

**ANALYSIS OF EFFECT OF BUDGETARY ALLOCATION ON
PERFORMANCE OF COUNTY ROAD MAINTENANCE PROJECTS IN
KENYA: CASE OF STAREHE CONSTITUENCY IN NAIROBI COUNTY**

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DECLARATION AND APPROVAL

Declaration by the student

I hereby declare that this research project is solely my own work and has not been previously submitted for a degree or award at any other academic institution.

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Approval by the Supervisor

I affirm that the candidate completed the work outlined in this research under my guidance and supervision.

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imn... Date: 23/06/2025

DEDICATION

I offer this work as a dedication to my mother Margaret Omollo in recognition of my academic journey and the support she rendered to me.



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I would like to give glory to God for His love, protection and provisions not only throughout this project but also during my studies. Secondly, I express profound gratitude towards Dr. Ibrahim Nyaboga my supervisor who dedicated his time and committed in helping me create a valuable piece of work. The faculty at MKU Learning deserves appreciation for their admission to this course and giving an opportunity to learn. Furthermore, heartfelt thanks go out to lecturers and academic staff who ensured that learning was continuous in conducive environment. My classmates alongside friends deserve honour since they were instrumental in encouraging me throughout the study, thus motivating my path along self-improvement which has enabled me become better than before. I extend gratefulness too to research assistants including participants whose provision in data was helpful; without whom it would have been impossible creating such amazing content carefully researched through collective contribution.



ABSTRACT

With the devolved government, a number of functions were localized to bring services close to the people, these haven't been fully achieved as there is outcry that a number of projects stalled while others delayed due to funding. This study therefore, aimed to assess the impact of budget allocation on the effectiveness of road maintenance projects in Starehe Sub-County, Nairobi, Kenya, focusing on factors such as access to financial resources, monitoring and evaluation (M&E) practices, management competencies, and political influence. The research sought to determine how these factors impacted the performance outcomes of county road maintenance projects. Adopting descriptive research approach, data was collected using structured questionnaires targeting county staff officers in finance and project departments. A total of 48 people were chosen for the study using a census sample technique. To evaluate the validity and reliability of the research instruments, a pilot study was carried out in a nearby sub-county prior to the main investigation. Following data collection, statistical analysis was conducted using SPSS software, which produced results that were presented and interpreted using percentage frequency, means, standard deviation, and coefficient of variation. The inferential statistics revealed strong positive correlations between access to funding ($r = 0.782, p < 0.01$), management competencies ($r = 0.610, p < 0.01$), monitoring and evaluation practices ($r = 0.642, p < 0.01$), and political intervention ($r = 0.701, p < 0.01$) with project performance. The regression model explained 62.4% of the variance in project performance, underscoring the significant role of funding, management, M&E practices, and political factors in influencing the outcomes of road maintenance projects in Starehe. The study concluded that the performance of county road maintenance projects in Starehe was generally unsatisfactory. Many projects faced delays, budget overruns, and failure to meet intended objectives. Key challenges included corruption, political interference, inadequate funding, and poor leadership. Despite these challenges, the study identified key solutions, such as improved governance, training, and enhanced monitoring. The findings highlighted that access to funding was critical to project success, with timely and adequate funding playing a crucial role in ensuring projects were completed on time and within budget. While M&E practices were acknowledged as vital, they were inconsistent and required improvement. Management competencies, especially in terms of experience and skills, were also essential for project success, though workforce qualifications needed to be further developed. Political intervention was found to negatively impact project performance, with internal rivalries and corruption hindering progress. However, the study emphasized that good governance could significantly improve the performance of these projects. The study made several recommendations for addressing these issues: The Nairobi City County government should enhance budget allocation and ensure timely disbursement of funds for road maintenance projects. Secondly, the County Ministry of Transport should strengthen the M&E framework, ensuring consistent and effective monitoring practices. Thirdly, Project management teams should invest in continuous training and development to enhance management competencies. Finally, Political leaders in Starehe should minimize political interference and focus on promoting good governance to ensure the success of road maintenance projects.

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ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank.
APRP	Annual Public Road Programme.
ARICS	Annual Road Inventory and Condition Survey.
ARWP	Annual Road Works Programme.
DBB	Design-Bid-Build.
ERA	Ethiopian Roads Authority.
HRM	Human Resource Management.
KeNHA	Kenya National Highways Authority.
KRB	Kenya Road Board.
MOTIHUD	Ministry of Transport, Infrastructure, Housing and Urban Development.
NEMA	National Environmental Management Authority.
SMART	Specific, Measurable, Attainable, Realistic and Time bound.
PMI	Project Management Institute.
RMLF	Road Maintenance Levy Fund.
SMART	Specific, Measurable, Attainable, Realistic and Time bound.
SDGs	Standard Development Goals.
SDGs	Sustainable Development Goals.



CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter presents the background of the study along with the problem statement and purpose. Additionally, specific objectives and research questions are outlined while emphasizing on the significance of conducting such a study within certain limitations. Finally, operational definitions for key terminologies are provided to clarify their intended meanings throughout this study.

1.1 Background of the Study

Infrastructure or social projects are implemented to resolve problems, address community needs, or capitalize on business opportunities. Developed countries perform better with project execution than developing nations who face difficulties such as inadequate funding allocation, inappropriate strategic planning, limited expertise availability & communication bottlenecks resulting in ineffective monitoring/evaluation processes (Ye Shi Chong Fu Liu & He 2018). It's been noted that approximately three-quarters of freight/passenger transportation is by way of road systems throughout this area according to Beuran et al. 2015

Governments around the world consider fiscal resource allocation as essential to enhancing the effectiveness of significant government entities like courts (Gershon, 2014). In the United Kingdom, financial allocation responsibility lies with both the Treasury and important public agencies. To determine how much funding should be allocated to major government agencies, patterns from previous expenditures are analysed alongside performance data by the Treasury.

Governmental organizations must establish reliable information systems that facilitate accountability and evaluate their effectiveness against budgetary allocations.

In Pakistan's, promoting transparency regarding financial distribution in public sector has primarily been a matter of instrumentalism according to Green 2017: over-allocation between current facilities' demands, people demand services provided through essential governmental establishments plus underfunding mainly mark-up discrepancies concerning these issues among others; methodized support schemes combined with regulations have become increasingly established components within contemporary policies aimed at ensuring efficient fiscal distributions amongst institutions engaged into various sorts of economic activities domestically or beyond on occasion along other elements like safety measures associated thereof eventually leading certain improvements upon following comparative evaluations etc., despite formal rules regulating budgetary distributive procedures since civil employees responsible for executing tasks deprioritizing reasonable use constitutes primary obstacles undermining them most often than not.

In Uganda, the main focus for all government sectors is to reform the public sector. Discussions typically centre on improving productivity through initiatives that distinguish between "buying" and "providing," promoting collaboration between public and private organizations, granting increased autonomy to public institutions, and ensuring appropriate funding allocation. It's imperative to establish efficient budgetary procedures from central authorities down toward entities operating within the public sphere. Asmaa (2016) found that various factors regarding financing had a significant impact on road building projects in Egypt including late payments by financiers, delays in client approval processes, inadequate contractor selection measures or preparation methods as well as physical site issues such inflated contract costs excessive staffing problems along with disputes among stakeholders were also identified.

Saraf (2013), reported insufficient governance frameworks at sites together with scarce resources were leading contributors causing project underperformance due primarily poor

transparency of time frames & mismanagement resulting to cost overruns/failed outcomes. Otin & Alinaitwe (2015) survey highlighted revisions/change implementation management environmental constraints alongside financial inadequacies being amongst most notable challenges encountered during construction work carried out upon Ugandan roads. Approximately 50% of the roads scheduled for construction in Sub Saharan Africa indicate that road infrastructure development will remain a primary focus for physical infrastructure progress within the region (Jedwab and Maradi 2016)

Kenya has experienced an uptick in infrastructural implementations notably affecting socio-spatial neighbourhoods surrounding metropolitan areas says UN-Habitat report 2016. Such developments further challenge issues like discriminations, imbalances, safety housing and securities among other things.

To achieve strategic goals and objectives, particularly in implementing the SDGs, governments must have a reliable budget allocation mechanism. As population grows, migration and urbanization continue to rise globally, developing nations like Kenya require increased infrastructure development (World Bank, 2008). This system offers citizens an opportunity for collective decision-making and accountability while ensuring aggregate fiscal discipline. It also promotes operational efficiency in resource utilization as well as strategic prioritization of expenditure composition using the budget key instrument that implements government policies with transparency on financial matters (World Bank, 2008).

Road transport accounts for 93% of all passenger and freight traffic in Kenya (Chebon, 2011). Just 10% of the roughly 161,151.4 km of roads in the nation are paved; the remainder are made of gravel or earth. According to the Kenya Roads Board (KRB), much of this network is in bad shape (KRB, 2017). The necessity for efficient road maintenance rises with the demand for road use. A fuel levy for road maintenance was used to create the Road Maintenance Levy Fund

(RMLF) in order to solve this (Ndichu, 2013). Over Kshs 68 billion was raised for government road maintenance throughout the 2018–2019 timeframe (KRB, 2019). Improving the bad road conditions while effectively maintaining the better ones is Kenya's biggest challenge (Wafula, 2017).

The Road Maintenance Levy Fund (RMLF), which is administered by the Kenya Roads Board (KRB), a parastatal under the Ministry of Transport, Infrastructure, Housing, and Urban Development (MOTIHUD), provides funding for the upkeep of Kenya's road network. The KRB guarantees appropriate planning and utilisation of maintenance money and supervises the distribution of cash to road agencies. KeNHA set aside more than Kshs 37 million for the Annual Road Inventory and Condition Survey (ARICS) during the 2018–2019 fiscal year. Every year, ARICS evaluates the state of the roads and provides information for creating the Annual Road Works Programs (ARWP). KRB must receive the ARWP by September 30 of each year. In order to provide vital information for planning and maintenance, the survey gathers information on lane kilometres, traffic, road conditions, and other physical elements of the road system (Kenya Roads Board, 2017).

According to the criteria outlined in the Kenya Roads Board Act of 1999 and the 2010 Kenyan Constitution, the Kenya Roads Board distributes cash to the road authorities. The Kenya Wildlife Service is in charge of roads in national parks and reserves, the Kenya Rural Roads Authority (KeRRA) is in charge of roads in small towns and rural areas, the Kenya Urban Roads Authority (KURA) is in charge of roads in cities and municipalities, the Kenya National Highways Authority (KeNHA) is in charge of maintaining national trunk roads, and county governments are in charge of county roads (KRB, 2017). Funding for road works in Kenya is allocated following the approval of the Annual Road Work Plan (ARWP) by the Kenya Roads Board (KRB), which is guided by annual budget ceilings. The framework for interagency road maintenance is described in the ARWP. KRB mandates that all agencies complete the Annual

Road Inventory and Condition Survey (ARICS) prior to creating the ARWP. To make sure the ARWP is SMART, the data from ARICS is utilised to prioritise projects, estimate costs, and evaluate the necessity for road maintenance. Omai (2016) emphasises how crucial it is to prioritise maintenance work and evaluate the initial state of the roads. In addition to assisting tasks like route design, accident reporting, and construction project coordination, the survey's results are essential for planning, budgeting, and maintaining road assets.

Numerous authors have looked into how budget allocation affects the effectiveness of road maintenance projects. According to Osman and Kimutai (2019), budget allocation is a crucial component of road maintenance initiatives in Kenya. In the same vein, Osman and Kimutai (2019) pointed out that the country's road maintenance projects heavily rely on the availability of a suitable budget and its wise use. Gitahi (2015) pointed out that because road maintenance projects are public initiatives, they are governed by the dynamics of public spending and financial restrictions. In the same regard, Gitahi (2015) stated that unexpected budget cuts made in response to challenging financial circumstances, timely availability of funds, and actual spending falling short of agreed-upon budgetary allocations frequently impede budget allocation for road projects.

Like the rest of the globe, Kenya acknowledges the importance of stakeholder management in road maintenance initiatives. Meeting stakeholder expectations and levels of involvement is crucial for improving the success of road maintenance projects, according to Ndunda, Nyang'au, and Kwamboka (2017). This has been linked to the stakeholders' influence over the distribution of resources and the degree of project implementation, which in turn affects the performance levels of road maintenance. Time overruns, scope creep, cost overruns, and poor quality are just a few of the dangers that maintenance projects still face and must be controlled. (Ndunda, Kwamboka, & Nyang'au, 2017).

On August 27, 2010, Kenya entered a new era with the ratification of a fresh constitution. This brought about an innovative two-tier administrative structure consisting of the National authority and local administrations decentralized power for better functioning (Kenya Constitution, 2010). Previously marked by unequal resource allocation and societal disparities due to centralized economic and administrative control during its post-independence period; however, this changed in perspective with the formation of dual types administration through coalition government following electoral violence in 2008 (Maxon, 2011).

Since the adoption and implementation of Kenya's 2010 constitution, there has been a favourable institutional and political setting that promotes efforts to enhance road connectivity in disadvantaged regions. With the onset of devolution in 2013, specific categories of roads were made the responsibility of county governments within their borders. This process also established fiscal empowerment for counties enabling them to establish, fund and implement infrastructure enhancement policies on their own (Kenya Constitution 2010). Consequently, previously unattended areas can now undertake improvements in road network projects while responding more effectively to governmental enticements aimed at enhancing accessibility (Kenya Constitution 2010).

Although devolved government and functions were expected to facilitate the execution of government projects at a local level, this goal has not been completely achieved. Various challenges have hindered several projects from being completed successfully, with a number of projects completed late, others ended up being white elephant venture while some have stalled. The purpose of this study was therefore, to investigate the connection between funding and the completion of road maintenance projects in Nairobi County.

1.2 Starehe Constituency, Nairobi County

Starehe is a constituency in Nairobi City County. It makes up one of seventeen constituencies within the area and covers both central and northern regions of Nairobi with an approximate size of 20 km². Initially it was created after 1966 elections. Starehe shares borders to its north with Westlands Constituency; northeast with Mathare Constituency; eastwards it connects Kamukunji and Makadara Constituencies respectively while Embakasi South Constituency lies in the south boundary. Its western boundary includes Dagoretti North, Kibra, and Lang'ata constituencies.

1.3 Statement of the Problem

As reported in 2018 by the World Bank, the success of road projects is crucial for any country's growth and development. The economy heavily relies on road infrastructure for economic expansion and job creation. In Kenya, measures have been taken by their government to improve roads' developmental initiatives success. After passing the Kenya Roads Act in 2007, KENHA, KURA, and KERRA were established as regulatory bodies responsible for overseeing road construction activities such as repairs and maintenance (Ministry of Transport & Infrastructure 2019).

Road development projects in Kenya continue to encounter obstacles despite the government's efforts, resulting in unsatisfactory outcomes. According to a 2017 report by KPMG, only 39.4 percent of road construction projects were completed within projected cost and timeline expectations. Moreover, just 35% of these developed roads met stipulated quality standards as per findings from Wambui et al.'s research conducted in 2015. Insufficient funding, time inefficiencies, on-site work processes and operational setbacks owing to lack or under-utilization of advanced working machinery greatly contribute toward project failure according (Wambui et al., Kagiri, 2015). In addition, issues ranging from customer dissatisfaction have

been reported facing some aspects of ill-fated results that also included shortages of materials along with managerial anomalies amongst other factors thus stalling certain costly ventures' progressiveness.

County governments have been granted various powers since their inception in 2013. As per Keng'ara (2014), certain local administrative offices carry out these tasks independently, relying on funding from the collection of revenue by the local government to not only cover for employee salaries but also support additional development projects. In Kenya, all counties contribute towards a number of developmental initiatives (Oyalo, 2015). However, reports suggest that some initiatives are abandoned while others experience delays or poor implementation and even lead to pointless endeavours due to inadequate political intervention training for officials involved who lack access reference resources and information as explained by Monyoncho (2015).

Since county government-funded projects aim to improve local services, failing to address these issues can negatively impact the people in affected areas. This is especially true for incomplete development initiatives that directly affect locals. Because finished initiatives lead to improved living standards and benefits for communities, it's important to examine how allocation impacts Kenyan counties' ability to implement successful programs budget. To this end, our research specifically looks into how financial allocations affect road maintenance projects within Nairobi County's Starehe Constituency at a county level.

1.4 Purpose of the Study

The primary objective of this study was to examine how budgetary allocation impacts the performance of the County Road Maintenance Project in Starehe Constituency, Nairobi, Kenya.

1.5 Specific Objectives

The specific objectives of the study will be:

- i. To assess how access to financial resources influences the effectiveness of County Road maintenance in Starehe.
- ii. To investigate the impact of monitoring and evaluation practices on the performance of County Road maintenance in Starehe.
- iii. To examine how the competence of the project management team influences the performance of County Road maintenance in Starehe.
- iv. To scrutinize the influence of political involvement on the performance of County Road maintenance in Starehe.

1.6 Research Questions

- i. In what ways does access to finance effect the efficacy of County Road maintenance in Starehe?
- ii. ii. How do monitoring and evaluation affect Starehe County Road maintenance performance?
- iii. iii. What impact does the project management team's proficiency have on Starehe County Road maintenance performance?
- iv. iv. How does political interference impact Starehe County Road maintenance performance and funding allocation?

1.7 Significance of the Study

The purpose of this study is to offer perspective and guidance for the creation of policies, programs, and initiatives. Additionally, its outcomes will be beneficial to government entities, private organizations and donors as they can gain insight into issues that may affect different projects. Moreover, conclusions derived from this research endeavour serve as a reference

point for scholars and researchers who seek to conduct further analysis in the field; it also aids other researchers by identifying any defects present therein so they can address them accordingly.

1.8 Scope of the Study

The Nairobi County Government's officials in charge of infrastructure development, that's, project officers and finance officials participated in the study. Its main attention was on the nexus between funding and project performance, in addition, it focuses on how competencies of the project official impact on the performance of the county undertakings, also looking into the role of politics in the allocation of funding and how this affects county initiatives, the focus finally scrutinized the importance of monitoring and evaluation on the performance of county projects. The role of financial resources in starting and sustaining local government projects, as well as assessing their results. The research commenced in January 2024 and involved various participants, such as finance officers overseeing budgets within the county's jurisdiction, road development project officers (engineers) who are charged with the construction and repair responsibilities as well as Starehe sub county leaders who oversee various projects within their jurisdictions.

1.9 Limitation of the Study

This scholarly endeavour was anticipated to encounter several challenges from its intended readership. Specifically, governmental authorities were expected to exhibit reluctance in divulging data due to apprehensions regarding vulnerability or apathy towards the subject matter. Despite such hindrances, utmost confidentiality was upheld for all respondents involved. To ensure precision and significant engagement among most if not all of the populace concerned, the researcher actively sought collaboration from managerial personnel as well as introduction to the team by county research official that improved their willingness. In addition,

some respondents were expected give false information due to sensitivity of the subject matter and therefore, researcher assured the respondents of utmost confidentiality of their responses.

1.10 Assumptions of the Study

It is anticipated by the researcher that those who will be surveyed would be inclined to take part in an honest and unbiased manner when answering questions, as well as have access to pertinent materials and information within this subject matter while receiving their research instruments. Moreover, it was viewed that the respondents will show high level of willingness to participate in the survey and give correct answers as the subject matter touches on the service delivery to the residents whom they are part of.

1.11 Operational Definition of Key Terms

Budgetary Allocation	According to Jongbloed and Van der Knoop's (1999) it refers to the process in place that evenly distributes financial resources from a central location among various organizational components and categories of expenses.
County Government	They are established by the state government and usually abide by the constitution (2010 Kenyan Constitution).
Performance	In accordance with PMBOK, it refers to the comprehensive evaluation and appraisal of how well the initiative has accomplished its objectives in terms of scope, cost, and schedule.
Competencies	Refers to the skills, knowledge and experience of the management team focused on achieving organizational

objectives while maintaining a high level of employee performance and professionalism.

Monitoring and Evaluation Refers to the continual assessments carried out to ensure that all actions align with the aim of the endeavour and any deviations are rectified promptly.

Road Maintenance Refers to the preserving and maintaining road structures in a normal, practical manner is deemed feasible (Kenya Road Act of 2007).

Political Intervention Refers to governmental or political leaders' regulatory actions inside a nation, region, or county's economic system. It explains situations in which such authority actively affect institutional or individual decisions.



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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, a thorough analysis of previous studies relevant to the research at hand is presented. The study acknowledges prior researchers' work that provides reasoning for identifying connections between independent and dependent variables. It encompasses correlated empirical investigations along with information on the impact of financing on project performance. Additionally, it covers monitoring and evaluation processes linked with project performance alongside competencies possessed by members of a project management team in relation to successful execution. Finally, political intervention's effect on accomplishing goals is addressed followed by discussions related to theoretical advancement while explaining the conceptual framework based around these findings before concluding with an outline summarizing aspect covered within this literature review.

2.2 Empirical Review

2.2.1 Performance of Government Funded Projects

According to Pennypacker (2000), there isn't a set of project success metrics that can be applied universally in all sectors of the economy. Metrics should be chosen with consideration for the system, creativity, and unique environment in which an organisation functions. Critical benchmarking measures for effective project management embrace financial feasibility, efficiency optimization, strategy implementation efficacy, client reliance appraisal, process period evaluation alongside adherence towards crucial corporate objectives compliance criteria. It's also crucial to consider employee satisfaction as well as precondition implementation when evaluating a project's success. Estimating the completion rate or effectiveness requires continuous evaluation throughout an initiative's lifespan – assessing

overall sufficiency through execution forecasts based on worker/group performances where poor communication mismatches responsibilities may lead to delays at different points during this timeline phase; without clear delineation among parties working together slowing progress down even further mustn't occur.

Shivambu (2024) looked at the elements that affect the success of funded by the government construction projects in South Africa, highlighting important elements like stakeholder engagement, governance practices, budgetary oversight, quality assurance, and external influences. The study found that financial constraints, especially limited budgets, emerged as major challenges that affected project timelines and quality, and that effective governance practices, such as risk assessment, resource allocation, and decision-making, were crucial to overcoming these obstacles. Stakeholder engagement, especially through clear communication, played a crucial role in ensuring project success. Thematic analysis revealed that quality adherence, organizational structures, and political and regulatory influences also shaped the outcomes of government-funded projects. The research concluded that financial resources, governance efficiency, and stakeholder involvement directly affected the performance of government-funded construction projects, with financial limitations often hindering optimal results. The study recommended enhanced governance and communication strategies to improve project success.

With an emphasis on the difficulties brought on by a lack of finance, Kirima, Minja, and Njoroge (2024) investigated how project financing affected the performance of road infrastructure development projects in Kenya. Economic growth depends on road construction projects, but inadequate funding frequently makes it difficult to carry them out successfully. The study highlighted that inadequate financing is a significant factor leading to poor project performance, delaying completion and increasing costs. Governments, facing budget constraints, often partner with the private sector to share financial burdens, but these

collaborations may still struggle to secure sufficient funds. The research found that limited funding negatively impacted project timelines, quality, and overall outcomes. The study recommended improving the identification of appropriate funding sources and involving all stakeholders in strategic planning to mitigate financial challenges and enhance the success of road infrastructure projects.

Nzivo and Mungai (2024) investigated the influence of cost management on the performance of road projects in Machakos and Makueni counties, Kenya. The study found that poor performance in road projects is significantly linked to challenges in resource allocation and cost control. The study highlighted that ineffective cost management practices contributed to delays and overspending, affecting the quality and timely completion of road projects. Using data from 42 completed road projects, the research revealed that both resource allocation and cost control have a significant positive impact on project performance. By focusing on better resource allocation and implementing robust cost control measures, project outcomes could be enhanced. The study recommended that relevant authorities such as the National Construction Authority and NEMA develop policies to ensure that road projects adhere to proper cost management practices, quality standards, and environmental conservation requirements.

2.2.2 Access to Funding on the Performance of Projects

During the early planning stages of a project, the level of financing is determined in conjunction with establishing the timeline. The allocation of funds and resources for individual tasks depends heavily on their duration and resource requirements (Frankel & Gage, 2007). This makes project financing an essential tool to monitor original spending against budgeted amounts. As execution begins, finances become more fixed within set limits. However, missed deadlines can cause costs to rise proportionately; thus, increasing monitoring needs by leadership teams tasked with reviewing budgets when expenses escalate beyond expectations

necessitating changes to be made regarding scope adjustments, if necessary, alongside reallocated resources or tighter timelines as needed.

Parekh and Srubar (2024) conducted a comparative analysis of project performance between Public-Private Partnership (P3) highway projects and Design-Build (DB) and Design-Bid-Build (DBB) highway projects. The study aimed to evaluate how different project delivery methods impacted performance, focusing on factors such as cost, time, and quality. The research found that access to funding played a significant role in the successful execution of P3 projects, with private sector involvement often ensuring better financial resources and smoother funding processes. In contrast, DB and DBB projects faced more challenges due to public funding limitations and slower disbursement processes. The study concluded that P3 projects benefited from improved funding access, which facilitated timely project delivery and better overall performance. The findings recommended that governments consider P3 arrangements to enhance funding availability and project execution efficiency.

According to Kamau and Muturi (2015), local government administrations were found to be engaged in misconduct, leading to a shortage of funds for development initiatives due to theft, fraudulent activities, and poor management. The Auditor General's report in 2015 also highlighted this issue with statistics indicating that about 70% of these administration bodies committed such acts. A subsequent study by Mburu and Muturi (2016) further established that, financial problems had contributed significantly towards incomplete projects since less than two-thirds agreed on timely delivery. Thus, the research concluded insufficient financing hindered progress on numerous county undertakings.

In their 2024 study, Okeyo, Nyaga, and Eliab investigated how project finance affected the effectiveness of educational initiatives in Kenya's Kajiado County. 100 participants were selected by stratified random sampling as part of the study's descriptive research design, which was based on the System and Stakeholder theories. Data was gathered using questionnaires,

and pilot research involving ten individuals was undertaken. Results showed a strong correlation between project management techniques and the success of educational projects. The study highlighted that project funding was a key predictor of project success, indicating that improving funding allocation could enhance performance. The results suggested that both the county and national governments should focus on performance-based, sustainable, and affordable funding for education projects to maximize effectiveness. This study's recommendations aim to guide policy implementation for improved education project outcomes in Kenya.

Killo and Rwela (2024) investigated the factors impacting delays in the Gerenzani-Mbagala BRT roadway the building process project in Dar Es Salaam, Tanzania, focusing on client and consultant-related issues. The study used a descriptive design, employing purposive and stratified sampling techniques to select 50 participants. Data was gathered through questionnaires and interviews, and logistic regression analysis was applied. The findings revealed that limited funds provided by the client had a significant association with project delays. Additionally, delays in approving major changes, poor communication, lack of consultant experience, and delayed payments were identified as key contributors to delays. The study concluded that access to adequate funding and better client-consultant communication were crucial in preventing delays. It recommended that clients allocate sufficient time and resources for project briefs and feasibility studies to mitigate cost estimation errors and unforeseen site issues, improving project delivery.

In a study on construction delays in Jordan, Odeh (2002) found that financing and payment difficulties were major obstacles to completing projects under traditional contracts. Contractors faced issues such as lack of access to funds and limited technical expertise among finance managers when it came to managing project finances. Similarly, Haseeb et al. (2011) conducted research into the challenges facing Pakistan's construction industry due to project delays. The

study revealed that government-funded projects often suffered from design changes and insufficient funding from relevant bodies within the government which led them not achieving their set purposes; again, related back primarily towards problems with funding availability/payment issues. Aftab et al. (2014) investigated into time overruns in building efforts across peninsula, Malaysia identified financial hardships experienced by both owners and contractors alike as significant factors causing these types of setbacks instead pointing out how money readily available can actually improve overall performance given enough foresight for future spending estimates beforehand. To ensure timely completion of any development initiative we must make sure adequate funds are made available at every stage or point where they're needed throughout its lifespan.

Owolabi et al. (2014) conducted a study investigating the causes of delays in construction projects. The participants were professionals from the building industry who completed questionnaires providing information for analysis. Several factors affected project completion within scheduled timelines, but access to funding proved most significant as it facilitated swift project execution and conclusion. In his study on the causes and effects of interruptions in construction projects undertaken in Tanzania, Kikwasi (2012) found that funding problems played a major role in delaying project completion. The research revealed that projects were able to meet their scheduled deadline as long as government agencies provided financial support promptly; however, whenever funds were delayed or not issued at all, work was either halted temporarily or progressed more slowly until disbursement occurred.

Saisi, Ngahu, and Kalio (2015) conducted a study analysing the financial factors that impact construction projects carried out by Kenyan government institutions. The research methodology utilized was descriptive in nature as it sampled various personnel including administration officials, project teams, accounting officers finance experts and auditing staff. A standardized questionnaire was employed to retrieve data from participants. Findings

indicated that limited budgets posed challenges during initial stages of constructions while swift access to finances had considerable influence on project performance ensuring timely completion dates for such initiatives.

Tseng, Lin, and Sundararajan (2005) carried out research which discovered that the risk of exceeding budgets is high when funding assignments do not match project costs. In government agencies where numerous projects vie for budget allocation, judicious allocation of funds plays a critical role in ensuring success. Careful evaluation of factors like scale, level of risk involved and interdependence is necessary to accurately determine project expenses while also taking pre-emptive measures to prevent cost overruns. Shah et al. (2011) conducted research on the uptake of enterprise resource planning in Pakistani companies, wherein it was highlighted that senior management teams have a crucial function to fulfil by providing essential funds and resources for successful project execution. However, their report also disclosed that public sector endeavours often encounter obstacles such as inadequate supervision and limited funding resulting in delays or escalated expenses due to insufficient financial allocation authority allotted towards these initiatives.

Sunjka and Jacob (2013) investigated project time overruns in Nigeria's, Niger Delta. They found that insufficient funding and inadequate financial oversight posed a risk to successful establishment of projects. Delayed equipment shipments due to shortage of funds and cash flow further compounded the problem. Woka and Miebaka (2014) discovered that lack of financing led to development activities being postponed or cancelled, emphasizing the importance of allocating adequate funds for growth initiatives during their implementation phase. To prevent delays, completion setbacks, or abandonment similar levels as Kenyans' constituency development fund often suffer from was recommended by assigning sufficient resources appropriated towards achieving these aims resulting in robust infrastructure necessary innovation at crucial times throughout any ventures lifespan. Kibebe& Mwirigi (2014)'s

research provides supplementary evidence on this matter which corroborates earlier findings, indicating how mismanagement corrupt practices also directly correlated with stalled establishments potentially leading ultimately abandoning altogether if not addressed sooner rather than later.

Maina (2013) reports that the Kenyan government has ramped up its funding for the road subsector in order to achieve an efficiently networked country, which will facilitate economic growth. However, despite support from the National Government, research indicates that inflated costs and delays due to budgetary constraints and poor political intervention continue to impede progress on Kenya's road projects. A descriptive survey was conducted by Monyoncho (2015) using a census design to investigate the factors that impacted the delivery of building projects funded by public administration in Lamu County, Kenya. The research participants consisted of building engineers, project leaders, local government officials and building supervisors who were involved in this study which employed questionnaires as means of data collection. The findings revealed that financial restrictions significantly affected the implementation of construction projects within the county; hence adequate investment is recommended for successful accomplishment of such ventures at county level with governmental assistance.

2.2.3 Monitoring and Evaluation on Performance of Projects

Nyakundi (2014) asserts that incorporating M&E principles is vital for economic, social, political and environmental projects worldwide. Firms should prioritize planning strategies based on increased team capacity while ensuring data integrity remains intact (Nyakundi, 2014). Ongoing monitoring is used to provide collaborators with frequent progress updates on the achievement of their desired outcomes and goals. On the other hand, assessment involves a comprehensive and impartial evaluation of completed or in-progress tasks to determine how effectively they contribute to basic decision-making processes and achieve organizational

objectives (UNDP, 2009). There are several reasons for conducting M&E including determining effectiveness in program implementation; making informed decisions based on objective evidence about service delivery quality; ensuring optimal use of resources that is environmentally sustainable; evaluating achievement levels against intended outcomes as well as creating institutional memory (UNDP 2009).

Liu et al. (2024) undertook a comprehensive analysis of the Grain for Green Project's effects in Wuqi County, China, using satellite imagery (RS) and GIS technology to analyse geographical and temporal trends. The Grain for Green Project, which began in 2000, aims to convert agriculture to grassland and forest land to reduce erosion of soil and re-establish vegetation. The key findings were a significant increase in plant covering and a decrease in soil erosion severity. Approximately 64% of agriculture was converted, resulting in expanding woodland and grassland areas. The major focus was on turning agriculture to grassland, which proved more appropriate for the area than forest growth. The conversion of steep cropland ($>25^\circ$) was impacted by the density of less steep cropland ($<25^\circ$). The study emphasised the need of good monitoring and evaluation techniques in obtaining these results.

Mutai and Musembi (2024) evaluated how the monitoring and assessment (M&E) procedures affected the effectiveness of water programs in Western Kenya. The study examined 219 projects related to water with a sample of 242 those surveyed, including managers of projects, administrators, and surveyors. Data was gathered using a semi-structured questionnaire and analysed with descriptive statistics. The data was analysed using SPSS software. According to the study, both M&E planning and technical capability had a favourable and significant impact on the performance of regional water projects. Furthermore, they emphasised the need of educating people in M&E, ensuring that they have suitable experience and academic degrees to improve project results.

Harrison (2008) defined Project Monitoring and Evaluation (M&E) as a process of collecting and analysing data in order to track progress. M&E is crucial for infrastructural initiatives because it enables project managers to closely monitor advancements, input delivery timeframes, work schedules, expected outputs among other things. Mambo and Chiragu (2013) stated that comprehensive assessment methods are essential for achieving successful outcomes from continuous or completed projects including goal reviews related to overall expectations of construction joint ventures; thus, highlighting the critical role played by M&E in collating relevant information on any progress made within given timelines across diverse aspects pertaining thereof.

The UNDP (2009) explains that tracking pertains to the implementation process and evaluates how efficiently a program is being executed, while assessment scrutinizes the approach taken in its execution. The objective of assessment is to determine whether program activities are meeting projected goals effectively, assess output in relation to project objectives and measure effectiveness by observing stakeholder reactions and impacts on local residents. Tracking generates quarterly reports throughout the life cycle of a project by prioritizing outcomes for progress monitoring, identifying staff development opportunities, making necessary adjustments and keeping track of budgetary expenses. Kamunga (2000) asserts that misappropriation, inefficiency waste theft incompetence carelessness exhibited by authorities, workplace leaders or employees have hindered State Corporations' ability from achieving their aims successfully. This problem persists despite government interventions such as reviewing SCs objectives retraining personnel increasing revenue benefits. However overall performance has not improved even with these efforts made towards preserving state corporation's enterprises.

According to Wholey, Hatry, and Newcomer (2010), the government uses assessment for transparency, accountability improvement and operational enhancement. Organizations aim for

outcome goals and monitor progress while implementing performance improvements to deliver results at higher strategy levels. Lewis (2006) claims that project monitoring & evaluation involve social measurements on initiatives which identify successes or challenges affecting attainment of program goals. Monitoring & evaluation is vital in administration execution timelines towards meeting institutional objectives. It's critical to differentiate between internal monitoring & evaluation within a supported task/project institution from those linked with targeted outcomes as per funding commitments/sponsors' requirements.

Kwareh, Mgale, and Rwela (2024) looked into how the SIKIKA Healthcare Programme in Dodoma and Dar es Salaam, Tanzania, performed in relation to its monitoring and assessment procedures. The study involved 73 participants who were selected by purposive sampling. Interviews, focus groups, and documentary reviews were used to collect data. The results showed that a number of M&E practices, including site visits, reporting, the use of common M&E tools, supportive supervision, and participatory monitoring, were critical to the project's success. According to the report, project staff members were trained in M&E activities, and the SIKIKA Health Project successfully integrated the M&E strategy from the planning stage. But there wasn't enough community involvement in project monitoring. The study's findings demonstrated the significance of strong M&E practices for project success by showing how regular M&E, monitoring and evaluation, appropriate funding allocation, adoption of emerging technologies, and management commitment significantly impacted project performance.

Kimatu and Musembi (2024) investigated how community water project success in Machakos County, Kenya, was affected by M&E techniques. The study's objective was to evaluate the impact of planning review and M&E monitoring and evaluation. Using a census technique for data collecting using semi-structured questionnaires, the research employed a descriptive design and targeted 152 respondents, including project managers, M&E officials, and technical staff. The quantitative data was analysed for correlations between variables using descriptive

statistics and Pearson R correlation, while the qualitative data was analysed using content analysis. The findings demonstrated that the performance of the project was positively impacted by the planning review and the participation of M&E stakeholders. The study found that regular stakeholder workshops would help to maintain participation and offer a methodical reporting approach that would make project updates and outcomes simple to comprehend.

In Kismayu, Somalia, Mohamud and Nyandoro (2024) investigated the impact of M&E procedures on the long-term viability of community water projects supported by donors. The study emphasised the difficulties in implementing sustainable water projects, which are exacerbated by the region's socioeconomic and climatic conditions. 132 participants in 250 water projects completed questionnaires as part of a descriptive research approach. Using SPSS software, the analysis combined quantitative techniques with qualitative content analysis. The findings showed that timely M&E activity execution, enough finance for M&E, and monitoring and evaluation were essential for sustainability. Stakeholder involvement was enhanced by increased funding, and careful monitoring was made possible by enough resources. Early issue identification and timely remedial action were made possible by timely M&E activities. The investigation came to the conclusion that good M&E procedures are essential to these projects' long-term viability. To maximise project success, recommendations included increasing stakeholder involvement, obtaining adequate M&E money, and keeping to deadlines. These conclusions provided useful advice for NGOs and legislators in comparable situations.

Otieno and Muchelule (2024) conducted research on how irrigation project success in Siaya County, Kenya, was affected by M&E procedures. They gathered information from 447 project participants throughout the course of 16 irrigation projects using a descriptive study methodology. There was a substantial positive association between M&E practices and project performance, according to descriptive and inferential statistics like multilinear regression and Pearson correlation testing. More specifically, project performance increased by 0.355 and

0.372 units for every unit increase in M&E planning and training. The study stated that complete M&E techniques should be implemented in Kenyan irrigation projects to improve project performance, and it also advised that effective M&E planning and training be provided.

Frances (2003) explains that sponsors play a crucial role in assessments, particularly when it comes to evaluating government-funded initiatives like road maintenance projects within County governments. Mishra et al (2006) state that monitoring and evaluation are key factors for obtaining precise information about the execution process of these activities while also improving their overall outcomes. Through regular monitoring and evaluation processes, management is able to organize, schedule and regulate all actions related to government-financed initiatives. This enables them to ensure efficient completion within designated timelines and budgets.

Leung Xha (2014) emphasized the importance of program management oversight in every stage of project execution. The study concluded that a well-functioning supervisory system is crucial for successful project management. Additionally, M&E systems were highlighted as significant components of Result Based Management (RBM) by facilitating concise and precise reporting on projects which ultimately leads to improved infrastructure performance.

Lawrence (2014) further supports these ideas stating that having promptly implemented consistent monitoring and evaluation structures within construction initiatives not only fosters proper execution but also encourages knowledge sharing among organizations while maintaining accountability and conformity. Implementing such measures allows for stakeholder feedback opportunities as well as ways to solicit resources effectively.

McRae's (2013) study evaluated the importance of monitoring and evaluation (M&E) skills in the construction industry across Europe. The report emphasizes how obtaining these competencies can assist building companies to achieve improved results regarding cost-

effectiveness and project timelines. Employee training is vital for enhancing decision-making processes, which ultimately leads to superior quality products/services. Ghura (2013) proposes that through efficient preparation of M&E personnel, excess costs associated with road constructions projects could be reduced; accurate tracking towards expected benefits by all involved stakeholders would also result from appropriate adoption of M&E strategies. On-profit organizations benefit from implementing proper M&E measures as it ensures effective budgeting, expenditure tracking alongside valuable insights/suggestions for sponsors' investment decisions (Gwagoya, 2017). Maalim (2017) suggests deploying effective approaches along with sound resource utilization guarantees successful achievement development objectives following a successfully executed project-culminating in robust outcomes once goals are achieved.

According to an analysis by IFAD (2016) in Africa, utilizing M&E data while making decisions promotes appropriate changes in project activities. The observation is reinforced by a report from INTRAC (2015), which suggests that incorporating monitoring and evaluation data provides a firm foundation for determining suitable measures to achieve the objectives of projects successfully. Findings from past health projects can be helpful during M&E planning and management as they aid both preparation and administration techniques related to healthcare. Kiura's paper on NG-CDF initiative execution in Kirinyaga explored the implications of employing M&E approaches, revealing that using outcomes derived from monitoring and evaluation procedures are significantly linked with achieving positive results within initiatives implemented previously or ongoing efforts taking place currently; therefore leveraging critical knowledge gained through previous evaluations offers valuable information necessary for ensuring success across various programs/projects alike when implementing them today.

The study conducted by Akello and Moronge (2019) aimed to evaluate the influence of monitoring and evaluation practices on public-funded agricultural projects in Marsabit. The researchers discovered that investor participation during M&E planning is crucial as it significantly contributes to the success of all agriculture-related initiatives funded by government in arid regions. Another relevant investigation led by Mushori (2015) examined how engaging stakeholders during monitoring and evaluation planning can impact goal attainment, leading to significant project accomplishments. Effective stakeholder involvement fosters commitment towards optimal project engagement resulting in successful outcomes.

Alex (2016) found that improving the skill set of M&E teams inside health initiatives enhances overall efficacy and project outcomes in a study that examined the effectiveness of monitoring and evaluation systems in South Sudan. Similarly, Idoro's (2019) demonstrated that proper implementation of M&E practices directly correlates with successful project completion results - making it essential to prioritize increasing capacity among these staff members for achieving health-related objectives. The Canadian government has emphasized how crucial high-quality monitoring and evaluation techniques are when undertaking healthcare projects; this importance is further supported by improved data analysis capabilities enabling better tracking against initial goals (Lahey, 2009). In order to promote accountability and success within the healthcare industry, the Canadian government has dedicated additional resources and focus towards monitoring and evaluation strategies.

According to Guzmán, Irrarázaval, and Ros (2020), Chile is one of many developed countries that employ comprehensive and effective health-related monitoring and evaluation practices. Through techniques such as team capacity building for M&E, access to pertinent data sources for analysis purposes, sufficient financial backing for necessary evaluations - which allow efficient preparation processes- there have been visible achievements in implementing successful health programs in Chile. Despite being relatively new in Africa, monitoring and

evaluation have gained significant attraction across Sub-Saharan countries with South Africa standing out as a prime example. According to Princeton University (2016), the region has made impressive strides towards incorporating M&E methodologies into various sectors of development since Nelson Mandela's time. In particular, under apartheid authority and subsequent administrations, South Africa has witnessed important advancements in employing these methods within its health system. President Zuma also established the Performance Monitoring and Evaluation Ministry in 2009 following public outcry over slow service delivery by his government (Hubert & Mulyungi, 2018).

2.2.4 Competencies of the Project Management Team and Project Performance

Competency, according to Takey and Carvalho (2015), is the ability to effectively integrate, combine, and disseminate ideas, skills, and resources in order to achieve or exceed predetermined work goals while making a significant social and financial contribution for both oneself and one's organisation. In terms of classification an individual's competencies can be broadly categorized into three types: behavioural attributes which describe one's personal qualities that help distinguish them from others; broad concepts emphasizing on external conduct by Sandberg (2000) and Biemans et al. (2004); holistic approaches providing a comprehensive evaluation considering aspects such as aptitude along with job performance.

Collins (1997) believes that personal aptitude has become an essential asset in contemporary Human Resource Management (HRM). Competencies are extensively utilized with the aim of accomplishing several objectives, including employee training, performance management, candidate screening and recruitment strategies such as motivation and incentivization. Thanks to HR professionals' ability to define specific job requirements for individual employees based on their unique abilities and performances through collaborative endeavours enhances organizational efficiency levels significantly.

The Project Management Institute (PMI) provides worldwide guidelines and accreditation for project management to improve organizational profitability. PMI's Guide 2004 targets project managers who wish to raise their profession's maturity level. To ensure the success of a project, there are five crucial categories that one must follow as detailed in The Project Management Body of Knowledge (PMBOK). During the Planning phase, objectives should be defined while considering all planning duties including scheduling; Execution necessitates prompt task completion followed by close monitoring for positive results under Monitoring & Control Procedures category guidance.

The closure phase, according to Guide (2004), is an opportunity to assess project outcomes and identify areas that want improvement. Additionally, PMI lists the fundamental knowledge areas that project managers across a range of sectors need to know. According to Meredith and Mantel (2011) and Forsberg et al. (2000), the PMBOK identifies ten essential domains. Hard skills like overseeing several projects, regulating scope, making schedules, guaranteeing quality control, controlling expenses, managing human resources programs over the course of an initiative, and effectively communicating throughout its life cycle while addressing procurement management issues were found in both investigations (Forsberg & Cotterman 2000; Meredith & Mantel, 2011).

Chin and Hamid (2015) discovered two crucial hard skills necessary for project management success which include budgeting and time management. Their research unveiled that every successful project relied profoundly on appropriate cost control measures as well as efficient scheduling tactics. Additionally, they listed eight techniques employed to manage time effectively (Chin & Hamid, 2015). Furthermore, another crucial hard skill that determines the accomplishment of a project is scope management as per PMBOK regulations. It encompasses various operations required to steer the general extent of an explicit venture (Khan, 2006). Khan elaborates on five aspects associated with Project Scope Management comprising initial

phase tasks such as scheduling landmarks and establishing principles regarding what activities will be encompassed or excluded within predetermined limits set in advance before commencing work so that all collaborators comprehend anticipated outcomes from inception until finalization without complications during delivery date.

In his research across three countries (Australia, the UK, and the USA), Crawford (2005) discovered numerous hard skills necessary for project management. These included contractual management, scheduling, cost management, acquiring management as well as human personnel administration. Takey and Carvalho's (2015) study highlighted a competence modelling approach in identifying essential project management capabilities at an engineering firm. They categorized such abilities into four categories individuals' methods of managing projects; complex environment; business processes - to offer comprehensive knowledge on handling projects efficiently. Examples of critical procedures ranging from inclusion through scope to health safety aid are time-management practices like staffing interaction uncertainty agreement quality control costs tracking that can impact success when skilfully executed by professionals with relevant expertise in the field.

In accordance with Takey and Carvalho's (2015) findings, cost and scope are crucial factors to consider when planning for financials and schedules. Researchers classify soft skills into primary and secondary categories, emphasizing management ability as a critical talent. This includes skills such as delegation, negotiation, decision-making, motivation, teamwork, time management, and effective collaboration with senior managers. Furthermore, according to Edum-Fotwe & McCaffer (2000), enhancing project management proficiency requires developing additional skills such as finance knowledge legal aptitude or interactive capabilities. One can find more comprehensive discussions on various soft talents discovered through research. Negotiation was identified among many other essential talents described by

Edum-Fotwe & McCaffel (2000). It involves placing oneself within another person's point-of-view comprehending their wants prior reaching a conclusion.

To guarantee a project's triumph, it is essential to meticulously pick the personnel involved. Dainty, Cheng and Moore (2005) formulated an approach for identifying and fostering talent in enterprises that underscored accountability and team leadership attributes as key habits of project management. This forecasting model endorsed adoption of performance management techniques alongside effective recruitment methods as two valuable human resource options. Encouragement for continuous learning and development should come from both individual members of the project team as well as their leader(s) in order to develop exceptional talents within the team. Edmondson et al, suggest that teamwork skills can be enhanced through an environment focused on friendship-based education (Edmondson, Bohmer & Pisano 2001). Lunemann and Wysocki (2008) recommend fostering innovative problem-solving and encouraging novel methods for resolving disputes among employees. They suggest that teams should effectively challenge each other with these ideas, including new remedies during projects (Luneman & Wyckoski, 2018). As such, project managers must support these initiatives while remaining receptive to creative thoughts from all sources.

As stated by Jojina (2011), the success of a project is reliant upon completing its initial phases, including planning and implementation. Failure to adequately prepare for a project can result in poor performance. In Kenya's LATF projects, insufficient coordination and funding accessibility along with inadequate cash allocation and political intervention have led to unfulfilled expectations leading to missed opportunities especially within education and transportation sectors where full benefits from these projects are not being realized. Financial constraints faced by contractors hinder government initiatives resulting in delayed or abandoned efforts as observed through 1607 local Nigerian governmental projects awarded

between 2008-2009; unfortunately, over two-thirds resulted poorly constructed that adversely affected their overall impact on enhancing community development goals.

Local authority projects in Nigeria have low completion rates due to various factors, including a lack of funding and fraudulent activities. Gambo and Said (2014) reported that corrupt practices hinder government-funded programs by siphoning off funds for personal gain. Unscrupulous contractors who lack the knowledge or resources to execute the project are awarded contracts, resulting in around 60% loss of project funds. Moreover, small-scale local government contractors face cash flow challenges when they cannot obtain bank loans which negatively affects their ability to complete contracted work on time causing delays.

2.2.5 Political Intervention on Project Performance

Political intervention is the term used when a politician or their leaders compromise decision-making in governing concerns, such as organization, recruitment, management and financial handling of public funds. This interference by politicians plays an important role in developing underprivileged countries through building roads necessary infrastructure like schools and hospitals which has been demonstrated by Dixit and Pindyck (1994). Economically disadvantaged democratic nations are faced with various leadership challenges among them being political meddling noted mostly within African states (Wangwe 2012) where socio-cultural barriers aid conflict emergence alongside resistance towards efforts to undertake projects in Nigeria meanwhile leading some administrations failing to invest steadily for project completion (Nweze 2016).

Inadequate levels of political collaboration in development and project implementation are causing projects to fall short across Nigeria. Projects like the Gas Generation Commercial Park in Ogidigben, Delta State, and the Gelegale Seaport in Edo State had trouble getting started, despite the willingness of foreign and local governments to help (Yusuf, 2018; Okoromadu,

2019). During these two attempts, disagreements caused disruptions that impeded advancement. According to Law No.27/2009's Article 343 legislation passed by parliament covers budgeting and law execution monitoring while also distributing budgets (Law 2009b). Since passing a budget, falls within its jurisdictional purview eventually becoming involved with local government schemes for growth plans it further affects planning. The parliamentary authority over budgetary issues ought to reflect community objectives aimed at promoting developmental goals ultimately impacting development planning.

Accordingly, ADB (2003) has observed that decision-making in emerging economies is deliberately subjective and political in nature. This leads to extensive discussion, expert panels, and compromise. Indonesia's decentralized system was developed with the objective of promoting citizen involvement which would result in increased efficiency as well as better governance (Jütting et al., 2005). The intention behind the decentralization structure was for communities to enjoy greater autonomy when it came to selecting their leaders whilst developing institutions focused on advancing their interests. They would oversee financial resources management while rallying support from local populations (Rasyid, 2004). Despite this vision Ahmad and Mansoor (2002), argue that rather than an aspiration towards enhanced community service delivery; economic, political, and legal independence seem like major motivators pushing for a change over a desire for adequate authority through Indonesian's drive toward decentralization. Structurally speaking, therefore, the push here may need reconsideration so any real benefits can actually be realized by the affected populace at grass root level.

According to ADB (2003), politicians and road engineers are more interested in capital projects due to their high value, level of complexity, and immediate impact. The allocation of budget for such projects is determined during a session between the government and parliament based on PG01 guidelines. However, funding for maintenance work often gets delayed till the next

year as it receives low priority compared with new road building or social initiatives that have greater political appeal according to Levik (2001) cited by UNESCAP (2005) & Donnges et al., (2007). These findings align with the actual study districts where politics played a role not only towards economic goals but also across different sectors/geographies. Additionally, Donnges et al. (2020) highlight that industry-wide challenges can arise from politician's short-term plans while serving in public office.

Improper allocation and distribution of rehabilitation funds are not solely a result of political pressure. Road repair is often disregarded by road engineers and experts who prioritize new construction, exacerbating the lack of concern for maintenance in studied regions. Robinson and Stiedl (2001) attribute this to decentralized infrastructure management that delegates responsibility for repairs to inadequate entities. Decentralization can increase government investment in infrastructure as national priorities may differ from regional ones according to Estache and Sinha (1994). Unfortunately, politicians have utilized public discussion forums across Africa as avenues towards preserving faction power; consequently, politicizing both public service institutions and administrative goals (Bendor et al 2003), which entails co-opting resources meant for development purposes elsewhere into coordinated political schemes.

2.3 Theoretical Review

2.3.1 Agency Theory

Agency theory was introduced by Meckling and Jensen in 1976. The hypothesis suggests that there may be a conflict between those in charge and their representatives. Investors or owners demand pay-outs for their ownership leading managers to falsify information so they can pursue initiatives with low net present value (NPV) since financial benefits are rewarded. This results in diminishing internal resources controlled by managers resulting in decreased worth of publicly traded companies and projects. A relationship is defined as an agreement where several individuals hire another person to render some service on their behalf which includes

transferring decision-making powers - this is called an agency relationship according to Jensen (1976). The agent must select actions that have implications for both parties when executing commitments within the principal-agent relationship since consequences will affect them both positively or negatively depending on how it plays out. Usually formed when agents possess more expertise, abilities or time than principals needed fulfil desired commitments.

The agent will pose several challenges for the principal, particularly identifying a suitable representative. According to agency theory, managers are motivated by substantial incentives which can lead to misleading or manipulating data in order to attain easier targets and ultimately decrease project value. Low budgets or unrealistic debt commitments could result from this behaviour. According to Jensen and Meckling's (1976) perspective, the potential expenses associated with separating ownership from management may be mitigated by competition, executive recruitment strategies that promote desirable behaviour, as well as incentive systems designed to reduce self-interested motives of managers. The county government serves as the principle with the project finance officer acting as agent within Starehe's study on budget allocation impact on road repair performance. Considering financial constraints faced by local governments, it seems reasonable to consider county government involvement as an option for these processes.

2.3.2 Theory of Resource-Based Perspective

Penrose (1995) explains that the origins of RBV can be traced back to 1950 where she viewed organizations as a compilation of resources. The theory behind RBV asserts that a company's competitive advantage and success is largely dependent on its collection of resources. While tangible resources facilitate corporate procedures, intangible ones provide firms with an edge by enabling them to integrate unique and advantageous content into their strategies (Ray et al., 2004; Barney, 1991). As per Barney's (1991) assertions, the Resource-Based View (RBV) holds two assumptions to be true: resource allocation within firms is unequal and productive

resources cannot be transferred between organizations. Based on these hypotheses, RBV posits that a firm's competitiveness hinges solely on possessing tangible assets that are scarce, valuable, not easily replicated and don't have any strategic alternatives. Given both physical and intangible components of resources in project management (DeFillippi & Arthur 1998; Fernie et al., 2003), RBV plays an essential role as it acknowledges this need for effective resource utilization. Tangible forms of such sources include well-established processed apparatuses or procedures available beyond respective sectors (Crawford et al., 2006; Jugdev & Mathur, 2006).

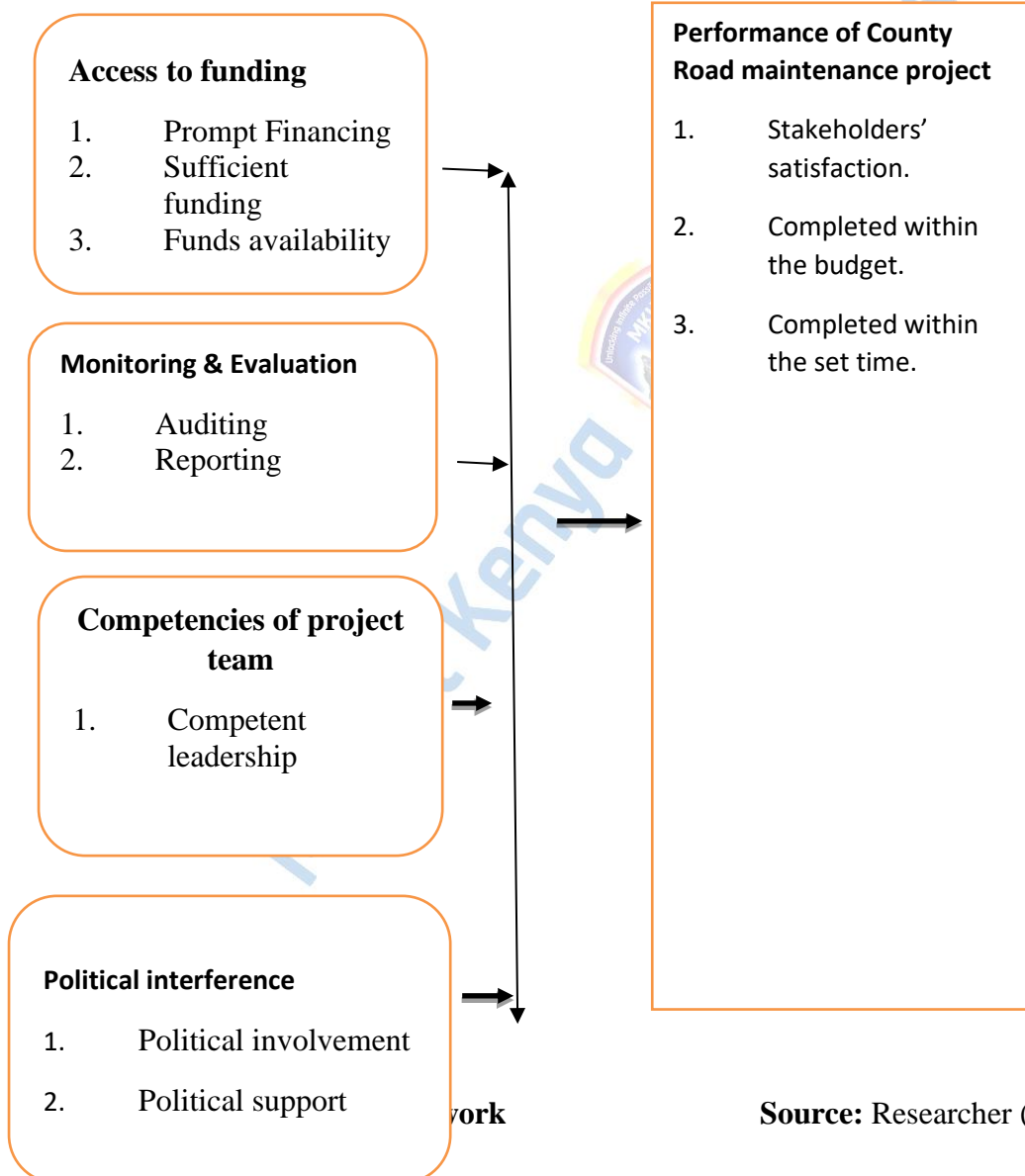
Attributes such as collaboration, leadership and other factors that offer a competitive advantage form the intangible resources of project management. These scarce but valued resources have the potential to significantly influence project outcomes (Hunt, 1997; Killen et al., 2012; Jugdev & Mathur, 2006). However, researchers disagree on essential classifications like capacity, funds or competencies leading to limitations in RBV's usefulness. Furthermore, the absence of procedures for assessing intangible assets has drawn criticism on measurability grounds (Barney et al., 2011). The study into the effectiveness of road repairs in Starehe is enhanced by consideration of resource-based perspectives. Amongst the fiscal aspects analysed, project financing availability holds particular significance since financial matters represent a tangible resource for local governments to ensure efficient execution of initiatives. The utilization and scheduling of monetary assets identified from this perspective plays an important role in achieving project outcomes and competitiveness. Therefore, it is pertinent to explore this hypothesis as it helps identify valuable resources which can be strategically scheduled towards fulfilling objectives endorsed by relevant stakeholders within these projects.

2.4 Conceptual Framework

According to Reiche and Ramey (1991), a conceptual framework is comprised of fundamental concepts and principles derived from relevant research domains that are utilized for structuring further exposition. They contend that such a framework serves as an analytical tool which enables researchers to comprehend the subject matter being investigated. The conceptual framework for the current study was as shown in figure 2.1.

Independent Variable

Dependent Variables



Source: Researcher (2024)

2.5 Recap of Literature Review

The chapter is honed on aspects like funding accessibility, monitoring and evaluation frameworks, project team proficiency, and political intervention. All concerned parties were highlighted as crucial to the success of any given project. The text delved into factors that hinder completion or lead to stalling while shedding light on components that drive initiative establishment and attainment in Kenya- primarily insufficient financial support, lacking skills/competencies among stakeholders involved improperly informed members' communication hurdles these points alongside policy/political issues including corruption tend towards hampering successful conclusion despite several favourable contingencies present within such ventures.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods used to collect, analyze, and report information. It covers topics such as research methodology, design, and procedures for determining study locations and populations. Sampling techniques were detailed, including their development and validation for reliability and validity. Data collection approaches were explained, along with the proposed analysis techniques for processing the collected data.

3.2 Research approach

The study employed a descriptive research design. Primary data was collected using structured questionnaires featuring five-point Likert scale questions. The target population included 30 financial officers, three contractors, and 15 political leaders from the Starehe Constituency region. A drop-and-pick methodology was used to distribute the surveys, which participants completed within one week before submission. The researcher ensured the questionnaires were complete for accurate data analysis. SPSS version 20 was utilized to generate descriptive statistics, such as means, standard deviations, frequencies, and percentages. Pearson's correlation and multiple regression analyses were performed to examine the relationship between budgetary allocations and the performance of road maintenance projects. Results were presented using tables and graphs, showcasing a statistical model demonstrating the mathematical relationship between independent variables, such as budgetary allocations, and dependent variables related to project performance metrics.

3.3 Research Design

A research design organized the study and outlined how critical elements such as samples, treatments, measurements, and methods were connected to address key research inquiries. This framework established guidelines for data collection to ensure contextual significance (Kothari, 2004). To examine how budget allocation affected the performance of road repair projects in Starehe Constituency, a descriptive survey design was employed, utilizing surveys and information-gathering queries. This approach was effective in identifying actual situations based on behavioural tendencies or identifiable traits, as noted by Best et al. (2004) and Mugenda & Mugenda (1999). The design facilitated hypothesis formation through instruments focused on current affairs influencing future outcomes. Additionally, it allowed for the examination of undefined stimulants impacting dependent variables. This strategy was deemed cost-effective and efficient, especially for approximating diverse populations too extensive for direct observation (Cohen et al., 2011).

3.4 Location of the Study

The study was conducted in Starehe Constituency. The constituency was bordered by Westlands to the north, Mathare to the northeast, Kamukunji and Makadara to the east, Embakasi South to the south, and Dagoretti North, Kibra, and Lang'ata to the west.

3.5 Target Population

According to Ngechu (2004), a population is referred to a structured gathering of people, elements, occurrences, or assortments that attract the researcher's attention. Similarly, Mugenda and Mugenda (2003) defined a target population as a group whose results are intended for generalization by the researcher. In this study, financial officers from the County Government, contractors and politicians, were the exclusive study subjects.

Table 3.1 Target Population

Specificity	Population size
Finance officers	30
Project officers	15
Contractor	3
Total	48

Source: Researcher (2024)

3.6 Sampling Procedures and Techniques

Ngulube (2003) explains that a sampling procedure involves choosing a specific number of participants for the study. Schindler and Cooper's (2004) state that sampling methods are strategies used to select the most appropriate group of participants. For this research, the researcher used a probabilistic sample method by using stratified random sampling to draw respondents from target groups. To choose these individuals, they were separated into categories and chosen through simple random selection techniques.

3.7 Sampling Population

The sample size was presented in this section. As described by Kothari (2004), it referred to a subset of individuals drawn from a larger population to serve as an accurate representation. However, for this study, a census sampling method was used to include all 48 targeted respondents. Census sampling was ideal because it allowed the inclusion of the entire population, ensuring comprehensive data collection and eliminating sampling errors, as noted by Taherdoost (2016). This approach was particularly effective in studies with small, manageable populations, where gathering insights from every individual enhanced the reliability and validity of the findings.

Table 3.2 Sampling population

Specification	Target Population	Sample Population
Finance officers	30	30
Project officers	15	15
Contactors	3	3
Total	48	48

Source: Researcher (2024)

3.8 Construction of Research Instruments

To gather data for this study, the primary instrument utilized was semi-structured questionnaires. According to Kothari (2008), using questionnaires instead of observations led to more objective findings in a structured and confidential manner. The researcher developed these tools under the supervision of a study advisor. The questionnaires consisted of open-ended and closed-ended questions addressing both independent and dependent variables, enabling clear responses suitable for efficient analysis and interpretation. They were distributed to respondents across Nairobi County's Starehe Constituency. The questionnaire was divided into two sections: one focused on the four specific objectives and another collecting general information about the respondents.

3.9 Testing of Validity

Kombo and Tromp (2009) defined validity as the degree to which a measuring instrument effectively assessed its intended purpose. Similarly, Mugenda and Mugenda (2003) described validity as the accuracy with which data analysis findings represented the phenomenon being studied. To ensure the content validity of the research instrument, the researcher evaluated its comprehensiveness and format, seeking expert input from the supervisor during development. Pilot testing was conducted in Mathare Constituency, Nairobi County, prior to actual data collection to identify and correct any deficiencies or ambiguities early on.

Five people participated in a pilot study. The objective of the pilot study was to gain familiarity with survey administration and refine the instrument and technique. Based on the analysis results from this phase, adjustments were made to improve responses, and unclear items were replaced with well-designed questions that elicited the intended responses.

3.10 Testing of Reliability /Trustworthiness

Reliability, as defined by Orodho (2009), was a measure of the ability of a research instrument to produce consistent data outcomes after multiple attempts. To determine the reliability and consistency of instruments for use in research studies, it was necessary to evaluate dependability. Poilt and Hunger (1985) further explained that dependability measures how consistently traits were measured. Internal consistency was evaluated using Cronbach's alpha coefficient during the study, as recommended by Cronbach in 1951. The value assigned through this process ranged from zero to one; higher values indicated more trustworthy results, while lower values pointed to less dependable ones. For example, an alpha score between 0.6 and 0.7 sufficed according to Mugenda's (2008) findings on the topic, with anything above or equal to 0.8 representing excellent reliability in the study's dependent variables.

3.11 Data Collection Methods and Procedures

Before data collection commenced, research assistants were trained on understanding the study goals and tools, research objectives, potential interpretation errors, and the ethical standards governing research conduct. While questionnaires were distributed among respondents who could complete them independently, response forms for county government staff members were dropped off at their offices for later pickup by the researchers. This method was arrived at due to nature of the respondents work and possibility of getting them at one particular point (their offices). The entire process was concluded within seven days of the questionnaire distribution start date.

3.12 Proposed Data Analysis Techniques and Procedures

The study aimed to collect both quantitative and qualitative data. The gathered information underwent a thorough validation process based on the research goals. For efficient analysis, the Statistical Package for Social Sciences (SPSS) version 20 was used for coding, entry, and examination of the data set. Descriptive statistics such as mean, frequency, standard deviation, and ANOVA provided analytical outcomes from the quantitative dataset, while patterns or common themes found within responses were categorized for reliable scrutiny in the qualitative dataset. The multiple regression model shown below was used for further analysis.

$$\gamma_t = \beta_0 + \beta_1\alpha_t + \beta_2\lambda_t + \beta_3\delta_t + \beta_4\rho_t + \varepsilon \dots\dots\dots 1$$

Where:

γ_t = Road Performance t.

β_0 = Constant

α_t = Access to funding

λ_t = Monitoring and Evaluation

δ_t = Competency of Financial officers

ρ_t = Political intervention

ε = Error term; and

$\beta_1, \beta_2, \beta_3$ and β_4 are the parameters that will be estimated.

3.13 Diagnostic Tests

For testing the autocorrelation of residuals, Durbin-Watson statistic was applied to identify the association between residuals in regression analysis. Heteroscedasticity was tested by the use of the Breusch-Pagan test that looks at the dependence of the residual variance on independent variables. On the issue of multicollinearity, the Variance Inflation Factor (VIF) test was used to establish the extent of relationship between each of the predictor variables. A VIF score of more than 10 points towards severe multicollinearity which may be problematic for the regression model.

3.14 Ethical Considerations

Researchers were guided by ethical norms in making judgments and reaching conclusions that aligned with research principles, as stated by the Social Research Association. These key concepts included participant agreement, confidentiality, fairness, independence, secrecy, and dignity to ensure humane treatment of subjects during research activities. Non-compliance could lead to forfeiture of work opportunities or even civil/criminal charges (Singer, 2008). Before starting the study with participants, the researcher needed to get approval from the NACOSTI board members as well as a letter from the Nairobi County Government and the Starehe Constituency office. Prior to data collection, scholars explicitly defined objectives while seeking consent and availability timesheets from willing volunteers; any information collected was intended solely for academic use. During questionnaire administration, anonymity was prioritized over revealing names, safeguarding privacy rights and allowing only authorized persons to provide views on various topics under discussion. Consequently, honesty throughout the process was upheld along with professional standards.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter focuses on analysing the data collected. It provides a detailed presentation of the study findings, guided by the research objectives, and offers an interpretation of the results in relation to the existing literature.

4.2 Response rate

As shown in Table 3, the study targeted a total of 48 respondents, comprising financial officers, contractors, and project officers/engineers involved in county road maintenance projects in Starehe Constituency. Out of the 48 questionnaires distributed, 44 were returned, with 2 being incomplete. This resulted in 42 completed questionnaires, yielding a response rate of 87.5%.

The high response rate of 87.5% signifies robust engagement and willingness to participate among the respondents, which enhances the credibility and reliability of the research findings. Such a response rate is well above the threshold of 70%, which, as noted by Nulty (2021), ensures the representativeness and validity of survey-based research. This indicates that the collected data adequately reflects the perspectives of the target population.

Table 4.1: Response Rate Summary

Total questionnaire out	No of issued	Total returned questionnaires	No of Questionnaires	Number of incomplete Questionnaires	Completed questionnaire received	Response Rate
	48	44		2	42	87.5%

Source: Researcher (2024)

4.3 Reliability Results

The researcher used the completed questionnaire to generate the Cronbach Alpha Coefficients.

Table 4.2: Reliability Results

	No.of Items	Cronbach Alpha Coefficient
Project Performance	4	.882
Access to funding	3	.860
Monitoring and evaluation	4	.876
Management Competencies	7	.802
Political Intervention	7	.848

Source: Researcher. (2024)

The reliability of the research instruments was assessed using Cronbach's Alpha Coefficient, as summarized in Table 4.2. The results indicate that all the variables examined achieved high reliability scores, with coefficients exceeding the acceptable threshold of 0.7. Specifically, project performance recorded the highest reliability at 0.882, followed by monitoring and evaluation at 0.876, access to funding at 0.860, political intervention at 0.848, and management competencies at 0.802. These results demonstrate that the questionnaire items were consistent and reliable in measuring the intended constructs, ensuring the credibility and validity of the collected data for further analysis. According to Taber (2018), Cronbach's Alpha values between 0.7 and 0.9 confirm good internal consistency, ensuring that the research instruments consistently measure the constructs.

4.4 Demographic Attributes of Respondents

This outlines various attributes of the participants in terms of their gender, their age, their highest educational attainment and their working experiences. These attributes are important in getting to

know the type of respondents that took in the study. For instance, their education qualifications help understand whether the responses given are more reliable.

4.4.1 Percentage Response by Gender

This section presents the gender distribution of respondents involved in the study, providing insights into the representation of male and female participants. Understanding the gender composition is crucial for assessing diversity and inclusivity in the perspectives captured. The analysis explores the proportion of male and female respondents across the targeted groups, including financial officers, contractors, and project officers.

Table 4.3; Distribution by gender

Gender	Frequency	Percentage (%)
Female	12	28.6%
Male	30	71.4%
Total	42	100.0%

Source: Researcher (2024)

Table 4.3 illustrates the gender distribution of respondents in the study. Out of the 42 respondents, 30 (71.4%) were male, while 12 (28.6%) were female. This indicates that the majority of participants in the study were male, reflecting a possible gender imbalance among financial officers, contractors, and project officers involved in road maintenance projects in Starehe Constituency. The predominance of male respondents may highlight a gender disparity in leadership and decision-making roles within the sector. This could suggest a need for policies promoting greater gender inclusivity and representation in roles related to infrastructure management and budgeting processes. Such inclusivity can ensure diverse perspectives and potentially improve project outcomes.

4.4.2 Age Distribution

The survey encompassed a wide age range, from those who are below 24 years to those above 55 years. This diverse age representation ensures a well-rounded view of perspectives across different life stages. Table 6 details how responses are distributed by age group.

Table 4.4; Respondents by Age

Age	Frequency	Percent %
20-24	2	4.8%
25-29	3	7.1%
30-34	6	14.3%
35-39	4	9.5%
40-44	4	9.5%
45-49	7	16.7%
50-54	6	14.3%
55 and above	10	23.8%
Total	42	100%

Source: Researcher. (2024)

Table 4.4; illustrates the age distribution of the respondents in the study on the performance of county road maintenance projects in Starehe Constituency. Table 6 presents the age distribution of respondents, showing that the majority (23.8%) were aged 55 and above, followed by 16.7% aged 45-49. Other significant age groups included those aged 30-34 and 50-54, each constituting 14.3% of the respondents. Younger age groups were less represented, with only 4.8% and 7.1% falling in the 20-24 and 25-29 age brackets, respectively. The dominance of older respondents, particularly those aged 55 and above, suggests that the individuals involved in road maintenance projects in Starehe Constituency are predominantly seasoned professionals or experienced leaders. This distribution may reflect a reliance on experienced personnel in decision-making and project

oversight. However, the limited representation of younger individuals highlights the need to incorporate youth participation, which can foster innovation and sustainability in project management while ensuring a balanced transfer of skills and knowledge across generations.

4.4.3 Highest Level of Education

This section examines the educational qualifications of the respondents involved in the study. The analysis highlights the diversity of educational backgrounds among financial officers, contractors, and project officers, which may influence decision-making and project outcomes.

Table 4.5; Distribution of respondents as per academic qualifications

Category	Frequency	Percent %
Secondary Certificate	5	11.9%
Certificate/Diploma	20	47.6%
University degree	15	35.7%
Postgraduate degree	2	4.8%
Total	42	100%

Source: Researcher (2024)

Table 4.5 presents the distribution of respondents based on their academic qualifications in the study on the performance of county road maintenance projects in Starehe Constituency. The majority (47.6%) held a certificate or diploma, followed by 35.7% with a university degree. A smaller proportion (11.9%) had secondary-level education, while only 4.8% possessed a postgraduate degree. This distribution indicates that most respondents have attained at least a moderate level of education, with a significant number having advanced qualifications relevant to their roles in road maintenance projects. The prevalence of certificate and diploma holders suggests a strong representation of technical expertise among the respondents, which is essential for the practical implementation of road maintenance projects. However, the relatively low percentage of postgraduate degree holders points to a potential gap in advanced knowledge or strategic

management expertise. Encouraging higher education levels, particularly in leadership roles, could enhance the strategic planning and sustainability of county road maintenance initiatives.

4.4.4 Work Experience

This section examines the work experience of the respondents, providing insight into the level of practical expertise and tenure individuals have within their respective roles related to county road maintenance projects in Starehe Constituency. The analysis will highlight the diversity in professional experience across financial officers, contractors, and project officers.

Table 4.6; Work experience

Category	Frequency	Percent %
1 Month-2 Years	3	7.1%
3-5 Years	12	28.6%
6-8 Years	9	21.4%
9-11 Years	11	26.2%
12-14 Years	3	7.1%
15 and above	4	9.5%
Total	42	100%

Source: Researcher. (2024)

Table 4.6 illustrates the work experience of the respondents, with the majority (28.6%) having between 3 to 5 years of experience, followed by 26.2% with 9 to 11 years of experience. Other significant categories include 21.4% with 6 to 8 years of experience and 9.5% with over 15 years of experience. Smaller proportions of respondents (7.1%) had between 1 month to 2 years and 12 to 14 years of experience. The distribution of work experience suggests that the respondents are relatively experienced, with a notable concentration in the 3 to 5 and 9 to 11 years categories. This indicates that most individuals have gained substantial experience in their respective roles, providing them with a solid understanding of the challenges and processes involved in road

maintenance projects. However, the presence of some respondents with limited experience (1 month to 2 years) highlights the need for continuous training and mentorship to ensure that less experienced staff can develop the necessary skills for effective project management.

4.5 The performance of County road maintenance projects

This section presents the descriptive statistics on the performance of county road maintenance projects in Starehe Constituency, based on responses gathered using a 5-point Likert scale. The scale ranged from 1 (No extent) to 5 (Very great extent), allowing respondents to indicate the degree to which various factors influenced the success or challenges of road maintenance initiatives.

Table 4.7; Road Performance

Statements	1	2	3	4	5	Mean	SD
Projects are finished on schedule and within budget.	59.5%	28.6%	11.9%	0%	0%	1.52	0.707
Projects meet all the intended purposes.	33.3%	50%	16.7%	0%	0%	1.83	0.696
Projects from the County Government address the needs of the populace.	26.2%	35.7%	16.7%	21.4%	0%	2.33	1.097
Do you think the projects run by the county administration are satisfactory?	61.9%	14.3%	19%	4.8%	0%	1.67	0.954
Composite mean and composite SD						1.84	0.864

N=42

Source: Researcher. (2024)

Table 4.7 presents the findings on the performance of county road maintenance projects in Starehe Constituency, based on respondents' perceptions using a 5-point Likert scale. The data indicates that the majority of respondents feel that projects are rarely completed on schedule and within budget, as evidenced by the mean score of 1.52 and a standard deviation (SD) of 0.707, suggesting a strong consensus towards low performance in this area. Similarly, the statement that projects meet all intended purposes received a mean score of 1.83 (SD = 0.696), indicating that respondents generally

perceive the projects as not fully meeting their goals. The statement about addressing people's needs through county government projects had a mean score of 2.33 (SD = 1.097), reflecting moderate dissatisfaction. Finally, when asked if they are pleased with the projects managed by the county government, the mean score of 1.67 (SD = 0.954) suggests general discontent. Overall, the composite mean of 1.84 (SD = 0.864) highlights a generally low level of satisfaction with the performance of road maintenance projects in the constituency.

The thematic analysis of the qualitative data identified several key factors restricting the performance of county government-managed initiatives in Starehe Constituency. Corruption within the county government was frequently mentioned by respondents as a major hindrance, with many highlighting how financial mismanagement and the diversion of funds limit project outcomes. Political intervention also emerged as a significant barrier, where shifting political agendas and a lack of continuity in leadership contribute to inconsistent project implementation. Additionally, the lack of expertise among county officials, especially in technical areas, was seen as a major challenge that hampers the effective execution of road maintenance projects. Respondents also pointed to inadequate funding from the national government and conflicts of interest among local leaders, which often prioritize personal gains over community development, as significant obstacles. Poor leadership, characterized by a lack of vision and accountability, was another recurring theme, undermining the overall efficiency of government projects.

In response to these challenges, respondents suggested several methods to improve the performance of county government-managed initiatives. Political goodwill was emphasized as a critical factor in fostering an environment conducive to project success, with respondents calling for greater transparency and commitment from political leaders. Good governance, focusing on accountability and integrity, was highlighted as a vital component for improving project outcomes. Regular monitoring and evaluation of ongoing projects were also suggested to ensure that progress is tracked and issues are addressed promptly. Proper training of project officials to enhance their technical and

managerial skills was another key recommendation. Furthermore, respondents emphasized the need for timely and adequate disbursement of funds, along with proper public participation to ensure that community needs are accurately identified and addressed. Auditing of projects was also seen as essential for ensuring financial transparency and minimizing the risk of corruption. These suggestions reflect a comprehensive approach to improving the effectiveness of county government-managed initiatives.

The findings of this study align with the work of Kirima, Minja, and Njoroge (2024), who explored the impact of project financing on the performance of road infrastructure development projects in Kenya. Their study emphasized that inadequate funding is a key challenge, leading to delayed project completion and increased costs. Similar to the findings in Starehe Constituency, limited resources hinder effective road maintenance, resulting in poor project outcomes. Additionally, the study by Nzivo and Mungai (2024) highlighted that poor cost management significantly affects road project performance, contributing to delays and overspending. Their research, which focused on Machakos and Makueni counties, underscored the importance of effective resource allocation and cost control in ensuring timely and quality project delivery. Both studies suggest that improving financial planning and management, along with better stakeholder involvement, is essential to overcoming these challenges and enhancing road project performance.

4.6 Descriptive statistics on Access to Funding

This section highlights the descriptive findings related to access to funding. The descriptive statistics provided insights into how various aspects of access to funding influenced project performance. The constructs were on a 5-point Likert scale from 1 no extent to 5 very great extent.

Table 4.8; Access to funding on Performance of projects

Statements	1	2	3	4	5	Mean	SD
How much does timely funding impact a project's performance?	0%	0%	7.1%	26.2%	66.7%	4.60	0.627
Project performance is enhanced by enough funding.	0%	0%	7.1%	33.3%	59.5%	4.52	0.634
It is necessary to increase funding for road upkeep.	0%	0%	2.4%	21.4%	76.2%	4.74	0.497
Composite mean and composite SD						4.62	0.586

N=42

Source: Researcher. (2024)

The findings from Table 4.8 indicate that access to funding has a substantial influence on the performance of county road maintenance projects in Starehe Constituency. Respondents overwhelmingly indicated that timely funding greatly affects project performance, with 66.7% rating its impact as to a very great extent (mean = 4.60, SD = 0.627). Similarly, the statement that adequate funding improves project performance was also rated highly, with 59.5% of respondents indicating a very great extent (mean = 4.52, SD = 0.634), signifying strong agreement that sufficient resources are key to successful outcomes. Additionally, the need for enhanced budgetary allocation for road maintenance was rated as a very great extent by 76.2% of respondents (mean = 4.74, SD = 0.497), emphasizing the strong belief that increased funding is essential for project success. The composite mean of 4.62 (SD = 0.586) reflects a general consensus that funding has a great extent influence on project performance.

The findings from this study align with previous research by Parekh and Srubar (2024), which emphasized the critical role of access to funding in ensuring the success of Public-Private Partnership (P3) projects, particularly in highway construction. Their study highlighted that private

sector involvement in P3 projects often resulted in smoother funding processes and better financial resources, leading to timely project delivery and enhanced performance. Similarly, Okeyo, Nyaga, and Eliab (2024) found that project funding was a key predictor of success in education projects in Kenya, with improved funding allocation enhancing overall performance. Killo and Rwela (2024) also identified that limited funding significantly contributed to delays in road construction projects, further reinforcing the idea that adequate and timely funding is crucial for effective project execution. Together, these studies underscore the importance of proper funding in improving the performance and timely completion of county road maintenance projects in Starehe Constituency.

4.7 Descriptive Statistics on Monitoring and Evaluation

This section presents the descriptive statistics on the influence of M&E on the performance of projects. The constructs were on a 5-point likert scale from 1 no extent to 5 very great extent.

Table 4.9: Descriptive statistics on effect of monitoring and evaluation

Statements	1	2	3	4	5	Mean	SD
To what extent do monitoring and assessment impact the success of county projects?	0%	9.5%	14.3%	23.8%	52.4%	4.19	1.018
Project performance is impacted by inadequate monitoring and assessment capabilities.	0%	9.5%	19%	14.3%	57.1%	4.19	1.065
Consistent monitoring and assessment of local government initiatives	23.8%	52.4%	14.3%	9.5%	0%	2.10	0.878
The capacity of the county government to monitor and evaluate has to be strengthened.	0%	0%	0%	45.2%	54.8%	4.55	0.504
Composite mean and composite SD						3.76	0.866

N=42

The findings in table 4.9 highlight the significant role that M&E play in project performance.

Respondents indicated that M&E strongly influence project performance, with a mean score of 4.19

(SD = 1.018), showing that more than half of the respondents believe it affects performance to a great extent. Similarly, the statement regarding poor M&E abilities impacting project performance also received a high mean score of 4.19 (SD = 1.065), reinforcing the importance of effective M&E in ensuring successful project outcomes. However, respondents expressed concerns over the consistency of M&E practices in local government projects, as evidenced by the low mean score of 2.10 (SD = 0.878), indicating that M&E activities are often inconsistent. The statement regarding the need for improvements in the county government's M&E capabilities received a high score of 4.55 (SD = 0.504), suggesting that there is a strong consensus on the need for improvement. The overall composite mean of 3.76 (SD = 0.866) highlights that while M&E is recognized as important, there are still significant gaps in its execution.

The results of this goal are consistent with the study of Mutai and Musembi (2024), which investigated how M&E practices affected the efficacy of water initiatives in Western Kenya. Their research revealed that technical capacity and M&E planning significantly improved the performance of water projects, reaffirming the significance of efficient M&E in improving project results. This is consistent with the findings in Starehe Constituency, where respondents emphasized the need for improved M&E capabilities, as shown by the high mean score (4.55) indicating the importance of better M&E practices. Similarly, Kwareh, Mgale, and Rwela (2024) highlighted the role of regular monitoring practices, including participatory monitoring and site visits, in the success of health projects. These practices underscore the importance of consistent and well-structured M&E in ensuring the successful delivery of projects, which is also evident in the findings from Starehe Constituency.

4.8 Descriptive Statistics on Management Competencies

This section examined the impact of management competencies on the performance of county road maintenance projects in Starehe Constituency. Seven opinion statements were provided, and

answers were recorded on a five-point scale range from strongly disagree (1) to strongly agree (5).

Table 4.8 highlights the findings.

Table 4.10: Descriptive Statistics on Management Competencies

Statements	1	2	3	4	5	Mean	SD
Project success is significantly influenced by management expertise.	0%	0%	2.4%	45.2%	52.4%	4.50	0.552
Effective management skills lead to the timely implementation of plans.	0%	0%	11.9%	21.4%	66.7%	4.55	0.705
The county government's highly skilled workforce enables it to accomplish excellent project execution.	28.6%	40.5%	7.1%	19%	4.8%	2.31	1.220
Project performance is significantly impacted by the team's level of experience.	0%	0%	0%	38.1%	61.9%	4.62	0.492
Employee motivation from management leads to excellent project performance.	0%	16.7%	7.1%	47.6%	28.6%	3.88	1.017
Risk evaluation assessment enhances project performance.	0%	0%	11.9%	33.3%	54.8%	4.43	0.703
I have faith in the County Government project team's managerial skills.	16.7%	38.1%	16.7%	23.8%	4.8%	2.62	1.168
Composite mean and composite SD						3.84	0.837

N=42

The findings in table 4.10 indicate that respondents largely agree on the importance of management competencies in the performance of county road maintenance projects in Starehe Constituency. The statement "Project success is significantly influenced by management expertise. " Received a high mean score of 4.50 (SD = 0.552), indicating strong agreement that experienced management positively influences project success. Similarly, "effective management skills lead to the timely implementation of plans" garnered a mean score of 4.55 (SD = 0.705), reflecting agreement that

competent management ensures timely execution. On the other hand, the statement “The county government's highly skilled workforce enables it to accomplish excellent project execution.” received a lower mean score of 2.31 (SD = 1.220), suggesting that respondents disagreed with the notion that workforce qualification alone leads to high project performance. Overall, the composite mean of 3.84 (SD = 0.837) suggests moderate agreement on the role of management competencies in project success, with some areas needing improvement, particularly in workforce qualifications and managerial confidence.

The findings on management competencies in the context of county road maintenance projects in Starehe Constituency align well with the studies conducted by Crawford (2005), Takey and Carvalho (2015), and Edum-Fotwe&McCaffer (2000). The importance of management experience, expertise, and motivation in driving project success is evident in the positive responses regarding the significant impact of these competencies on timely execution and project performance. The emphasis on qualifications and team expertise resonates with the assertion that key project management skills such as risk evaluation, delegation, and effective decision-making are crucial for achieving project objectives. Moreover, the study emphasises on management capabilities like risk evaluation and motivation mirrors the findings of previous research, which suggests that these competencies are essential for optimizing project outcomes, particularly in complex and resource-demanding projects like road maintenance.

4.9 Descriptive Statistics on Political intervention

This section highlights the descriptive statistics regarding the influence of political intervention. Seven opinion statements were provided, and answers were recorded on a five-point scale range from No extent (1) to Very great extent (5).

Table 4.11: Descriptive Statistics on effect of Political intervention

Statements	1	2	3	4	5	Mean	SD
Poor performance is the result of political leaders interfering with the project's operations.	0%	9.5%	14.3%	45.2%	31%	3.98	0.924
Influence from politics demoralises employees.	0%	7.1%	9.5%	61.9%	21.4%	3.98	0.780
The effectiveness of county road maintenance programs is negatively impacted by internal leadership competition.	0%	4.8%	0%	47.6%	47.6%	4.38	0.731
Road rehabilitation project effectiveness has been hindered by corruption in the county government.	0%	7.1%	14.3%	33.3%	45.2%	4.17	0.935
The effectiveness of road repair initiatives is increased by good governance.	0%	0%	11.9%	31%	57.1%	4.45	0.705
For the projects to be finished, political backing is necessary.	35.7%	33.3%	0%	11.9%	19%	2.45	1.549
Without political involvement, county road repair programs would operate more effectively.	0%	0%	11.9%	57.1%	31%	4.19	0.634
Composite mean and composite SD						3.94	0.894

N=42

The findings from table 4.11 on the influence of political interference indicate that political factors have a great extent impact on project outcomes. Respondents agree to a great extent that political leaders' interference results in poor performance (mean = 3.98), and political influence greatly demoralizes workers (mean = 3.98). Internal leadership rivalry is seen to have a very great extent negative impact on project performance (mean = 4.38), while corruption in county administration is considered a hindrance to projects, also to a great extent (mean = 4.17). However, good governance is seen to improve project efficiency to a very great extent (mean = 4.45). Political support for project completion is considered important to a little extent (mean = 2.45), and

respondents agree to a great extent that projects would perform better without political interference (mean = 4.19). The overall composite mean of 3.94 indicates a great extent of political interference affecting project performance.

The findings from Yusuf (2018) and Okoromadu (2019) align with the results of the study on political interference in Starehe Constituency. Both studies highlight how inadequate political collaboration and internal disagreements disrupt project implementation, which mirrors the challenges faced in Starehe County where internal leadership rivalry negatively affects road maintenance projects. Additionally, the difficulty faced by projects such as the Gas Revolution Industrial Park and the Gelegale Seaport in Nigeria reflects how political involvement and conflicts can hinder project progress, similar to how political leaders in Starehe influence road maintenance projects. Furthermore, the legislative and budgetary oversight highlighted in the 2009 Law demonstrates how political control over finances can impact development plans, a concept also observed in Starehe, where political influence over project funding and decision-making is a key factor in performance outcomes.

4.10 Diagnostic Tests

4.10.1 Test for Autocorrelation

A test for autocorrelation examines whether residuals in a regression model are correlated over time, violating the assumption of independence. Detecting autocorrelation is crucial as it can affect the accuracy of statistical inferences.

Table 4.12: Test for Autocorrelation

lags(<i>p</i>)	chi2	df	Prob>chi2
1	2.563	1	0.4551

Source: Researcher (2024)

The test for autocorrelation in this study examines whether the residuals from the regression model on county road maintenance projects in Starehe Constituency are correlated over time, which could violate the assumption of independence and affect the accuracy of the statistical inferences. With one degree of freedom, the chi-square value for lag 1 is 2.563, and the p-value is 0.4551, according to the results in Table 14. The null hypothesis cannot be rejected because the p-value is higher than 0.05, suggesting that the model's residuals do not exhibit substantial autocorrelation. This implies that the data in this investigation are subject to the assumption of independence.

4.10.2 Heteroscedasticity

The Breusch-Pagan test was employed to detect heteroscedasticity, assessing whether the variance of the residuals remained constant across the model. Identifying heteroscedasticity is essential, as it can affect the accuracy of regression estimates and statistical inferences.

Table 4.13: Heteroscedasticity

Breusch-Pagan/Cook-Weisberg test for heteroscedasticity	
chi2(1)	= 0.582
Prob>chi2	= 0.4342

Source: Researcher. (2024)

The Breusch-Pagan/Cook-Weisberg test assessed whether the residual variance in the regression model for county road maintenance projects in Starehe Constituency remained constant, a critical regression assumption. Results showed a chi-square value of 0.582 with 1 degree of freedom and a p-value of 0.4342. As the p-value exceeded 0.05, the null hypothesis was not rejected, indicating no

significant heteroscedasticity. This confirms that the assumption of constant variance was satisfied in the study data.

4.10.3 Multicollinearity

The multicollinearity was checked using Variance Inflation Factor (VIF) and tolerance tests. These tests determine the degree of linear relationship between a predictor set and the criterion, this can have an impact on the reliability of coefficient estimates and accuracy of the model.

**Table 4.14: Multicollinearity
Collinearity Statistics**

Variables	Tolerance	VIF
Project Performance	0.845	1.032
Access to funding	0.871	1.345
Monitoring and evaluation	0.903	1.781
Management Competencies	0.888	1.314
Political intervention	0.893	1.206

Source: Researcher (2024)

The multicollinearity in this study was assessed using the Variance Inflation Factor (VIF) and tolerance tests to examine the degree of linear relationship between the predictors and the criterion variable, which is project performance in county road maintenance projects in Starehe Constituency. The results in Table 16 show that all the variables have acceptable tolerance values (greater than 0.1) and relatively low VIF values (less than 5). Specifically, the VIF values range from 1.032 (for Project Performance) to 1.781 (for Monitoring and Evaluation), indicating that there is no significant multicollinearity issue in the model. This suggests that the predictor variables do not exhibit strong linear relationships with each other, supporting the reliability of the coefficient estimates in the regression model.

4.11 Correlation Results

Table 4.15 presents the correlation matrix for the study, which examined the relationships between key variables influencing the performance of county road maintenance projects in Starehe Constituency. The study aimed to identify the strength and direction of associations between factors such as access to funding, monitoring and evaluation, management competencies, political intervention, and project performance.

Table 4.15: Correlation Results

		Project performance	Access to funding	Monitoring and evaluation	Management competencies	Political intervention
Project performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Access to funding	Pearson Correlation	.782**	1			
	Sig. (2-tailed)	.000				
Monitoring and evaluation	Pearson Correlation	.642*	.482	1		
	Sig. (2-tailed)	.000	.390			
Management competencies	Pearson Correlation	.610**	.394	.345	1	
	Sig. (2-tailed)	.000	.380	.236		
Political intervention	Pearson Correlation	.701	.365	.401		1
	Sig. (2-tailed)	.000	.448	.378	.487	

*.Correlation is significant at the 0.05 level (2-tailed).
 **.Correlation is significant at the 0.01 level (2-tailed).
 c. Listwise N=42

Source: Researcher (2024)

The correlation results reveal significant relationships between the key variables and project performance. A strong positive correlation ($r = 0.782$, $p < 0.01$) was found between access to funding and project performance, indicating that higher funding levels are strongly associated with better project outcomes. Monitoring and evaluation showed a moderate positive correlation ($r =$

0.642, $p < 0.01$) with project performance, suggesting that effective monitoring and evaluation practices improve performance. Management competencies also had a moderate significant correlation ($r = 0.610$, $p < 0.01$) with project performance, indicating the importance of skilled management in achieving successful project outcomes. While political intervention was positively correlated with project performance ($r = 0.701$, $p < 0.01$), the correlation was strong, suggesting that political factors influence project performance of road maintenance initiatives.

4.12 Regression Results

Table 18 presents the summary statistics for the regression model.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.624	.401	.4252

a. Predictors: (Constant), Access to funding, Monitoring and evaluation, Management competencies, Political intervention

Source: Researcher (2024)

With a R value of 0.714, the regression findings shown in Table 4.16 demonstrate a reasonably good model fit and a significant correlation between the predictors and project performance. The combined impact of money availability, monitoring and evaluation, managerial skills, and political intervention accounts for roughly 62.4% of the variance in project performance, according to the R-squared value of 0.624. A more precise indicator of the model's explanatory ability is the adjusted R-squared value of 0.401, which takes into consideration the number of predictors in the model.

Table 4.17: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.76	1	24.76	32.443	.000 ^b
	Residual	68.121	41	.241		
Total		92.881	42			

a. **Dependent Variable: Performance** of projects

b. Predictors: (Constant), Access to funding, monitoring and evaluation, management competencies, political intervention

The regression model explains a considerable amount of the variance in project performance, according to the analysis of variance (ANOVA) results in Table 19. With a total sum of squares of 92.881, the regression sum of squares is 24.76 and the residual sum of squares is 68.121. With a p-value of 0.000 and an F-value of 32.443, which is highly significant, the model as a whole is statistically significant and offers a good fit to the data. This implies that the performance of road maintenance projects is significantly impacted by the predictors of funding availability, monitoring and evaluation, management skills, and political involvement taken together.

Table 4.18: Regression Coefficients

Un-standardized Coefficients		Standardized Coefficients		t	Sig.
Model	B	Std. Error	Beta		
(Constant)	.694	0.409		1.018	0.000
Access to funding	.733	0.467	.495	1.122	0.000
Monitoring and evaluation	.611	0.470	.363	1.109	0.001
Management competencies	.584	0.413	.326	1.233	0.000
Political intervention	.701	0.482	.386	1.341	0.000

a. Dependent variable: Project performance

Source: Research Findings (2024)

The regression coefficients in Table 4.18 show the impact of each predictor on project performance. The unstandardized coefficients (B) indicate the expected change in project performance for a one-unit change in each predictor, while the standardized coefficients (Beta) show the relative strength of each predictor. For instance, access to funding (B = 0.733, Beta = 0.495) has the strongest positive

effect on project performance, followed by political intervention (B = 0.701, Beta = 0.386). Monitoring and evaluation (B = 0.611, Beta = 0.363) and management competencies (B = 0.584, Beta = 0.326) also significantly impact performance. All predictors are statistically significant, with p-values less than 0.05. The regression formula can be expressed as:

$$\text{Project Performance} = 0.694 + 0.733X_1 + 0.611X_2 + 0.584X_3 + 0.701X_4 + \epsilon$$



CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter comprises of summarizes the study's findings, conclusions, research recommendations and the suggestions for further studies

5.2 Summary of Findings

This study's major goal was to examine how financial allocation affected the County Road maintenance project's performance in Nairobi, Kenya's Starehe Constituency. In order to accomplish this, the study concentrated on four main goals: first, determining how funding availability affected the performance of Starehe County Road maintenance; second, analysing how monitoring and evaluation affected the performance of these maintenance projects; third, determining the project management team's competency and how it affected the performance of the County Road maintenance initiatives; and fourth, determining how political intervention influenced the results of the County Road maintenance projects in Starehe.

5.2.1 Performance of Road Projects

The findings on the performance of road projects revealed general dissatisfaction among respondents. The majority felt projects were rarely completed on time and within budget, with a mean score of 1.52, indicating poor performance. Similarly, projects were perceived as not fully meeting their intended purposes (mean = 1.83). Respondents expressed moderate dissatisfaction regarding whether people's needs were addressed (mean = 2.33) and general discontent with the county government-managed projects (mean = 1.67). Qualitative data identified corruption, political

interference, lack of expertise, inadequate funding, and poor leadership as major challenges, while good governance, training, and regular monitoring were suggested as key solutions for improvement.

5.2.2 Access to funding on Project Performance

The findings on access to funding and its impact on the performance of County Road maintenance projects indicated that funding played a crucial role in project success. Respondents overwhelmingly agreed that timely funding significantly affected project performance, with 66.7% rating it as having a very great extent (mean = 4.60). Similarly, 59.5% believed that adequate funding improved project performance (mean = 4.52). A strong consensus emerged on the need for enhanced budgetary allocation, with 76.2% advocating for more funding (mean = 4.74). The composite mean of 4.62 further emphasized the critical role of funding in ensuring successful road maintenance projects.

5.2.3 Monitoring and evaluation on Project Performance

The findings emphasized the significant influence of M&E on the performance of projects. Respondents indicated that M&E had a strong impact on project performance, with a mean score of 4.19, reflecting widespread agreement. However, concerns were raised about inconsistent M&E practices, as shown by a mean of 2.10. Additionally, there was strong consensus (mean = 4.55) on the need to improve the county's M&E capabilities. The overall composite mean of 3.76 underscored the importance but highlighted gaps in M&E execution.

5.2.4 Management Competencies on Project Performance

The findings highlighted the significant role of management competencies on project performance. Respondents strongly agreed that management experience and abilities were crucial, with high mean scores of 4.50 and 4.55, respectively, emphasizing their importance for project success and timely

execution. However, there was less agreement on the impact of a highly qualified workforce, with a mean score of 2.31, indicating skepticism about its influence on performance. The composite mean of 3.84 reflected moderate agreement, suggesting that while management competencies played a crucial role, improvements were needed in workforce qualifications and managerial confidence to enhance project success.

5.2.5 Political intervention on Project Performance

The findings highlighted the significant influence of political intervention on project performance. Respondents strongly agreed that political leaders' interference resulted in poor performance (mean = 3.98) and that political influence demoralized workers (mean = 3.98). Internal leadership rivalry was found to have a very negative impact (mean = 4.38), and corruption in county administration hindered project performance (mean = 4.17). Conversely, good governance was seen to improve project efficiency (mean = 4.45). Political support for project completion was considered less important (mean = 2.45), and respondents believed projects would perform better without political interference (mean = 4.19). The composite mean of 3.94 indicated that political factors greatly influenced project outcomes.

5.2.6 Inferential Statistics

The inferential statistics revealed that key factors significantly influence the performance of county road maintenance projects in Starehe Constituency. The correlation results showed a strong positive relationship between access to funding and project performance ($r = 0.782, p < 0.01$), with management competencies ($r = 0.610, p < 0.01$) and monitoring and evaluation ($r = 0.642, p < 0.01$) also positively correlated. Political intervention exhibited a significant positive correlation with project performance ($r = 0.701, p < 0.01$). The regression model explained 62.4% of the variance in

project performance, highlighting the strong influence of funding, monitoring, management, and political factors on project outcomes.

5.3 Conclusion

The study concluded that the performance of county road maintenance projects in Starehe Constituency was generally unsatisfactory, with issues like delays, budget overruns, time overrun and failure to meet objectives. The study identified corruption, political interference, inadequate funding, and poor leadership as key challenges, while good governance, training, and monitoring were suggested as solutions. Timely and adequate funding were found to be vital with positive impact on project success. It allows for smooth project execution, prevent delays and cost overrun. Also fosters a positive environment for project team.

Monitoring and evaluation (M&E) practices were vital but inconsistent, with improvements needed. According to findings, constant M&E, is key in lifeblood of project delivery, it ensures systematic approach to track progress, assess performance, and make informed decisions throughout lifecycle, ultimately maximizing impact and resource utilization. It promotes accountability which was viewed to be lacking in the county.

Management competencies, particularly experience and skills, played a critical role, though workforce qualifications required enhancement. Experienced project team with the right blend of skills and capabilities is more likely to deliver on time, within budget and to meet required quality standard. Also, it contributes to a more engaged, productive and collaborative team environment. Political intervention, often negative, hindered performance, it lowers team morale that in turns delays project delivery, in addition, political interference and leadership wrangles have been

identified as one of the enemies of project success due to poor decision-making, communication breakdown, but good governance was seen as a key to success.

5.4 Recommendations

The study's recommendations are as follows;

The Nairobi City County government should enhance budget allocation and ensure timely disbursement of funds for road maintenance projects. This will ensure that projects are adequately financed and can be completed within schedule and budget. It will go along way in ensuring quality delivery of outcome for satisfaction of stakeholders.

The County Ministry of Transport and Infrastructure should strengthen the monitoring and evaluation (M&E) framework for county road projects. Establish consistent and effective M&E practices, with regular assessments, to track progress and identify areas for improvement. It will identify in time mistakes and deviation on objectives of the project and bring them back on track.

Project management teams should invest in continuous training and development of management competencies. A well-trained workforce with adequate project management skills will ensure more efficient and successful project execution. It ensures effective communication, reducing silos, and fostering collaboration, it leads to improved efficiency, productivity and overall project outcome, in addition, it boosts team's loyalty and satisfaction.

Political leaders in Starehe Constituency should minimize political interference in project implementation and focus on promoting good governance practices. Political support should be channelled into facilitating project success rather than contributing to delays or corruption.

Leaders should focus on shared goals; this ensures that leaders are aware of the project objectives and their contributions are geared in meeting projects goals. Also invest in leadership training to curb any escalated disagreement, this will provide skill needed to manage any possible conflict to minimize on the disruption to project operations. Furthermore, leaders should embrace open dialogue; this creates culture of trust and understanding and promotes disagreement in a productive way. Finally, creating clear communication engagement; need to have clear framework for communication and engagement with the project team.

5.5 Recommendations for Further Studies

More research on the following topics is suggested by the researcher;

Further research could explore the long-term effects of political intervention on the sustainability of county road maintenance projects. Investigating how political dynamics influence project continuity and completion could provide valuable insights for policy development.

Further research could examine alternative funding mechanisms for county road maintenance projects, comparing their impact on project performance. This could include a focus on public-private partnerships and international funding sources.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Section A; Bio Data

1. Specify your gender: Male Female
2. Age group: 20-24 25-29 30-34 35-39 40-44 45-49
50-54 55 and above
3. State your marital status.: Single Married Separated Divorced
Other
4. Indicate your highest level of education: Primary certificate Secondary certificate
College certificate/diploma University degree Post graduate degree
5. Indicate your position: County government staff Local leader Politician
Contractor Resident
6. Work experience (Only County Government employees and Contractor):
1 month-2 yrs 3- 5 yrs 6-8 yrs 9-11 yrs 12-14 yrs
15 and above

Section B: Access to funding

7. The statements below describe the implications of funding on the execution of local government road repair projects. Please indicate how much you agree with them. 1= No extent, 2= Little, extent, 3=Moderate extent, 4=Great extent, 5=Very great extent.

No	Access to funding	1	2	3	4	5
1	To what extent does timely funding affect on performance of project					
2	Adequate funding impact improve project performance					
3	Budgetary allocation on road maintenance needs to be enhance					

Section C: Monitoring and Evaluation

8. Monitoring and Evaluation statements and their implications on the performance of County Government Road Maintenance Projects are provided below. Indicate your level

of agreement with them: 1= No extent, 2= Little extent, 3= Moderate extent, 4= Great extent, 5= Very Great extent.

No	Monitoring and Evaluation	1	2	3	4	5
1	How much influence do Monitoring and Evaluation have on the performance of county projects.					
2	Poor monitoring and evaluation abilities have an impact on project performance.					
3	Monitoring and evaluation of local government projects is consistent.					
4	The county government's monitoring and evaluation capabilities require improvement.					

Section D: Management Competencies

9. The following elements affect the performance of County Government Projects. Use the scales below to indicate your position; 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

No	Management Competencies	1	2	3	4	5
1	Management experience is a significant aspect in project success.					
2	Management abilities result in timely plan execution.					
3	The County Government is able to achieve high project performance because to its highly qualified workforce.					
4	The expertise of the team has a significant impact on project performance.					
5	Management's motivation of employees results in great project performance.					
6	Assessment of risk evaluation improve project performance.					
7	I am confident in the managerial abilities of the County Government project team.					

Section E: Political Intervention.

10. The statements below demonstrate the impact of political influence on the performance of local government initiatives. Indicate your level of agreement with them.; 1= No extent, 2= Little extent, 3= Moderate extent, 4= Great extent, 5= Very great extent.

No	Political Interference	1	2	3	4	5
1	Political leaders interfere with the project's operation, resulting in poor performance.					
2	Political influence demoralizes workers					
3	Internal leadership rivalry has a negative impact on the performance of County Road repair initiatives.					
4	Corruption in county administration has hampered the performance of road repair projects.					
5	Good governance improves the efficiency of road maintenance projects.					
6	Political support is required for the project to be completed.					
7	County road maintenance projects would function better if there was no influence of politics.					

Section F: Performance of County Road Maintenance Initiatives

11. The following statements pertain to the performance of County Government Road Maintenance projects. Indicate your level of agreement with them on a scale of 1-5; 1= No extent, 2= Little extent, 3= Moderate extent, 4= Great extent, 5= Very Great extent.

No	Performance of County Road Maintenance Projects	1	2	3	4	5
1	The project was finished on schedule and within budget.					
2	The project met all of its intended purposes					
3	People's needs are taken care of via County Government projects					
4	Are you pleased with the projects managed by the					

country's government						
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12. State reasons restricting the performance of local government-managed initiatives?

13. Suggest methods for improving the performance of Country Government-managed initiatives.

.....

THE END
THANKS FOR YOUR PARTICIPATION



APPENDIX II: ERC CERTIFICATE



REF: **MKU/ISERC/4405**
TO: **OMODHI PHILLIP**

Date: 24 September 2024

REG: **MSCPM/2022/48666 (Amended)**

Dear Sir/Madam,

RE: ANALYSIS OF THE EFFECT OF BUDGETARY ALLOCATION ON PERFORMANCE OF COUNTY ROAD MAINTENANCE PROJECTS IN KENYA: CASE OF STAREHE CONSTITUENCY IN NAIROBI COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3125**. The approval period is **19/09/2024 - 18/09/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



APPENDIX III: INTRODUCTION LETTER.



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2022/48666

1st October, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: OMODHI PHILLIP- REGISTRATION NO. MSCPM/2022/48666

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics**.

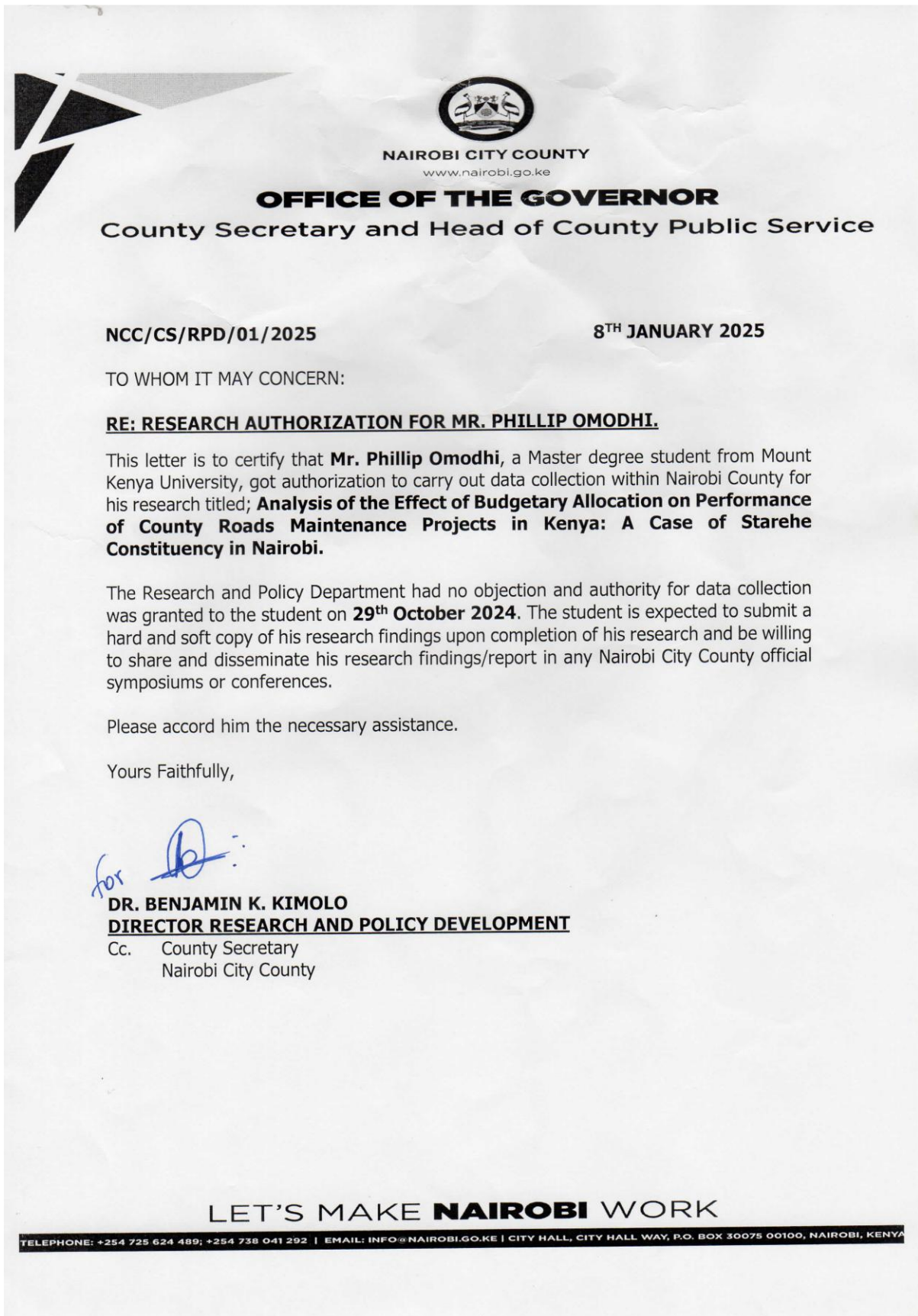
The title of the research is "**Analysis of the Effect of Budgetary Allocation on Performance of County Road Maintenance Projects in Kenya: Case of Starehe Constituency in Nairobi County.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

APPENDIX V: FIELD ENTRY/RESEARCH AUTHORIZATION.



APPENDIX VI: TURNITIN/PLAGARISM REPORT

Phillip Final Project 2025.docx			
ORIGINALITY REPORT			
19%	16%	6%	12%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	Submitted to Mount Kenya University Student Paper		2%
2	Submitted to Archbishop Hoban High School Student Paper		2%
3	www.ijssit.com Internet Source		1%
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