

Project Governance and Performance of Road Construction Projects in Nairobi City County, Kenya

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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, under budget, and to an excellent standard, as they are essential to a nation's economic growth. Due to their delayed start and premature completion, road improvement projects in Nairobi County are a major source of trouble. This study aimed to evaluate the impact of project governance on the effectiveness of road construction projects in Nairobi City County, Kenya. The precise goal was to examine how the performance of the road project in Nairobi County is affected by accountability, stakeholder involvement, transparency, and communication strategy. Stakeholder theory and the Theory of Constraints were the two leading theories that guided the study. The descriptive and explanatory research designs were used. Thirty-nine road construction projects from 2015 to 2021 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 collect primary data, semi-structured questionnaires were employed. The instrument's validity and reliability were assessed using data from the pilot. The study variables were correlated using correlation analysis and regressed using regression analysis. The study found that transparency, communication, stakeholder involvement, and accountability had a positive and significant effect on project performance. The study concluded that transparency in project processes guarantees clarity and enhances governance and decision-making. The project's success is influenced by the level of formality in communication between project teams. Stakeholder participation in road construction projects is crucial for efficient execution, adherence to the project plan, timely completion, and effective resource utilization. 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 should develop an effective communication plan. Stakeholders should be thoroughly evaluated by project managers, supervisors, and contractors to ensure the project's success. The policymakers for road construction projects should ensure that everyone understands their roles and responsibilities to avoid confusion and misunderstandings.

Keywords: *Project Governance, transparency, Communication approach, stakeholder involvement, accountability, Performance of Road Construction Projects*

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1. Introduction

For any economy to grow and prosper, road infrastructure improvements must be successful (World Bank, 2015). Road construction projects are one of the primary drivers of development and economic progress in Kenya as it strives to achieve Vision 2030. For a country's economy to thrive, road construction projects must be finished. Stakeholders work diligently to complete projects, on time, on budget, and to a high standard. Road development projects are the foundation for generating new capital and ensuring the smooth flow of goods and services into the country (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 concerned about governance because it affects project outcomes. The overarching objective of project governance systems is to prevent project failure and to apply comparable techniques in subsequent projects (Ismail, Khan, Waris, Haron & Simamora, 2019). Project governance focuses on the administration and governance of specific projects and their results. 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).

According to studies worldwide, many construction projects experience time and cost overruns. In Qatar, issues such as poor design, inadequate scheduling, and inaccurate cost estimation lead to time and cost overruns in more than 85% of building projects (Aziz, Mohd-Rahim, Chuing & Le, 2019). Due to key factors such as inadequate planning and scheduling, Bahrain's construction industry faces 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% relative to the intended schedule (Alnuaimi & Al Mohsin, 2017). These studies in the Persian Gulf region show that poor project planning, inefficient planning phases, poor coordination among project participants, and ignorance of project needs are among the most significant causes of deviations. In Africa, construction delays on government-financed projects 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 by rising cost overruns, delayed completion dates, and unsatisfactory or failed project goals. In South Africa, project delays are common and may be attributable to builders' and project teams' inability to view a building project holistically from beginning to end. Cost overruns are increasingly common in Sudan across projects ranging from the simplest to the most sophisticated (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 living by 2030 (KURA, 2019). For a nation's economy to thrive, road construction projects must be completed. However, over time, several problems that have hampered the implementation of these road projects have prevented most of Kenya's road projects from being completed in accordance with their initial objectives (Hussein & Kisimbii, 2019).

1.1 Problem Statement

The road subsector has a significant impact on the economies of all nations. Despite the subsector's high importance, most projects experience significant delays, resulting in longer-than-expected durations. Road development projects' performance in Nairobi County raises

serious concerns due to delayed completion and termination before commencement (Wandiri & James, 2020). Only 40% of Nairobi County's scheduled road construction projects were completed in fiscal year 2015–2016; this percentage declined to 26% in 2017, 36% in 2018, and 47% in 2019 (Department of Transport, Roads and Public Works, 2020). issues. Furthermore, a 2023 KURA report indicated that more than 60% of projects over the past five years have experienced delays, with some halted due to funding constraints or contractor inefficiencies. A 2024 report from Nairobi County on the state of the roads in Nairobi indicated that 55% were in poor condition, while 45% were in fair or good condition. The aforementioned statistics call into question the performance of road development projects in Nairobi County.

Pedo, Kabare and Makori (2017) investigated the impact of Kenya's regulatory framework on the success of PPP road projects. Overall, most projects in Nairobi County failed due to cost overruns and payment delays. This was primarily due to communication breakdowns and poor project governance. This study examined only the regulatory system, whereas this study focuses on project governance. Second, the study examined only PPP road projects. Nyawira, Namusonge, and Oluoch (2018) examined the relationship between project governance and performance and found that a lack of responsibility, openness, and effective communication impairs project success. That study, by contrast, examined HIV programs in Kiambu. This study, by contrast, examines road projects in Nairobi City County.

According to Wandiri and James (2020), the success of a project was positively and significantly correlated with its planning, execution, monitoring, and control. Their study examined the success of rural road development projects in Machakos County and the role of project management. Unlike the previous study, which focused on project management, the current study focuses on project governance. Time management, planning for materials and funding, and planning for personnel who will work on the project are important factors that affect the project's outcome (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 addressed only one aspect of project governance: relationship management. This research aims to close the existing gap by determining the effect of project governance on the performance of road construction projects in Nairobi City County. The following specific objectives guided the study:

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

2. Literature Review

2.1 Theoretical Review

The study was anchored in four theories: Circular Communication Theory, Theory of Corporate Disclosure and Reporting Regulation, Stakeholder Theory, and Constraints Theory. Osgood and Schramm's (1954) circular communication theory demonstrates how efficient communication can be achieved. According to Koltveit (2004), advocates hold that the sender,

channel, and receiver should all be 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. This theory explains the dynamics of interaction and the tendency to communicate as a linear sequence of steps that precede or "cause" each subsequent step. In research, stakeholders may perceive and respond to messages differently, and communication strategies may not always elicit the same response. The theory was relevant to the research because project performance requires effective communication among all parties involved. When a boss or project manager speaks clearly and workers listen carefully without talking over them, everyone understands better and works together more effectively.

Ross (2000) proposed the Theory of Corporate Disclosure and Reporting Regulation, 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 account for 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, because the corporation already has an incentive to voluntarily share information in this situation, a net benefit from voluntary disclosure alone is insufficient to justify the disclosure requirement (Ross, 2000). The theory was pertinent to this research because it examined the role of transparency in the success of road improvements. The theory, therefore, supported the inclusion of 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.

Stakeholder Theory, initially articulated by Freeman (1983), holds that companies that effectively manage stakeholder needs can outlast those that do not, because stakeholder loyalty and confidence in competent senior management ensure that shareholder 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). According to Ketokivi and Mahoney (2016), the theory's goal is to help managers understand stakeholders and influence them strategically. Extensive research has been conducted on stakeholder governance (Sama Lang & Zesung, 2016; Harrison & 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 success (Moldogaziev & Resh, 2016). The idea is crucial to the study because it highlights the role of stakeholders in project performance. As such, the theory supported the inclusion of the stakeholder involvement variable in this research.

The Constraints Theory proposed by Goldratt (1990) posits that managers can effectively manage companies by applying the principles of constraint management and systematic thinking. Because requirements and constraints in multi-party work situations make project management more difficult, effective project management requires managing these constraints (Lau & Kong, 2006). The idea of constraint focuses on change at three levels: organizational technique, organizational behavior, and organizational philosophy (Gupta, 2008). Project delays are frequent in the construction sector, resulting in incalculable costs and a crippling

impact on contractors (Ondari & Gekara, 2013). Another indicator for project success 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 success.

2.2. Empirical Review

Wayono and Tambo (2018) examine the impact of accountability and transparency on the Kenyan judiciary's implementation of public procurement. The theories of legitimacy and normalization underpin this investigation. A design for a correlation study was used. The survey uses original data collected via a structured questionnaire. This study concludes that adding openness and accountability criteria significantly affects performance, as indicated by linear regression analysis. This suggests that the adoption of greater transparency practices increased the efficiency of public procurement in the judiciary. However, this research examined the judiciary's implementation of public procurement rather than road construction projects. It has conceptual (different dependent variables) and contextual (different sectors) gaps. Wafirotin (2019) investigated the impact of community accountability, involvement, and transparency on the management of village revenues in Ponorogo. Using primary data, quantitative descriptive research was carried out. The outcomes demonstrated that openness has a good impact on the administration of village funds. The management of village funds is significantly improved through community involvement. Additionally, accountability significantly improves the management of village funds. However, unlike the anticipated research, the study did not concentrate on how well road construction projects performed.

Suharyono (2019) examined the effects of transparency, accountability, and supervision on budget execution, using the concept of value for money. Forty-three regional work units in the DKI Jakarta Province's Special Capital Region (DKI) were the subject of the study. The research sample comprised 86 government personnel, and the hypothesis was tested using structural equation modeling (SEM). The findings demonstrated that while transparency had no significant effect on budget implementation efficiency, accountability and supervision had substantial effects on implementation effectiveness. This study had contextual limitations, as it was conducted in Indonesia, which operates in a different setting from Kenya, making it impractical to summarize the results in a local context. Kotut (2017) studied the effect of effective communication strategies on stakeholders' 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 data collection methods are questionnaires and interview schedules. The research findings demonstrate that the management team has been able to formulate strategies, make decisions, and implement them through formal meetings, and that citizens never reject projects that involve substantial stakeholder input. Results show that the structure of the communication system contributes significantly to stakeholder participation, followed by the communication strategy, which also contributes, and the current project makes a negative contribution. The study concludes that completing a construction project requires satisfying stakeholder expectations and managing stakeholder relationships, which in turn necessitate regular formal meetings among contractors, project owners, and other stakeholders.

Majeed, Kayani, and Haider's (2021) investigation of the interplay between project communication and project success examined 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 mediated the favorable association between project communication and success. The findings support the claim that genuine leadership plays a moderating role, strengthening the link between project communication and trust. Nonetheless, the study

focused on the construction industry in Pakistan rather than in Kenya. 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 completed when stakeholders are managed through efficient information sharing, which also improves project quality, tightly controls costs, and enables the evaluation and improvement of project timeframes. India served as the study's contextual setting, distinct from Kenya.

A study by Kobusingye, Mungatu, and Muyungi (2017) examined how stakeholder involvement affected the outcomes of water, sanitation, and hygiene projects in Rwanda. It has been demonstrated that stakeholder involvement in a project affects its success and that the project community has a voice in decision-making, since they stand to gain from it and are aware of projects that have done so. However, the study focused on water, sanitation, and sanitation projects in Rwanda. Oyugah and Onyango (2019) examined how stakeholder involvement affected the outcomes of road development projects in Uasin Gishu County. The study employed a descriptive research methodology. When stakeholders were included, the County's road development projects performed better. Involving stakeholders significantly improved the execution and success of road construction projects. It was suggested that communication, contractor capacity, stakeholder participation, and the bidding process be carefully and thoroughly considered during the planning and execution of all road construction projects in the county.

Hwang (2013) assessed the influence of accountability and reporting on street-level success. This research consisted of two stages: interviews and surveys. Qualitative analysis of the interview data yielded notable results. Responsibility can be understood in terms of: explanations, expectations, people/society, actions/decisions, and values. On the other hand, performance can be assessed in terms of productivity/results, timeliness, teamwork, learning, and strategy. The mismatch between accountability and performance highlights the problems inherent in performance-based reporting. A part of the study based on interview data also yielded notable results. Performance is impacted by responsibility in both direct and indirect ways, and accountability management is crucial in this relationship. The survey, however, did not examine the performance of Kenyan road projects. Atieno (2018) examined how financial responsibility affected the operational effectiveness of a county-funded project. Both primary and secondary data 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 them. A person with experience in record keeping must also document financial expenditures. A descriptive research approach was employed in the study, which may not be suitable for determining the relationships between components.

3. Methodology

The survey employed descriptive and explanatory research designs. The descriptive research design was chosen for its capacity to collect comprehensive data and to provide an in-depth understanding of the study population (Rahi, 2017). This study specifically focused on 39 road construction projects completed between 2015 and 2021. The respondents included project managers, officials from Nairobi City County governments, KURA officials, and KeRRA representatives. The researcher conducted a census of all 39 completed road improvement projects. The primary data were collected using a semi-structured questionnaire.

To make the questionnaire more user-friendly for respondents, pilot testing is employed (Dikko, 2016). Content validity of the instrument was checked using expert review. After reviewing the questionnaire, the study supervisor suggested enhancements to ensure content validity. Cronbach's Alpha, which measures the internal consistency of items, was used to assess the reliability of the study instrument (Cronbach, 1951). The purpose of descriptive statistics, which include means and percentages, was to illustrate the characteristics of the components under investigation. Regression analysis was used to establish the effect of the independent variables on the dependent variable. The results of a thematic analysis of qualitative data were presented narratively.

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 continuous data (composite index).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Project Performance

X₁ = Transparency

X₂ = Communication Approach

X₃ = Stakeholder Involvement

X₄ = Accountability

β₀ = Constant

β₁₋₄ = Coefficients

ε = error term

4. Findings

The section presents descriptive statistics and results from multiple regression.

4.1 Project Performance

Project performance was the dependent variable. The results are presented in Table 1.

Table 1: 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

Table 1 indicates a mean of 2.97 and a standard deviation of 1.19, indicating that respondents moderately agreed with statements about project performance. The results showed that 65.5%

of respondents disagreed with the statement that projects started are completed within the time limit. This makes it appear that most of the road work in Nairobi County was held up. Most people (62.5%) did not agree that projects are usually completed within the set limits. This indicates that most road projects did not finish within the budgeted amount.

The project's outcomes were deemed to meet quality standards by 59.5% 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 required standards. 82.3% of participants agreed that clients are satisfied with completed projects. The majority of Nairobi County's Road projects met clients' needs.

In addition, the respondents were asked to assess the extent to which 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 are not completed on time. The results align with the Department of Transport, Roads and Public Works (2020), which indicated that road development projects in Nairobi County raise serious concerns due to delayed completion and termination before commencement.

4.2 Transparency

Descriptive results for transparency are illustrated in Table 2.

Table 2: Transparency

statement	SD	D	N	A	SA	Mean	std.d ev
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

Table 2 indicates an overall mean of 3.71 and a standard deviation of 1.21, implying that the respondents generally agreed with assertions on transparency. The participants (66.2%) 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. Additionally, 72% of respondents agreed that companies and county government officials trust each other. This indicates that the contractors may trust the county government representatives.

The participants (74.3%) agreed that road-building projects are honest. This indicates that road workers in Nairobi are highly honest. 74.3% of respondents agreed that contractors and government officials have good intentions. This suggests a positive relationship between road contractors and government officials.

The participants were further asked to describe transparency in the projects in Nairobi City County. The respondents indicated that the transparency of the road projects fell short of

standards. This was consistent with the descriptive results. The level of integrity was still wanting. For example, one of the KURA officials indicated that;

The level of transparency was fairly good (KURA official 2024)

This implies that the official were dissatisfied with the level of transparency in the road projects, which could lead to poor road performance.

4.3 Communication Approach

Descriptive results for communication approach are displayed in Table 3.

Table 3: 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

Table 3 indicates a mean of 3.38 and a standard deviation of 1.11, suggesting that respondents moderately agree with the assertions about the communication approach. The findings indicated that, with an average score of 3.83 (SD = 0.95), 75.0% of participants agreed that there is a well-defined communication plan. This suggests that the project manager, the Nairobi City County government, KURA, and KeRRA officials have an effective communication plan in place. The results also showed that 61.8 percent of respondents agreed that reliable lines of communication are 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%, agreed that the contractors and county government officials are ready to talk. This demonstrates that the companies are always ready to speak with county government officials. A mean score of 2.36 and a standard deviation of 1.35 indicate that most people (66.7%) disagreed that regular meetings are held to discuss project progress. This indicates a lack of regularity in meetings among the project manager, Nairobi City County government, KURA, and KeRRA officials on the project's status. Machange (2019) noted that information quality, communication channels, communication flow, and communication management tools enhance stakeholder satisfaction.

The respondents were further asked to describe communication in the road projects in Nairobi City County. The respondents indicated that the communication was good. For example, a KeRRA official indicated that;

Communication is good, (KeRRA official 2024)

This indicates that the official recognized the efforts to improve communication, which is critical to enhancing project performance.

4.4 Stakeholders Involvement

Table 4: 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

Table 4 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 75.7% of people agreed that everyone who needs to know about the project does. This means that project managers must provide information to everyone with an interest in the project. The outcome also reveals that 73.6% of respondents agreed that regular meetings are held to discuss issues with all stakeholders. This means that everyone involved in the project regularly attends meetings to discuss the road-building project. Most of the people who answered (77.8%) agreed that stakeholders regularly check in on and review the project's progress. This suggests that project stakeholders regularly monitor and evaluate road development initiatives. In addition, the results indicated that 75.7% of participants agreed that a project environment social impact assessment should be conducted to understand how the project would affect the host community. Kobusingye et al. (2017) argued that stakeholder involvement is critical in improving project success.

The participants were asked to describe stakeholders' participation in the road projects in Nairobi County. The interviewees noted that the stakeholders were involved at every level of the project. For example, a project manager indicated that;

Stakeholders are highly involved and consulted (project manager, 2024)

This means that the manager acknowledged the importance of stakeholder involvement in improving project performance.

4.5 Accountability

Descriptive results for accounting are illustrated in Table 5.

Table 5: 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

Table 5 indicates an overall mean of 3.31 and a standard deviation of 1.24, indicating that respondents moderately agreed with assertions regarding stakeholders' involvement. Results showed that 70.1% of respondents agreed that county government officials are financially responsible. This indicates that attaining project success requires financial accountability. Further results showed that 68.8% of respondents agreed 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 success requires administrative accountability.

The data showed that most people (59.8%) agreed that county government officials are ethically accountable. This indicates that moral responsibility was necessary for the project's success. 54.9 percent of participants did not agree that contractors and officials of county governments are morally responsible. It appears that most road construction projects did not demonstrate moral responsibility. Hwang (2013) observed that accountability management enhances project 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. For example, a KeRRA official indicated that;

Accountability is still wanting (KeRRA official 2024)

This indicates an accountability gap that could impede progress in road construction projects.

4.6 Regression Analysis

The regression results are tabulated in Tables 6, 7, and 8.

Table 6: Model Summary

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

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 69.9% of the variance in project performance.

Table 7: 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			

The study results further revealed that the general regression model was significant, as indicated by p=0.000 and further supported by the F statistic of 78.378.

Table 8: Coefficient

	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(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

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

Where;

Y = Project Performance

X₁ = Transparency

X₂ = Communication Approach

X₃ = Stakeholder Involvement

X₄ = 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 study's results differed from those of Suharyono (2019), who concluded that transparency had no discernible effect on the quality of budget implementation.

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 study results aligned with those of Malik et al. (2021), who found that contact is beneficial to overall project success. The study's results were consistent with those of Majeed et al. (2021), who found a link between effective communication and project success.

Stakeholder involvement had a positive and significant effect on project performance ($\beta = 0.219$, $p = 0.000$). This means that involving more stakeholders would lead to better project performance. The study's results showed that involving stakeholders had a substantial positive effect on the initiation and completion of road construction projects (Oyugah & Onyango, 2019). The study results corroborated Kobusingye et al.'s (2017) finding that involving stakeholders in a project affects its success.

Project performance was significantly and positively affected by accountability ($\beta = 0.176$, $p = 0.006$). This suggested that more responsibility would lead to improved project performance. The study's results also aligned with those of Han and Hong (2019), who found that remuneration, performance evaluations, and employee accountability had positive and noteworthy effects on organizational performance.

5. Conclusion

Transparency had a positive, substantial effect on the project outcome. Transparency in project processes also guarantees clarity and enhances governance and decision-making. Accountability and trust increase when information about the project's status is readily 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 formality of communication between the project teams influences project success. Maintaining a cohesive team atmosphere and 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 an appropriate communication channel for use during the project.

Stakeholder involvement had a positive and substantial effect on project performance. Stakeholder participation in road construction projects is crucial to the efficient execution of the project, adherence to the project plan, timely completion, and effective resource utilization.

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. Financial accountability can facilitate building confidence and trust among recipients, funders, and stakeholders. In project management, moral accountability is crucial since it guarantees both project success and the organization's positive reputation.

6. Recommendations

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 on project performance is readily accessible to the relevant authorities through various platforms. Establishing a trustworthy work environment requires a no-surprises approach and the encouragement of open knowledge sharing. Additionally, a range of communication channels ought to be employed.

Project managers should develop an effective communication plan. One essential tool for ensuring that all project participants are aligned is a communication plan. Project managers should be careful with communication channels to avoid derailing project outcomes. They should therefore consider the project's context, stakeholders' preferences, and the type of communication when selecting communication channels.

The needs of stakeholders should be thoroughly evaluated by project managers, supervisors, and contractors to ensure the project's success. Stakeholder needs and opinions can be incorporated into the project planning process. The contents of the needs assessment assist the project team in engaging stakeholders and in organizing and conducting project communications. Further the project policy makers should always ensure regular consultation meetings that involves all the stakeholders are held. The study also recommends that project players 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.

The policymakers for road construction projects should ensure that everyone understands their roles and responsibilities to avoid confusion and misunderstandings. Furthermore, the county government official should ensure financial accountability at every stage 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 acknowledge their choices and assume accountability for any consequences. All parties involved in the initiative should also maintain moral accountability. This is because maintaining a strong moral compass ensures that actions align with moral standards, even under extreme pressure or competing interests.

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