Gender of the respondents was conducted. Figure 4.1 presents gender results.

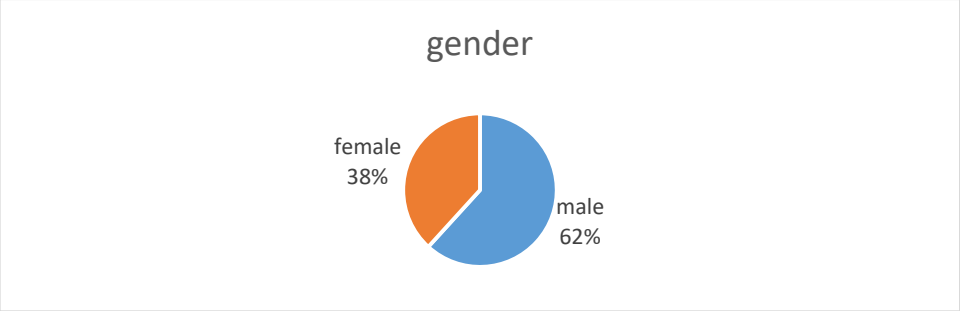

Figure 4.1: Gender

Source: Research Data (2024)

The majority (62percent) of respondents identified as male, while 38 percent identified as female. This suggests that men made up the majority of those working on road construction projects.

4.3.2 Level of Education

Level of education the respondents was conducted. Figure 4.2 presents results on education level.

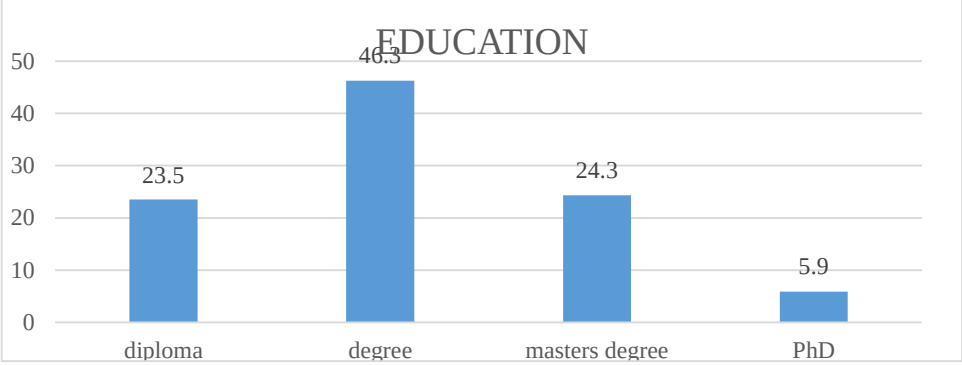

Figure 4.2: Education Level

Source: Research Data (2024)

According to the findings, 46.3percent of the participants said they had a bachelor's degree, 24.3 percent said they had a master's degree, 23.5 percent said they had a diploma, and only 5.9 percent said they had a PhD. This suggests that higher number of employees have a good education and may thus improve the projects' performance.

4.3.3 Respondents' Age

Figure 4.3 presents outcome on age.

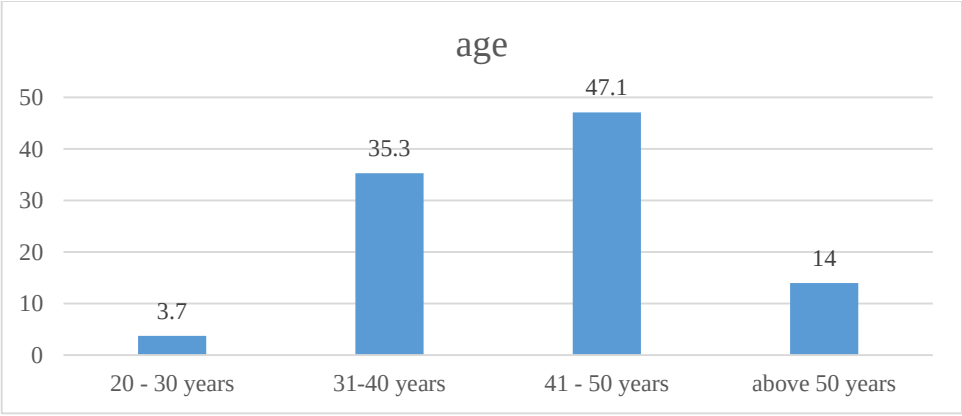

Figure 4.3: Age

Source: Research Data (2024)

According to the findings, 47.1 percent of respondents said they were between the ages of 41 and 50, 35.3 percent said they were between the ages of 31 and 40, 14 percent said they were over 50, and only 3.7 percent said they were between the ages of 20 and 30. This suggests that older individuals made up the majority of those working on road construction projects. Older

workers bring a wealth of experience to projects, which can be crucial for effective project planning and execution.

4.3.4 Duration Involved in the Project

Duration of the respondents being involved in the project was investigated. Results on duration involved in the project are displayed in Table 4.3.

Table 4.3: Duration Involved in the Project

	Frequency	Percent
less than 1 year	7	5.1
1-2 years	21	15.4
2-3years	10	7.4
3- 5years	52	38.2
5- 10years	31	22.8
more than10 years	15	11
Total	**136**	**100**

Source: Research Data (2024)

Findings showed that 38.2percent of participants had been involved in the project for 3 – 5 years, 22.8 percent had been involved in the project for 5 – 10 years, 15.4 percent had been involved in the project for 1- 3 years, 11% had been involved in the project for more than 10 years7.4 percent indicated that they had been involved in the project for 2- 3 years while only 5.1 percent who indicated that been involve in the projects for less than 1 years. This denotes that a higher number of people involved in the road construction projects had been involved for a long duration. A high number of long-term staff can lead to improved project performance by increasing efficiency, knowledge retention, and familiarity with project goals,

4.3.5 Position held

Figure 4.4 indicates results on respondents' position

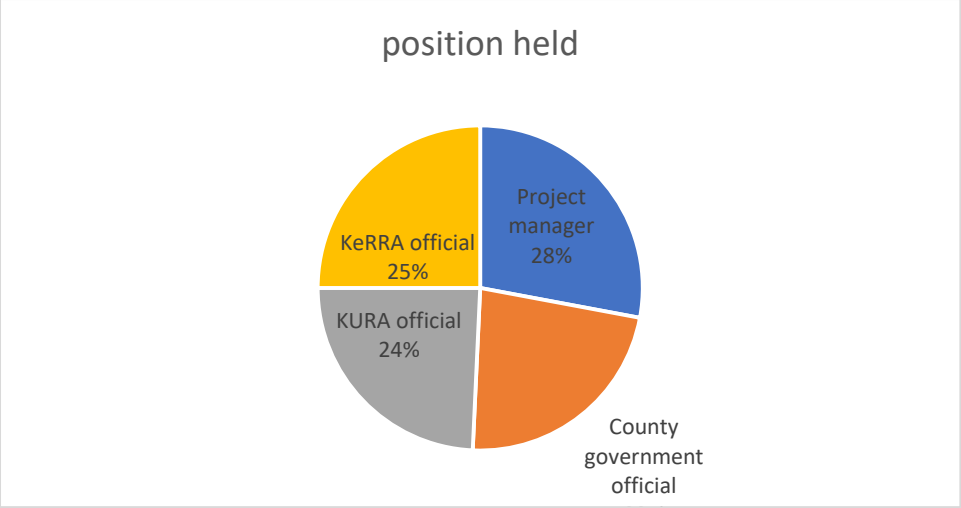

Figure 4.4: Position held

Source: Research Data (2024)

The findings showed that 28percent of the respondents were project managers, 25 percent were KeRRA official, 24 percent were KURA officials while 23 percent were county government official. This denotes that all the categories of employees interviewed responded.

4.4 Descriptive Statistics

The descriptive results for project performance, transparency, communication, stakeholders' involvement and accountability are presented.

4.4.1 Project Performance

Project performance was the dependent variable. The results are presented in Table 4.4.

Table 4.4: Project Performance

statement	SD	D	N	A	SA	Mean	std. dev
The projects that are started are finished in the allotted time.	36.80%	28.70%	8.10%	11.80%	14.70%	2.39	1.45
Typically, projects are carried out within planned budgets.	41.20%	21.30%	11.80%	25.00%	0.70%	2.23	1.25
Deliveries of projects meet the required quality standards.	3.70%	12.50%	24.30%	38.20%	21.30%	3.61	1.07
Projects undertaken meets client satisfaction	8.10%	7.40%	2.20%	77.20%	5.10%	3.64	0.99
Overall score	.	.	.			2.97	1.19

Source: Research Data (2024)

Table 4.4 indicates mean of 2.97 and a standard deviation of 1.19, implying that respondents moderately agreed with assertions on project performance. The standard deviation was greater than 1 which implies that the responses were varied from the mean. The results showed that 65.5percent of those who answered did not agree with the statement that started projects are finished within the time limit. This makes it look like most of the road work in Nairobi County were held up. Most of the people (62.5percent of them) did not agree that projects are usually finished within the limits that were set. This shows that most road projects did not finish within the budgeted amount of money. The standard deviation was greater than 1 which implies that the responses were varied from the mean.

The project's outcomes were deemed to meet quality standards by 59.5percent of the participants. 3.61 was the average score, and 1.07 was the standard deviation. This means that most of the roads built in Nairobi County met the standards that were needed. The standard deviation was greater than 1 which implies that the responses were varied from the mean. The participants, 82.3 percent agreed that clients are happy with finished projects. The majority of Nairobi County's Road projects satisfied the needs of the clients.

In addition, the respondents were asked to explain how well the road development projects in Nairobi City County performed. According to the majority of respondents, road improvements have not performed as well as they could have. The majority of projects don't get finished in the allotted time. The results agree with Department of Transport, roads and public works (2020) who indicated that road development projects in Nairobi County raises serious concerns due to delayed completion and termination before commencement.

4.4.2 Transparency

Descriptive results for transparency are illustrated in Table 4.5.

Table 4.5: Transparency

statement	SD	D	N	A	SA	Mean	std. dev
There is transparency between the county government officials and contractors	3.70%	16.2%	14.0%	46.30%	19.90%	3.62	1.09
There is trust between the county government officials and contractors	11.80%	10.3%	5.90%	46.30%	25.70%	3.64	1.29
There is integrity in conducting the road construction projects	5.90%	16.9%	2.90%	37.50%	36.80%	3.82	1.26
there is good will from the government officials as well as contractors	9.60%	6.6%	9.60%	45.60%	28.70%	3.77	1.21
Overall						3.71	1.21

Source: Research Data (2024)

Table 4.5 indicates overall mean of 3.71 and standard deviation of 1.21, implying that the respondents generally agreed with assertions on transparency. The standard deviation was greater than 1 which implies that the responses were varied from the mean. The participants (66.2percent) agreed that contractors and county officials were open with each other. This suggests that contractors working on the road project and government officials share information. Also, 72percent of those who answered agreed with the statement that companies and county government officials trust each other. This indicates that the county government representatives may be trusted by the contractors.

The participants (74.3percent), agreed that road building projects are honest. This shows that the workers working on the roads in Nairobi are very honest. The respondents 74.3 percent, agreed that contractors and government officials have good intentions. This suggests that road contractors and government officials have a positive relationship. Wayono and Tambo (2018) argued that the judiciary's public procurement process became more effective when more transparent procedures were implemented.

The participants were further asked to describe transparency in the projects in NairobiCity County. The respondents indicated that the transparency of the road projects was not up to standard. This was consistent with the descriptive results. The level of integrity was still wanting. This implies that the official were dissatisfied with the level of transparency in the

road projects, which could lead to poor road performance. The results of the study agreed with those of Wayono and Tambo (2018), who say that more open practices made public procurement in the court more efficient.

4.4.3 Communication Approach

Descriptive results for communication approach are displayed in Table 4.6.

Table 4.6: Communication Approach

statement	SD	D	N	A	SA	Mean	std. dev
There is well defined communication plan	4.20%	4.20%	16.7%	54.2%	20.80%	3.83	0.95
There are reliable communication channels in place	3.50%	16.70%	18.1%	46.5%	15.30%	3.53	1.05
There is willingness to communicate between the county government officials and the contractors.	2.10%	15.30%	11.1%	45.1%	26.40%	3.78	1.07
There are regular meetings to communicate on project progress	32.60%	34.00%	8.30%	14.6%	10.40%	2.36	1.35
Overall						3.38	1.11

Source: Research Data (2024)

Table 4.6 indicates mean of 3.38 and a standard deviation of 1.11, implying that respondents moderately concur with assertions on communication approach. The findings indicated that, with an average score of 3.83 and a standard deviation of 0.95, 75.0percent of the participants concurred with the assertion that there is a well-defined communication plan. This suggests that the project manager, Nairobi City County government, KURA, and KeRRA officials have a good communication plan in place. The standard deviation was less than 1 which implies that the responses were not varied from the mean. The results also showed that the majority of respondents, or 61.8 percent, agreed with the statement that there are reliable lines of communication in place, with an average score of 3.53 and a standard deviation of 1.05 This suggests that the project manager, KeRRA, KURA, and the government of Nairobi City County are meeting to discuss the project's status.

The participants 71.5 percent agreed that the contractors and county government officials are ready to talk. This proves the companies are always ready to talk to county government

officials. A mean score of 2.36 and a standard deviation of 1.35 show that most people who answered (66.7percent) did not agree that regular meetings are held to talk about project progress. This indicates that there is a lack of regularity in the meetings between the project manager, Nairobi City County government, KURA, and KeRRA officials regarding the status of the project. The standard deviation was greater than 1 which implies that the responses were varied from the mean. Machange (2019) found a positive linear statistical relationship between stakeholder satisfaction and the four communication indicators of information quality, communication channel, communication flow, and communication management tools. The study's data supported this finding. The study's results also concurred with Majeed et al.'s (2021) conclusion that project communication significantly influences project performance.

The respondents were further asked to describe communication in the road projects in Nairobi City County. The respondents indicated that the communication was good. This means that the official appreciated the efforts made in improving communication, which is critical in enhancing project performance. Additionally, the findings of the study corroborated those of Majeed et al. (2021), who established that project performance is significantly influenced by project communication.

4.4.4 Stakeholders Involvement

This section contains descriptive on Stakeholders Involvement. Results are shown in Table 4.7.

Table 4.7: Stakeholders Involvement

statement	SD	D	N	A	SA	Mean	std. dev
Information on the project is disseminated to all the stakeholders	11.80%	4.20%	8.30%	49.3%	26.40%	3.74	1.23
There are regular consultation meetings that involves all the stakeholders	12.50%	4.90%	9.00%	50.0%	23.60%	3.67	1.25
There is regular monitoring and evaluation of the project progress by the stakeholders	9.00%	4.90%	8.30%	50.7%	27.10%	3.82	1.16
To comprehend how the project would affect the host community, a project environment social impact assessment is conducted.	7.60%	3.50%	13.2%	45.8%	29.90%	3.87	1.12
Overall						3.78	1.19

Source: Research Data (2024)

Table 4.7 indicates a mean of 3.78 and a standard deviation of 1.19, implying that respondents generally concur with assertions on stakeholders' involvement. With an average score of 3.74 and a standard deviation of 1.23, the poll showed that 75.7percent of people agreed with the statement that everyone who needs to know about the project does. This means that the project managers need to give information to everyone who has an interest in the project. The standard deviation was greater than 1 which implies that the responses were varied from the mean. The outcome also reveals that 73.6percent of people who agreed that regular meetings are held to discuss with all stakeholders. This means that everyone involved in the project regularly shows up to meetings to talk about the road building project. The standard deviation was greater than 1 which implies that the responses were varied from the mean. Most of the people who answered (77.8percent), agreed that stakeholders regularly check in on and review the project's progress. This suggests that stakeholders in the project regularly monitor and evaluate road development initiatives. The standard deviation was greater than 1 which implies that the responses were varied from the mean. In addition, the results indicated that 75.7percent of participants agreed that a project environment social impact assessment is carried out in order to comprehend how the project would affect the host community. The standard deviation was

greater than 1 which implies that the responses were varied from the mean. The study's findings supported those of Oyugah and Onyango (2019), who discovered that stakeholder involvement significantly and favorably impacted the start and finish of road construction projects. The study's findings also supported those of Kobusingye et al. (2017), who demonstrated that stakeholder involvement affects a project's success.

The participants were asked to describe stakeholders' participations in the road projects in Nairobi County. The interviewees noted that the stakeholders were indulged in every level of the project. This means that the manager acknowledged the importance of stakeholder involvement in improving project performance. The results of the study backed up what Kobusingye et al. (2017) found, which is that involving stakeholders in a project has an effect on its success.

4.4.5 Accountability

Descriptive results for accounting are illustrated in Table 4.8.

Table 4.8: Accountability

statement	SD	D	N	A	SA	Mean	std. dev
There is financial accountability by the county government officials	9.70%	4.20%	16.0%	47.20%	22.90%	3.69	1.16
There is administrative accountability by the county government officials	5.60%	6.20%	19.4%	43.80%	25.00%	3.76	1.07
There is ethical accountability by the county government officials	15.30%	8.30%	16.7%	43.10%	16.70%	3.37	1.29
There is moral accountability by the county government officials and the contractors.	41.00%	13.9%	18.1%	16.0%	11.10%	2.42	1.44
Overall						3.31	1.24

Source: Research Data (2024)

Table 4.8 indicates overall mean of 3.31 and a standard deviation of 1.24, implying that the respondents moderately agreed with assertions on stakeholders' involvement. Results showed that 70.1percent of respondents agreed that county government officials are financially

responsible. This indicates that attaining project performance required financial accountability. The standard deviation was greater than 1 which implies that the responses were varied from the mean. Further results showed that 68.8percent of respondents agreed with the statement that county government officials have administrative accountability, with a mean score of 3.76 and a standard deviation of 1.07. This indicates that attaining project performance required administrative accountability. The standard deviation was greater than 1 which implies that the responses were varied from the mean.

The data showed that most people (59.8percent) agreed that county government officials are ethically accountable. This means that moral responsibility was needed for the project to be successful. The participants, 54.9 percent did not agree that contractors and officials of county governments are morally responsible. So, it looks like most road construction projects didn't believe in moral responsibility. The standard deviation was greater than 1 which implies that the responses were varied from the mean. The study's results agreed with those of Hwang (2013), who found that accountability management has a big effect on both the direct and secondary parts of the link between responsibility and performance.

The participants were asked to describe accountability in the road projects in Nairobi City County. The respondents indicated that the accountability was not up to standard. This means that there was a gap in accountability, which could derail progress in road construction projects. The results of the study also concurred with those of Han and Hong (2019), who showed that remuneration, performance evaluations, and employee accountability all had positive and noteworthy effects on organizational performance.

4.5 Diagnostic Test

Heteroscedasticity, autocorrelation, normalcy, linearity, and multicollinearity were all tested.

4.5.1 Multicollinearity Tests

A multicollinearity problem is present when the VIF value is larger than 10, however a problem is not present when the VIF value is less than 10.

Table 4.9: Multicollinearity Results

	Tolerance	VIF
Transparency	0.612	1.633
Communication Approach	0.563	1.778
Stakeholders Involvement	0.556	1.799
Accountability	0.583	1.715
Overall		**1.731**

Source: Research Data (2024)

The VIF varied between 1.633 (transparency) and 1.799 (involvement of stakeholders). This suggested that all of the variables' VIFs were less than 10. This suggests that the study does not have a multicollinearity issue.

4.5.2 Test of Normality

Table4.10: Test of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Project Performance	0.939	136	0.537
Transparency	0.889	136	0.079
Communication Approach	0.936	136	0.635
Stakeholders Involvement	0.908	136	0.199
Accountability	0.855	136	0.172

Source: Research Data (2024)

All of the p values in the results were > 0.05. This suggested that study's variables wereall evenly distributed.

4.5.3 Linearity

Scatterplots were used to present the linearity between variables. Linearity test for relationship between transparency and project performance are illustrated in Figure 4.4.

Figure 4.4: Transparency and project performance

The results indicated that transparency had a positive linear link with project performance.

Linearity test for link between communication approach and project performance are shown in Figure 4.5.

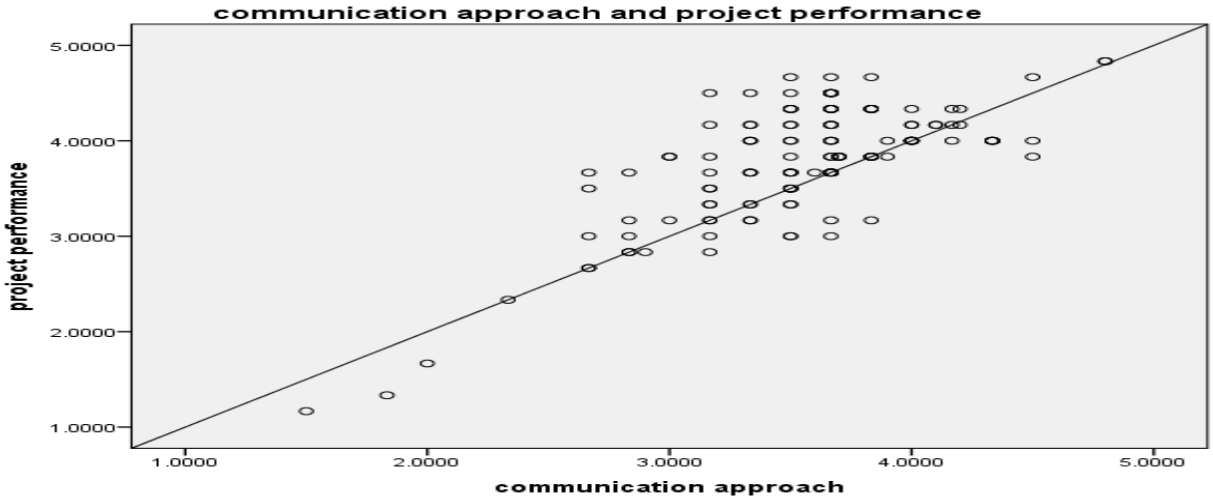

Figure 4.5: Communication Approach and project performance

The results revealed that communication approach had a positive linear link with project performance.

Linearity test for link between stakeholder's involvement and project performance are presented in Figure 4.6.

Figure 4.6: Stakeholders Involvement and project performance

Results showed that stakeholder's involvement had a positive linear link with project performance.

Linearity test for link between accountability and project performance are illustrated in Figure 4.7.

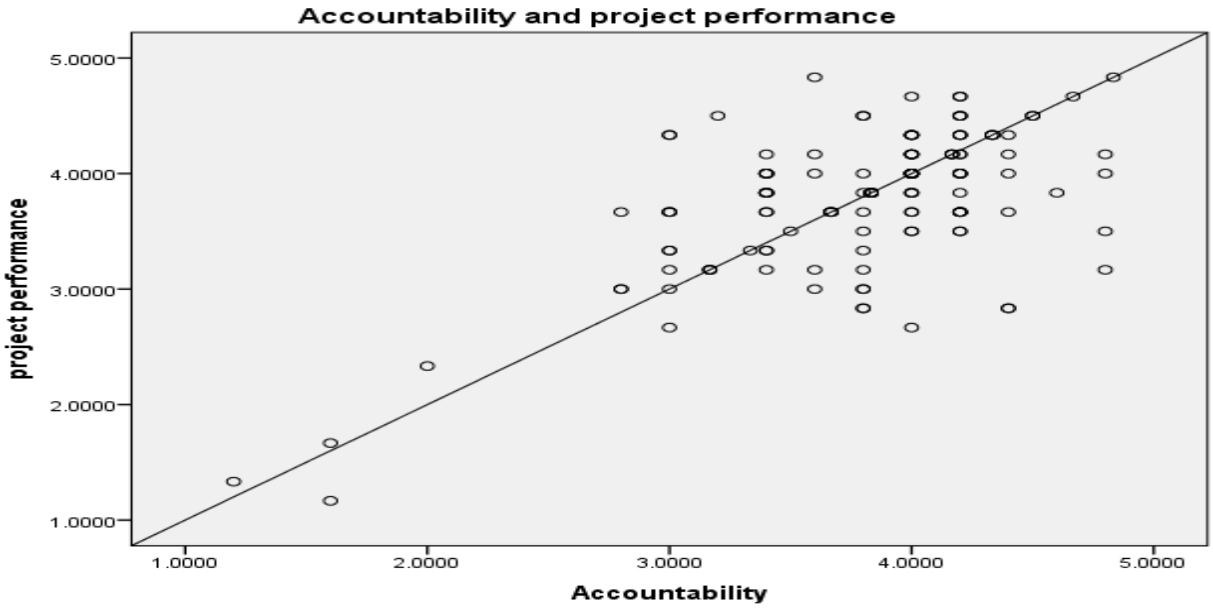

Figure 4.7: Accountability and project performance

The results showed that accountability had a positive linear link with project performance.

4.5.4 Test of Heteroscedasticity

Heteroscedasticity test result are presented in Table 4.11.

Table 4.11: Test of Heteroscedasticity

Variables	Levene's Statistic	df1	df2	Sig.	Comment
Project performance	1.902	13	118	0.069	p>0.05
Transparency	2.070	13	118	0.067	p>0.05
Communication approach	1.511	13	118	0.098	p>0.05
Stakeholders' involvement	1.970	13	118	0.072	p>0.05
Accountability	2.116	13	118	0.051	p>0.05

Source: Research Data (2024)

The outcome showed that all of the P - values for Levene's test for homogeneity of variances were higher than 0.05. As a result, the test confirmed homogeneity at α=0.05 and was not significant. Therefore the Heteroscedasticity does not exists in the data.

4.6 Inferential Statistics

This section presents inferential statistics results.

4.6.1 Correlation Analysis

Table 4.12: Correlation Results

		Project Performance	Transparency	Communication Approach	Stakeholders Involvement	Accountability
Project Performance	R	1				
	P value					
Transparency	R	.654**	1			
	P value	0.000				
Communication Approach	R	.734**	.560**	1		
	P value	0.000	0.000			
Stakeholders Involvement	R	.672**	.514**	.550**	1	
	P value	0.000	0.000	0.000		
Accountability	R	.627**	.466**	.561**	.625**	1
	P value	0.000	0.000	0.000	0.000	

Source: Research Data (2024)

Results showed that there was a strong link between transparency and project performance (r=0.654, p=0.000). The correlation coefficient (r=0.654) indicates a strong positive linear relationship, with values closer to +1 representing stronger positive associations. The p-value (p=0.000) is well below the standard significance threshold (typically p<0.05), confirming that this observed relationship is highly unlikely to have occurred by random chance. The results of the study agreed with those of Wayono and Tambo (2018), who say that more open practices made public procurement in the court more efficient.

The findings indicated that transparency and project performance were significantly positively associated (r=0.734, p=0.000). The correlation coefficient (r=0.734) indicates a strong positive linear relationship between transparency and project performance, with values closer to +1 representing stronger positive associations. The p-value (p=0.000) is well below the standard significance threshold (typically p<0.05), confirming that this observed relationship is highly unlikely to have occurred by random chance. Stakeholder satisfaction was found to have a positive linear statistical relationship with the four communication indicators of information quality, communication channel, communication flow, and communication management tools, according to Machange (2019). Additionally, the findings of the study corroborated those of Majeed et al. (2021), who established that project performance is significantly influenced by project communication.

The findings indicated a substantial positive correlation (r=0.672, p=0.000) between the performance of the project and the involvement of stakeholders. With a value of 0.672, the results indicated that there was a strong link between project performance and stakeholder participation. The correlation coefficient (r=0.672) indicates a strong positive linear relationship between stakeholders involvement and project performance, with values closer to +1 representing stronger positive associations. The p-value (p=0.000) is well below the standard significance threshold (typically p<0.05), confirming that this observed relationship is highly unlikely to have occurred by random chance The results of the study agreed with those of Oyugah and Onyango (2019), who found that involving stakeholders made road building projects more likely to be finished.

There was a strong link (r=0.627, p=0.000) between project performance and accountability. With a value of 0.627, the Pearson correlation coefficient showed that accountability and project performance were strongly linked. The correlation coefficient (r=0.627) indicates a strong positive linear relationship between accountability and project performance, with values

closer to +1 representing stronger positive associations. The p-value (p=0.000) is well below the standard significance threshold (typically p<0.05), confirming that this observed relationship is highly unlikely to have occurred by random chance. The study's results agreed with those of Hwang (2013), who found that accountability management has a big effect on both the direct and secondary parts of the link between responsibility and performance.

4.6.2 Multiple Regression Model

The regression results are as tabulated in Tables 4.13, 4.14 and 4.15.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840a	0.705	0.696	0.33901

Source: Research Data (2024)

According to the results, the R was 0.840. This suggests that project performance and project governance were highly correlated. Additionally, the adjusted R-squared was 0.696, meaning that project governance accounts for 69.9percent of the variance in project performance. The study findings agreed with Gatimu, and Minja (2024) who found that project governance had significant effect on organizational performance of national referral hospitals in Kenya.

Table 4.14: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.03	4	9.007	78.376	.000b
Residual	15.055	131	0.115		
Total	51.085	135			

Source: Research Data (2024)

The study results further revealed that the general regression model was significant as indicated by p=0.000 and further supported by F statistic of 78.378. The study findings agreed with Gatimu, and Minja (2024) who found that project governance had significant effect on organizational performance of national referral hospitals in Kenya.

Table 4.15: Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.284	0.234		-1.214	0.227
Transparency	0.249	0.064	0.235	3.873	0.000
Communication Approach	0.451	0.076	0.377	5.966	0.000
Stakeholders Involvement	0.219	0.056	0.248	3.892	0.000
Accountability	0.176	0.063	0.173	2.779	0.006

Source: Research Data (2024)

$Y = -0.284 + 0.249X_1 + 0.451X_2 + 0.219X_3 + 0.176X_4$

Where;

Y = Project Performance

X_1 = Transparency

X_2 = Communication Approach

X_3 = Stakeholder Involvement

X_4 = Accountability

The findings indicated that project performance was positively and significantly impacted by transparency ($\beta = 0.249$, $p = 0.000$). This implied that a favorable shift in transparency would enhance project performance. However, the results of the study disagreed with those of Suharyono (2019), who concluded that transparency had no discernible effect on how well the budget was implemented.

Further research revealed that communication had a positive and significant effect on project performance ($\beta= 0.451$, $p=0.000$). This meant that project performance would rise as a result of improved communication. The results of the study agreed with those of Malik et al. (2021), who found that contact is good for the overall success of a project. The study's results agreed with those of Majeed et al. (2021), who found a link between good communication and project performance.

Involvement of stakeholders had a positive and significant effect on project performance (β = 0.219, p=0.000). This means that involving more stakeholders would lead to better project performance. The study's results showed that involving stakeholders had a big and good effect on the start and finish of road building projects (Oyugah and Onyango, 2019). The results of the study backed up what Kobusingye et al. (2017) found, which is that involving stakeholders in a project has an effect on its success.

Project performance was positively and significantly impacted by accountability (β = 0.176, p = 0.006). This suggested that more responsibility will lead to improved project performance. The results of the study also concurred with those of Han and Hong (2019), who showed that remuneration, performance evaluations, and employee accountability all had positive and noteworthy effects on organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter sums up the results, draws inferences and offers recommendations. The research sought to establish the effect of project governance on success of road construction projects. The chapter also outlines suggestions for further research.

5.2 Summary of the Study

Due to late completion and termination prior to start, the performance of road development projects in Nairobi County raises serious concerns. An analysis of the roads in Nairobi County in 2024 found that 55percent of the roads are in bad shape and only 45percent are fair or good. The major purpose of the research was to find out how the management of projects affected the efficiency of Kenya's road programs. The research focused on how accountability, openness, communication, and involvement of stakeholders affect the efficiency of Kenya's road projects. The research adopted explanatory design.

The first goal was to find out how transparency affected performance of road construction projects. The results showed that most of the people who answered agreed that contractors and officials of county governments shared information. Also, most of the people who answered said they could trust freelancers and county government officials. Furthermore, most of the people who answered agreed that projects to build roads are done honestly, as shown in other results. The results also showed that most of the people who answered thought that both contractors and government workers have good goals. According to inferential results, transparency and project performance were positively and significantly correlated.

The second aim was to determine the effect of communication approach on performance of road construction projects. The participants agreed, according to the results, that there is a clear communication plan. Furthermore, the majority of respondents concurred that trustworthy lines of communication are in place, according to the results. As per other findings, the many of respondents concurred that there is a readiness to communicate between contractors and representatives of the county government. It was also clear that most respondents did not

believe that frequent meetings were required to discuss the project's progress. There was a favorable and significant correlation between communication style and project performance.

The third objective was to determine how stakeholders' involvement affected performance road projects. The outcome revealed that most of the people who answered agreed that the project had been shared with all relevant parties. Also, most of the people who answered agreed that stakeholders should regularly check in on and rate the project's progress. Additionally, most of the people who answered agreed that a project environment social impact study is done to see how the project will affect the host community. The inferential outcomes indicated that there was a strong and positive link between the stakeholders' participation and how well the project did.

The fourth goal was to examine how accountability affected performance of road construction projects. The finding revealed that people who answered thought that county government officials are financially responsible. Other findings show that most of the people who answered agreed that people who work for the county government are responsible to the administration. Most of the people who answered agreed that county government leaders are ethically responsible. Other results show that most of the people who answered agreed that contractors and people who work for county governments are socially responsible. According to inferential results, accountability and project performance were positively and substantially correlated.

5.3 Conclusions

Transparency had a positive and substantial effect on project outcome. Transparency in project processes also guarantees clarity and enhances governance and decision-making. Accountability and trust are increased when information about the project's status is easily accessible. Encouraging honesty among contractors and project managers also promotes transparency and helps projects perform better over time.

Communication had a positive and substantial effect on project performance. Additionally, it was determined that the project's success is influenced by the formality of the communication between the project teams. Maintaining a cohesive team atmosphere and successfully completing a project depend on accurate, helpful, timely, and reliable communication. Furthermore, it is the duty of project participants to support the establishment and long-term viability of a suitable communication channel that will be employed during the project.

Stakeholder involvement had a positive and substantial effect on project performance. Participation of stakeholders in road construction projects is crucial for their efficient execution, adherence to the project plan, timely completion, and efficient use of resources. Therefore, the likelihood of a project succeeding increases with the level of stakeholder engagement.

Accountability had a positive and substantial effect on project performance. The success of projects depends on fundamental ethical principles like accountability, justice, and honesty. Building confidence and trust with recipients, funders, and stakeholders can be facilitated by financial accountability. In project management, moral accountability is crucial since it guarantees both project performance and the organization's positive reputation.

5.4 Recommendation of the Study

To enhance transparency, the county government should establish robust communication channels to ensure that changes and updates concerning the road construction projects are promptly communicated to all project officials. This includes ensuring that relevant information pertaining to project performance is readily accessible to the relent authorities through various platforms. Establishing a trustworthy work environment requires a no-surprises mentality and encouraging open sharing of knowledge. Additionally, a range of communication channels ought to be employed. Policymakers should require standardized and frequent reporting systems, ensuring information is regularly updated and easily understood by all stakeholders. Disclosure of financial and progress information allows for more timely and informed decision-making and boosts stakeholder confidence. Clear penalties should be established for project managers and contractors who fail to comply with these reporting standards.

The project managers ought to come up with a good communication plan. One essential tool for making sure all project participants are in agreement is a communication plan. Project managers should be careful on communication channels to avoid derailing project outcomes. They should therefore consider project's context, the preferences of stakeholders, and the type of communication when choosing communication channels. For policymakers to leverage communication to improve road construction project performance, they should establish and enforce policies that mandate clear communication protocols, engage stakeholders early, and use technology to increase transparency and feedback. Effective communication reduces

misunderstandings, delays, and costly reworks by aligning project objectives and ensuring stakeholder support

The needs of stakeholders should be thoroughly evaluated and examined by project managers, supervisors, and contractors in order to guarantee the project's success. Stakeholder needs and opinions can be incorporated into the project planning process. The needs assessment's contents assist the project team in including stakeholders and in organizing and carrying out project communications. Further the project policy makers should always ensure regular consultation meetings that involves all the stakeholders are held. Study also recommends that project players need to be engaged in project M & E as it has a strong influence on project performance. It helps in tracking of project progress as well as identifying gaps and challenges encountered during project implementation. To improve road project performance, policymakers should implement policies that mandate stakeholder involvement in all project phases, from identification and planning to monitoring and funding.

The policy makers of the road construction projects should make sure everyone understands their role and responsibilities to avoid confusion and misunderstandings. Further, the county government official should always ensure financial accountability of every step of the project. The county government should also help project managers uphold ethical standards by establishing clear codes of conduct and providing training on ethical decision-making. Project managers ought to own up to their choices and assume accountability for any fallout. All parties involved in the initiative should also maintain moral accountability. This is due to the fact that maintaining a strong moral compass guarantees that deeds are consistent with moral standards even in the face of extreme pressure or competing interests. policymakers should implement strategies that strengthen oversight, enhance transparency, and ensure robust stakeholder engagement. By creating an environment where project managers and contractors are answerable for their actions, policymakers can mitigate risks such as corruption, cost overruns, and quality issues

5.5 Suggestions for Further Study

The study focused on effect of project governance on performance of road construction projects in Nairobi County, Kenya. The study therefore focused on road construction projects in Nairobi City County and thus further studies can focus on road construction projects in other counties in Nairobi metropolitan such as Nairobi, Kiambu, Machakos, and Kajiado, for purposes of making comparison with the current study. The study focused on four project governance

practices which included; transparency, communication, stakeholders' involvement and accountability. In addition, adjusted r squared was 69.6% which implies that there are other project governance projects that affect project performance. Therefore, more research can be done on how other project governance practices, like project tracking and project control, affect road building projects' performance in Nairobi County, Kenya.

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APPENDICES

Appendix I: Introductory Letter

Dear participant,

I am currently studying Master of Business Administration program in Kenyatta University. You will be asked to complete a survey, which is expected to take ten minutes. Please answer research questions objectively and honestly, and I guarantee absolute confidentiality for the answers you will provide to complete this assignment.

Thank you.

Yours faithfully,

SAMSON SOME

Appendix II: Questionnaire instrument

Kindly tick where appropriate. ✓

SECTION A: Background Information

1. **Gender**
   a) Male [ ]
   b) Female [ ]
2. **Level of Education**
   a) Primary [ ]
   b) Secondary [ ]
   c) Diploma [ ]
   d) Bachelor's [ ]
   e) Master's [ ]
   f) Doctorate [ ]
3. **Please indicate your age bracket**
   a) 20-30 years [ ]
   b) 31-40 years [ ]
   c) 41-50 years [ ]
   d) 50 years and above [ ]

4. How long have you been involved in the road construction projects within Nairobi County?

a) Less than 1 year [ ]

b) 1-2 years [ ]

c) 2-3 Years [ ]

d) 3-5 Years [ ]

e) 5-10 Years [ ]

f) More than 10 Years [ ]

5. Kindly indicate your position

Project managers ( )

Nairobi City County governments ( )

KURA officials ( )

KeRRA representatives ( )

SECTION B: PROJECT PERFORMANCE

Tick appropriately**:** 1strongly disagree, 2 disagree, 3neutral 4agree and 5 strongly agree.

Statement	**1**	**2**	**3**	**4**	**5**
The projects that are started are finished in the allotted time.					
Typically, projects are carried out within planned budgets.					
Deliveries of projects meet the required quality standards.					
Projects undertaken meets client satisfaction					

In your opinion, how can you describe road construction projects' performance in Nairobi City County?

SECTION C: TRANSPARENCY

Items	**1**	**2**	**3**	**4**	**5**
There is information sharing between the county government officials and contractors					
There is trust between the county government officials and contractors					
There is integrity in conducting the road construction projects					
There is goodwill from the county government officials as well as contractors					

In your opinion, how can you describe transparency in the road projects in Nairobi County?

……
……

SECTIOND: COMMUNICATION APPROACH

Items	**1**	**2**	**3**	**4**	**5**
The communication plan is clearly outlined.					
There are trustworthy avenues of communication available.					
There is willingness to communicate between the county government officials and the contractors.					
There are regular meetings to communicate on project progress					

In your opinion, how can you describe communication approach in the road projects in Nairobi City County?

SECTION E: STAKEHOLDER INVOLVEMENT

Items	**1**	**2**	**3**	**4**	**5**
Information on the project is disseminated to all the stakeholders					
There are regular consultation meetings that involves all the stakeholders					
There is regular monitoring and evaluation of the project progress by the stakeholders					
To comprehend how the project would affect the host community, a project environment social impact assessment is conducted.					

In your opinion, how can you describe stakeholder involvement in the road projects in Nairobi City County?

……
……
……

SECTION F: ACCOUNTABILITY

Items	**1**	**2**	**3**	**4**	**5**
There is financial accountability by the county government officials					
There is administrative accountability by the county government officials					
There is ethical accountability by the county government officials					
There is moral accountability by the county government officials and the contractors.					

In your opinion, how can you describe accountability in the road projects in Nairobi City County?

……
……
……

Appendix III: Road Construction Projects in Nairobi City County

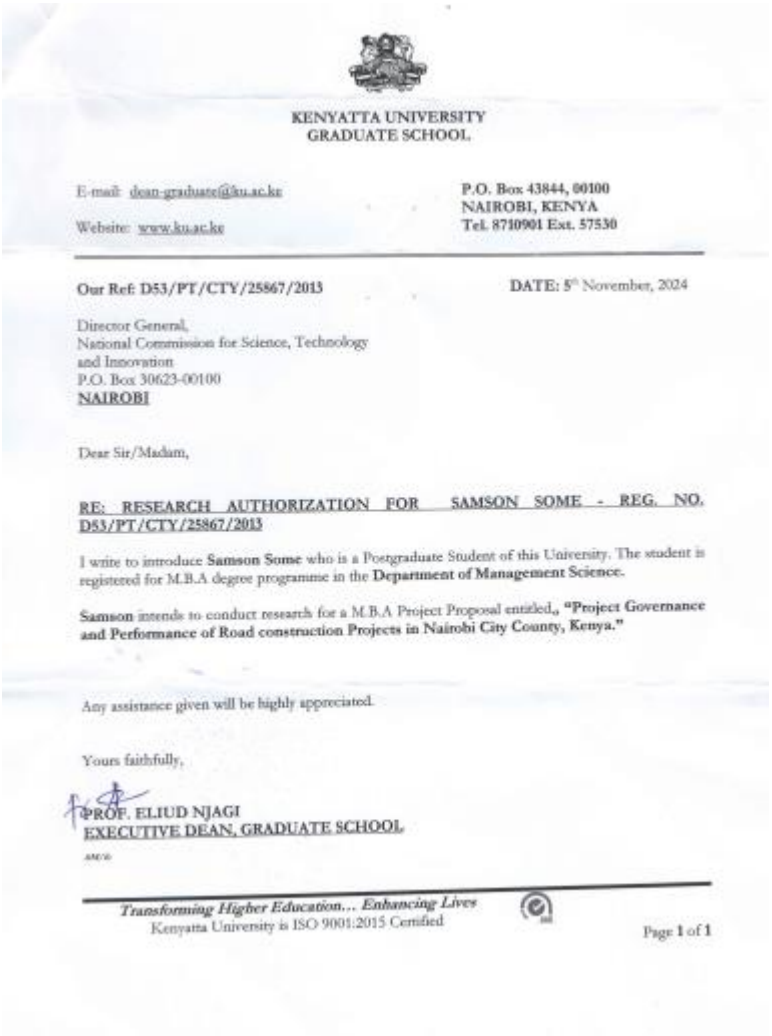
S/No.	Contract No. Project Name	Start Date	Completion Date	Status
1	NCC/T/RPWT/244/2014-2015: Rehabilitation of Njiwa Road	9th July 2015	8th July 2016	Complete
2	NCC/T/RPW&T/255/2014-2015: Construction of Access Road off Kayole Spine Road to Department of Defence	15th July 2015	15th December 2019	Complete
3	NCC/T/RPWT/242/2014-2015: Rehabilitation of Chalbi Drive	17th August 2015	18th August 2016	Complete
4	NCC/T/RPWT/239/2014-2015: Rehabilitation of Lumumba Drive	12th August 2015	30th August 2016	Complete
5	NCC/ T / RPT /242/2014-2015 : Rehabilitation ofAccess Road to Tassia Estate	24th Feb 2016	23rd October 2016	Complete
6	NCC/T/RTP/1055/2014-2015: Construction of Cardinal Otunga Crescent	15th February 2016	23rd August 2019	Complete
7	NCC/RPWT/T/1054/2014-205: Rehabilitation of St. Martin Catholic Church Road	12th January 2016	30th December 2018	Complete
8	NCC/RT/RPT /216/ 2014-2015: Rehabilitation ofCatholic Roadand Drainage in Mwiki Ward	22nd January 2016	25th July 2016	Complete
9	NCC/RPW&T/RT/715/2014-2015: Drainage Improvement in Kayole Central Ward	11th February 2016	10th April 2016	Complete
10	NCC/RPWT/RT/721/2014-2015: Rehabilitation of Estate Roads in Umoja I Ward	15th February 2016	14th May 2016	Complete
11	NCC/RPWT/RT/756/2014-2015: Gravelling and Drainage improvement of Soweto Road in Kahawa Ward	17th August 2015	30th March 2017	Complete
12	NCC/T/RTP/1055/2014-2015: Construction of Cardinal Otunga Crescent	15th February 2016	22nd February 2019	Complete
13	NCC/RPW&T/RT/1076/2014-2015: Grading, Gravelling and Drainage Works at Muringa and Church Roads in Karura Ward	3rd October 2016	3rd February 2017	Complete
14	NCC/RPW&T/RT/110/2015-2016: Construction of Karen Ridge Road	6th June 2016	5th December 2019	Complete
15	NCC/RPW&T/111/2015-2016: Rehabilitation of Kirichwa Gardens	25th July 2016	25th January 2017	Complete
16	NCC/RPW&T/119/2015-2016: Rehabilitation of Stadium Road-Bin Agare Slum	12th May 2016	12th January 2017	Complete
17	NCC/RPW&T/RT/110/2015-2016: Construction of Karen Ridge Road	24th May 2016	5th June 2017	Complete
18	NCC/RPW&T/T/127/2016-2017: Rehabilitation of Gaikuyu Road in Umoja I Ward	16th November 2018	15th February 2019	Complete

19	NCC/RPW&T/T/130/2016-2017: Grading and Gravelling Kasarani Ward Roads	15th June 2017	15th February 2018	Complete
20	NCC/ RPW&T/ T/300/2016-2017: Rehabilitation ofAcademy Road in Karen	5th April 2017	20th January 2020	Complete
21	NCC/ RPW&T/ T/195/2016-2017: Rehabilitation ofRoads and Drainage Improvement in Ziwani Shopping Centre	2nd May 2017	4th August 2017	Complete
22	NCC/RPW&T/T/132/2016-2017: Rehabiliation of Selected Roads in California Estate	9th June 2017	28th February 2020	Complete
23	NCC/ RPW& T/T/ 301/2016-2017: Completionof Thiong'o Road	15th May 2018	15th May 2020	Complete
24	NCC/ RPW& T /T/174/2016-2017: Construction ofPlains ViewLikoni Link Road	16th May 2017	14th February 2020	Complete
25	NCC /RPW& T/ T/193/2016-2017: Drainage improvement inBaraka Estate	3rd May 2017	2nd January 2018	Complete
26	NCC/RPW&T/T/010/2016-2017: Drainage Improvemenmt along Ndege Road	27th March 2017	27th September 2017	Complete
27	NCC/RPW&T/T/053/2016-2017: Rehabilitation of Fifth and Eleventh Street Roads in Eastleigh North	24th April 2017	25th August 2017	Complete
28	NCC/RPW&T/T/128/2016 - 17: Grading and Gravelling of Korogocho Ward Roads	16th June 2017	16th February 2018	complete
29	NCC/RPWT/T/673/2016-2017: Construction of Riara Lane	24th April 2018	15th June 2019	Complete
30	NCC/RPW&T/T/101/2017-2018: Rehabilitation of Savanna Estate , Donholm Estate and Harambee Sacco Estate Roads within Upper Savanna Ward	15th October 2018	27th December 2018	Complete
31	NCC/RPWT/T/120/2017-2018: Rehabilitation of Ole Sangale Road in Madaraka Estate	17th September 2018	15th August 2019	Complete
32	NCC/RPWT/T/122/2017-2018: Rehabilitation of Nyambene Road	15th October 2018	17th August 2019	Complete
33	NCC/RPWT/T/124/2017-2018: Construction of Storm Water Outfalls in Runda Evergreen and Benin Drive	27th September 2018	19th March 2019	Complete
34	NCC/RPW&T/T/127/2017-2018: Construction of Baba Dogo - Lucky Summer Road (Phase I)	14th August 2018	28th February 2019	Complete
35	NCC/RPWT/T/129/2017-2018: Rehabilitation of Catholic Road and Drainage in Mwiki Ward	15th September 2018	13th August 2019	Complete
36	NCC//RPW&T/T/131/2017-2018: Rehabilitation of Githurai Outfall Drain	15th April 2019	2nd January 2019	Complete

37	NCC/RPW&T/T/261/2017-2018: Routine Maintenance Works in Division 1 (Central Division) Lot 2	29th September 2018	31st July 2019	Complete
38	NCC/RPW&T/T/264/2017-2018: Routine Maitenance Works in Division 1 (Central Division) Lot 5	28th September 2018	29th January 2019	Complete
39	NCC/RPW&T/265/2017-2018: Routine Maintenance Works in Division 2 (Eastern Devision) Lot 1	5th November 2018	28th July 2019	Complete

Source: Department of Transport, roads and public works (2020)

Appendix IV: Authorization Letter from Kenyatta University



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/PT/CTY/25867/2013 **DATE:** 5th November, 2024

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR SAMSON SOME - REG. NO. D53/PT/CTY/25867/2013

I write to introduce **Samson Some** who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the **Department of Management Science.**

Samson intends to conduct research for a M.B.A Project Proposal entitled,, **"Project Governance and Performance of Road construction Projects in Nairobi City County, Kenya."**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified

Page 1 of 1

Appendix V: NACOSTI permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 887512

Date of Issue: 10/December/2024

RESEARCH LICENSE

This is to Certify that Mr., SAMSON KIPKOECH SOME of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: PROJECT GOVERNANCE AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN NAIROBI CITY COUNTY, KENYA for the period ending : 10/December/2025.

License No: NACOSTI/P/24/414424

887512

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