

**INFLUENCE OF STAKEHOLDER'S INVOLVEMENT IN PROJECT
MANAGEMENT ON THE PERFORMANCE OF ROAD CONSTRUCTION
PROJECTS IN KENYA: A CASE OF BONDO SUB COUNTY, SIAYA COUNTY**

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DECLARATION

This project report is my original work and has not been presented for the award of a degree in any other university.

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DEDICATION

This research project is dedicated to my family members Dennis, Vivian, Sandra and David for the great and many sacrifices they made during the process of completing this project proposal. Their support, encouragement, concern, enthusiasm and love motivated me to put more effort in completing this project.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF FIGURES	ix
LIST OF TABLES	x
LIST OF ACRONYMS AND ABBREVIATIONS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the Study	5
1.4 Objectives of the Study.....	6
1.5 Research Questions.....	6
1.6 Significance of the Study	7
1.7 Limitations of the Study.....	7
1.8 Delimitations of the Study	8
1.9 Basic Assumptions of the Study	8
1.10 Definition of Significant Terms	9
1.11 Organization of the Study	9
CHAPTER TWO: LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Performance of road construction projects	11
2.3 Stakeholders’ Involvement in Project identification and Performance of Road Construction Projects	12
2.4 Stakeholders’ Involvement in Project Initiation and performance of road construction projects	14
2.5 Stakeholders’ Involvement in Project Planning and Performance of Road Construction Projects.....	14
2.6 Stakeholders Involvement in Project Implementation and Performance of Road Construction Projects	16

2.7 Stakeholders’ Involvement in Project Monitoring and Evaluation and Performance of Road Construction Projects.....	17
2.8 Theoretical Review	18
2.8.1 Stakeholders’ Theory	18
2.8.2 General System Theory.....	19
2.9 Research Gaps.....	21
2.10 Conceptual Framework.....	25
CHAPTER THREE: RESEARCH METHODOLOGY	27
3.1 Introduction.....	27
3.2 Research Design.....	27
3.3 Target Population.....	27
3.4 Sample Size and Sampling Procedure	28
3.4.1 Sample Size.....	28
3.4.2 Sampling Procedure	29
3.5 Research Instrument.....	30
3.5.1 Pilot Study.....	31
3.5.2 Validity of the Instruments	31
3.5.3 Reliability of the Instruments.....	31
3.6 Data Collection Procedure	32
3.7 Data Analysis and Presentation	32
3.8 Ethical Considerations	33
3.9 Operationalization of Variables	34
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION	37
4.1 Introduction.....	37
4.2 Response Rate.....	37
4.3 Personal Information.....	37
4.4 Stakeholder involvement in project identification.....	39
4.4.1 Extent of Stakeholder Involvement in Project Initiation	39
4.4.2 Stakeholders Involvement in Various Aspects of Project Identification	39
4.4.3 Influence of Stakeholder Involvement in Project Identification on Performance	40

4.5 Stakeholder Involvement in Project Initiation	41
4.5.1 Extent of Stakeholder Involvement in Project Initiation	41
4.5.2 Stakeholders Involvement in Various Aspects of Project Initiation	41
4.5.3 Influence of Stakeholder Project Initiation Involvement on Performance	42
4.6 Stakeholder involvement in project planning	42
4.6.1 Extent of Stakeholders Involvement in Project Planning	43
4.6.2 Stakeholders involvement in Various Aspect of Project Planning	43
4.6.3 Influence of Stakeholder Involvement in Project Planning on Performance.....	44
4.7 Stakeholder Involvement in Project Implementation	44
4.7.1 Extent of Stakeholders Involvement in project implementation.....	44
4.7.2 Stakeholders Involvement in Various Aspects of Project Implementation	45
4.7.3 Influence of Stakeholder Involvement in Project Implementation on Performance.....	46
4.8 Stakeholder involvement in project monitoring and evaluation	47
4.8.1 Extent of Stakeholder Involvement in Project Monitoring and Evaluation.....	47
4.8.2 Stakeholder involvement in Various Aspects of project monitoring and evaluation	47
4.8.3 Influence of Stakeholders' Involvement in Project Monitoring and Evaluation	48
4.9 Performance of Road Projects in Bondo Sub County.....	49
4.10 Multivariate Regression	49
CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	52
5.1 Introduction.....	52
5.2 Summary of the findings.....	52
5.2.1 Stakeholder involvement in project identification.....	52
5.2.2 Stakeholder involvement in project initiation	52
5.2.3 Stakeholder involvement in project planning	53
5.2.4 Stakeholder involvement in project implementation	53
5.2.5 Stakeholder involvement in project monitoring and evaluation	54
5.3 Discussion of the Findings.....	54
5.3.1 Stakeholder Involvement in Project Identification	54
5.3.2 Stakeholder Involvement in Project Planning.....	55
5.3.3 Stakeholder Involvement in Project Initiation	56

5.3.4 Stakeholder Involvement in Project Implementation	57
5.3.5 Stakeholder involvement in project monitoring and evaluation	58
5.4 Conclusion	59
5.5 Recommendation	60
5.6 Areas for Further Research	61
REFERENCES.....	62
APPENDICES	70
Appendix I: Introduction Letter	70
Appendix II: Questionnaire.....	71
Appendix III: Interview Guide for Officers in Bondo Sub County Government	77
Appendix IV: List of Road Projects in Bondo Sub County	78

LIST OF FIGURES

Figure 1: Conceptual framework	26
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LIST OF TABLES

Table 2 1: Research gaps	22
Table 4.1: Personal Information	38
Table 4.2: Stakeholder Involvement in Project Identification	39
Table 4.3: Stakeholders Involvement in Various Aspects of Project Identification	40
Table 4.4: Extent of Stakeholder Involvement in Project Initiation	41
Table 4.5: Stakeholders Involvement in Various Aspects of Project Initiation.....	41
Table 4.6: Extent of Stakeholders Involvement in Project Planning	43
Table 4.7: Stakeholders involvement in Project Planning	43
Table 4.8: Extent of Stakeholders Involvement in Project Implementation	45
Table 4.9: Stakeholders Involvement in Various Aspects of Project Implementation	45
Table 4.10: Extent of Stakeholder involvement in project monitoring and evaluation	47
Table 4.11: Stakeholder involvement in Various Aspects of project implementation	48
Table 4.12: Performance of Road Projects in Siaya County	49
Table 4.13: Model Summary	50
Table 4.14: Analysis of Variance.....	50
Table 4.15: Coefficients.....	51

LIST OF ACRONYMS AND ABBREVIATIONS

CDF:	Constituencies Development Fund
ERS:	Economic Recovery Strategy
KeNHA:	Kenya National Highways Authority
M&E:	Monitoring and Evaluation
MDGs:	Millennium Development Goals
NACOSTI:	National Commission of Science and Technology Council
NGOs:	Non-Governmental Organizations
PM&E:	Project Monitoring and Evaluation
SPSS	Statistical Package for Social Sciences
WASH	Water and Sanitation for Health
EPS	Enterprise Project Structure
LATF	Local Authority Trust Fund
EACC	Ethics and Anti-Corruption Commission

ABSTRACT

Infrastructural development of road networks in Kenya is a sector that has been put under emphasis by the government due to it being the key incentive to spur economic growth. However, most of the construction projects end up experiencing time overruns and cost overruns and hence exceeding the contract amount that was planned for initially. This study therefore sought to determine stakeholders' involvement influence on the management of projects on performance of road construction projects in Kenya. The study also sought to establish the effect of stakeholders' involvement in project identification, project initiation, project planning, project implementation and monitoring and project evaluation on the performance of road construction projects in Kenya. Descriptive research methodology and cross-sectional survey design was used during this study. The target population was 48,002 residents of Bondo Sub County, 30 projects managers in road construction projects in Bondo Sub County, Siaya County. Slovin's Formula was used to determine the sample size. The selection of 396 respondents from the target population involved the usage of stratified random sampling. The collection of primary data involved the usage of semi structured questionnaires and interviewing the key informants. Pilot test was used for determination of reliability and validity of data collection instruments. Closed ended questionnaires were used for generation of quantitative data while qualitative data were derived through interviewing of key informants and the usage of open ended questionnaires. Analysis of qualitative data involved the usage of thematic analysis and the results were presented in prose forms. The analysis of Quantitative data involved the usage of Statistical Package for Social Sciences (SPSS version 22). Qualitative data was analyzed by the usage of descriptive and inferential statistics. Frequency distribution, mean, standard deviation and percentages were inclusive in descriptive statistics. Inferential data analysis was done using multiple regression analysis. The study found that stakeholders' involvement in project identification had a significant influence on the performance of road construction projects in Bondo Sub County. The study also established that stakeholders' involvement in project initiation had a significant influence on the performance of road construction projects in Bondo Sub County. The study further established that stakeholders' involvement in project planning had a significant influence on the performance of road construction projects in Bondo Sub County. Also, the study found that stakeholders' involvement in project implementation had a significant influence on the performance of road construction projects in Bondo Sub County. In addition, the study found that stakeholders' involvement in monitoring and evaluation had a significant influence on the performance of road construction projects in Bondo Sub County. The study recommends that project managers should involve stakeholder in various aspect of project identification such as performance of phase review. In addition, project managers should adopt various aspects of project initiation such as making signing of stakeholders as meaningful as possible so as to enhance personal commitment of stakeholders to their obligations. Also, stakeholders should be involved in various aspects of project monitoring and evaluation such as cost control, procurement administration and quality control so as to improve on performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Economic growth and development in any country can be measured in terms of physical infrastructural development such as roads, bridges and buildings. Poor construction of road project is related to performance difficulties. There are various factors behind the occurrence of such problems in construction projects (Adzroe & Ingirige, 2014). The problems experienced in the performance of the road construction firms in third world countries can be classified into: problems related to shortages in the infrastructure industry (mainly deals with the supply and demand of resources), problems due to consultants and clients and lastly problems arising as a result of incompetence of the contractor (Gaith, Khalim & Amiruddin, 2012). So as to attain the goals of employment and wealth creation, poverty alleviation and economic growth, there is need for implementation of a well-functioning and good road network (Ndiang'ui, Ombui & Kagiri, 2015). Hence, the Ministry of Roads of Kenya plays a crucial role so as to attain the following goals; attainment of “Millennium Development Goals (MDGs), Kenya vision 2030” goals, creation of employment opportunities and strategic wealth creation through providing the necessary infrastructural equipment needed by the public for rehabilitating, maintaining, managing and developing of roads in Kenya (KeNHA, 2015).

Infrastructure is given the first chance in ensuring that the majority of the road projects found in the economic pillar are formulated and implemented. Kahura (2013) reported that there was need to improve on roads as it was the main type of transport in the country. Roads were used to carry about 80% of passengers and cargoes within the country (Ministry of Roads Service Charter 2008). The allocation of the cost budget in respect to road projects has increased in the recent times. This has happened as a result of realization that roads are significant to socio-economic development of any nation. Even though efforts are being made in a way to improve on road projects, Kenya is still faced by challenges such as delays in completion of road projects, demolitions that are experienced in businesses houses, abortive works and cost overruns, (Kinuthia & Were, 2015). One of the ways highlighted to be key in improving project performance is stakeholder's involvement.

Public participation plays a significant role in project developments. However, the stakeholders may not be involved during emergency situation and implementation of minor decision of the organizations. It is also important to involve stakeholders during complex situations which can impact them significantly so as to prevent the occurrence or emergence of the problem in the future. Public participation usually involves sharing of information and obtaining inputs from the interested stakeholders. According to The Constitution of Kenya 2010, citizens can participate in the process of public participation.

The origination of public participation or involvement was experienced in developed nations. According to Kobusingye (2017) it is the categorization processes which empower citizens. Since 1970, public participation has been advocated in most parts of developed nations such as USA as a tool which improve urbanization environment and enrich the lives of the stakeholders by addressing their needs. The emergence of international movement in the early 1980s resulted to development of architectural plan of the cities through the process of public participation. The study conducted by Ruwa (2016) emphasized on the democratic rights of public participation despite the government tendency to distort the formation of public decision before the implementation process.

Recently, most developed countries such as USA, Denmark, Hong Kong and Brazil have effectively managed to practice this mechanism. Involvement of developed nations in the process of public participation indicates the immense role of this mechanism. For instance, contribution of better project development and collaborative governance (Davis, MacDonald & White, 2010).

Additionally, different forms of stakeholders' involvement such as public hearing, conducting surveys, advisory committees and show exhibitions have been developed so as to meet the requirement of public participation process in the developed countries. Hence ensure effective stakeholders involvement in project management phases which include: identification phase, initiation phase, project planning phase, its implementation, monitoring and evaluating phase (Heravi, Coffey & Trigunarsyah, 2015).

The main goal of identifying project is to ensure appropriate development of preliminary proposal intervention set and actions within the stipulated time frame and budget thus addressing specific development objectives in a given region. According to Fageha & Aibinu (2016) investment

sources can be derived from diverse sources and contexts. The measurement of the value of the project and its feasibility is conducted during the initiation phase which is the second stage in the project life cycle. The two tools are used by the manager of the project to decide on the project development process. Project plan guide the team and keep them within the stipulated time and budget. According to Ondieki (2016) effective documentation of project plan guides the project manager on how to obtain resource, finance and procurement of materials. It also directs the stakeholders on production of quality outputs, risk handling, acceptance creation, and communication of benefits to stakeholders and management of suppliers (Wamugu & Ogollah, 2017).The occurrence of monitoring and control at a similar time result to their combination and execution. The plan execution team should often monitor the progress of the project. The involvement of stakeholders in different phases of project management has been found to influence project performance positively around the world (Waithera, 2015).

Eyiah-Botwe and Aigbavboa (2016) examined construction of capital intensive projects using management of stakeholder for enhancement of sustained construction. The findings indicated that the management of stakeholders and the concept of sustainability have not been embraced. Nguyen and Skitmore, (2009) also researched on the impact of stakeholders management of infrastructure in the third world countries such as engineering firm owned by the state in Vietnam. From the study, it was evident that the highest impact on project was caused by clients, project managers followed. In Nigeria, neglecting the interests of stakeholders was majorly affecting projects completion. This is according to Chika, Carrillo and Tuuli (2014) who researched on management of stakeholder in projects established in Nigeria with respect to the agenda.

Nyandika and Ngugi (2014) examined the influencing Participation of Stakeholder on Road Projects performance at Kenya National Highways Authority (KeNHA). The study determined the feasibility of projects, awareness seminars, and conferences in user participation had a positive impact on road projects performance. This therefore describes that stakeholder involvement has increasingly become a part of mainstream in business practice. This is because it is being used in gaining a wider support, common agreement and ownership. The stakeholders' interest and power are essential in an organization's decision making since they may have an influence that is either negative or positive. Citizens have the responsibility and right to participate in activities that directly influence their lives. Stakeholders' involvement is essential as it helps in project planning

and implementation as well as making decisions. Therefore involving stakeholders in the implementation of projects was essential since they helped in making decision in regard to improving performance of road construction projects.

Siaya County which is located in the southern part of Kenya is bordered by Busia, Kakamega, Vihiga and Kisumu County. Siaya County is inhabited by the Luo community. The main economic activities in this county are fishing and agriculture. Travelling to Siaya can either be done through use of road as well as use of air as it is located between Kisumu and Eldoret International Airports. Currently, Siaya County has over 30 proposed road construction projects in the rural areas. In early 2017, the national government set aside Ksh. 1.2 billion to tarmac Siaya-Rwambwa-Ukwala-Ugunja road in Siaya County (Oloo, 2017). This helped in making transportation convenient in this region. In addition, the County has footbridges in Bondo Sub County amounting to 16.1 million. However, by June 2016 only 30 per cent of the projects had been completed.

1.2 Statement of the Problem

Infrastructural development of road networks in Kenya is a sector that has been put under emphasis by the government due to it being the key incentive to spur economic growth. A large share of the national budget resource allocations goes to it. During the 2013/2014 fiscal year, 7.7% of the National budget allocation was allocated to the Ministry of transport and Infrastructure. Contracting for paved road construction has increased in great measure making construction industry an easily noticeable development (RoK, 2014). This is intended to spur growth by creating efficiency, convenience and cost effectiveness in the transportation of both goods and services in the Kenyan economy (Golicha, 2014).

Kenya Roads Board (2014) report, almost 30% of funds that are directed to the ministry of roads annually go to Kenya National Highways Authority. Most of the construction projects end up experiencing cost overruns and hence exceeding the contract amount that was planned for initially. In Kenya, public roads construction projects have been increasing from one period to another. Completion of the project within the stipulated time remains a problem. Kenya is faced with a problem of cost overruns as a result of inadequate financial resources within the country. Statistical reports in Kenya indicate that KeNHA is faced with problems of cost overruns in the implementation of its road projects. For example, during the construction of the Thika Super

Highway, there was an increase in cost to 34.45 billion from 26.44 billion. Furthermore, there was a change in the completion deadline to July 2013 from July 2011 (Roads and Civil Engineering Contractors Association, 2013). In addition, the system of sewerage located along Thika Super Highway project changed after its completion. Republic of Kenya report data indicate that due to overruns in cost, there is stagnation in the development of economic and the realization of vision 2030 (Republic of Kenya, 2014).

Projects that are poorly implemented are characterized by cost and time overrun and poor quality, failing to meet the stalling of projects and the objectives. An instance of implementation of road projects that is unsuccessful leads to transportation inconveniences. Several studies have been done showing that road construction faces many challenges. Some of these challenges may be new in the industry while others are old. The challenges may be caused directly through road construction operations while others are caused by indirect peripheral. To ensure that road construction is successful, the intervention of a project manager is necessary (Mbaabu, 2012).

Various studies have been done in regard to performance of road construction projects. Muturi and Oguya (2016) examined the factors which affected projects of road construction performance in ASALs regions in Kenya. From the study, the contractor's competency variable led to the greatest challenge in performance followed by the conflict variable, construction parties' financial management variable and timely availability of construction resources. In Thailand, Ogunlana (2017) carried out a study concerning the impact of time and cost on the road construction projects performance. The results indicated that in order for cost performance to be a success, it is dependent on how construction resources are managed, management of the budget, method of construction and communication. To contrast this, management of human resource and schedule prevent performance of cost. From these studies, stakeholders' involvement has not been looked into. This study therefore sought to identify the impact of stakeholders' involvement in performance implementation of the project of roads construction in Kenya.

1.3 Purpose of the Study

The study purpose was determining influence of stakeholder's involvement in project implementation on performance of road construction projects in Bondo Sub County.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To determine the influence of stakeholders involvement in project identification on the performance of road construction projects in Bondo.
- ii. To assess the influence of stakeholders involvement in project initiation on the performance of road construction projects in Bondo.
- iii. To establish the influence of stakeholders involvement in project planning on the performance of road construction projects in Bondo.
- iv. To establish the influence of stakeholders involvement in project implementation on the performance of road construction projects in Bondo.
- v. To determine the influence of stakeholders' involvement in project monitoring and evaluation on the performance of road construction projects in Bondo.

1.5 Research Questions

This study sought to answer the following research questions:

- i. What is the influence of stakeholders' involvement in project identification on the performance of road construction projects in Kenya?
- ii. How does stakeholders' involvement in project initiation influence the performance of road construction projects in Kenya?
- iii. What is the influence of stakeholders' involvement in project planning on the performance of road construction projects in Kenya?
- iv. What is the influence of stakeholders' involvement in project implementation on the performance of road construction projects in Kenya?
- v. How does stakeholders' involvement in project monitoring and evaluation influence the performance of road construction projects in Kenya?

1.6 Significance of the Study

The study findings play part in development of the theory of general systems theory and the theory of stakeholder. These two theories were not developed specifically for construction projects. The study provides information on how they were applied in road construction projects. The study gives knowledge that is evidence-based and insight concerning the participation of the stakeholder in the projects of road construction and how being involved influences the implementation of the projects of road construction which is successful. The study also provides more information on the involvement of the stakeholder and project of road construction implementation. The study serves also like a scholars` stimulus to conduct more study in the area of the involvement of stakeholders in projects that are school-based.

To the Kenyan managers of projects and management of roads, the research avails information on how identification of analysis and stakeholder, consultation of stakeholder, management of stakeholders relations and disclosure of information influenced school-based projects implementation. Additionally, management of roads and managers of projects were in a better position of implementing recommendations derived from this study which was important for the improvement of projects of road construction implementation.

The study gives information on involvement of the stakeholder in the successful projects of road construction implementation which may be used in policy formulation to expand road projects implementation in Siaya County. The study findings correspondingly inform policies formulation to warrant involvement of stakeholders and therefore lower projects failure rate.

1.7 Limitations of the Study

The study may face a challenge in getting permission from the Siaya County officials to carry out the research on performance of projects and stakeholders involvement. This is because this information can be used by oversight bodies such as Ethics and Anti-Corruption Commission (EACC) and Public Procurement Oversight Authority for prosecution. However, the researcher got a letter of data collection from the School of Open and Distance Learning and a research

permit from National Commission for Science, Technology and Innovation (NACOSTI) to show that the document is only for purposes of academic.

The respondents of the study feared to fill in the questionnaires due to concern of victimization. Further, they felt as if they are being investigated and hence give biased information. To mitigate this, respondents were given an assurance that the information would be confidential. In addition, none of the respondents were to show their names so as to ensure the concealment of the information provided.

1.8 Delimitations of the Study

This study basically concentrated on stakeholders' involvement in the five phases of project management, which includes: project identification phase, initiation of the project, planning of the project, implementation of the project and monitoring and evaluation of the project. The five variables were selected because they are the five phases of project management.

In addition, the study was limited to murram and tarmac road construction projects located in Bondo Sub County. Road construction projects was selected in this study because they the highest allocation in the County government. The population of the study was managers of the projects and community members who are the stakeholders in the projects of road construction within Bondo Sub County. Bondo Sub County was selected in this study since it has the highest number of road construction projects in Siaya County. The study was carried out between June and July 2018.

1.9 Basic Assumptions of the Study

Assumptions are statements that are taken for granted in a proposal or considered to be true even though they are not scientifically tested. The study assumed that all the stakeholders working in the road construction projects in Bondo Sub County cooperated and provided precise and reliable responses to their level best. In addition, the study assumed that the stakeholders were ready to give true and correct information willingly during collection of data.

1.10 Definition of Significant Terms

Monitoring and Evaluation: In this study, monitoring and evaluation was used in this study to refer to the process of collecting information, analyzing information, reporting, correcting errors and direction provision while undertaking ongoing project.

Performance of road projects: In this study, road projects performance was used to refer to road construction projects completion in the time scheduled, budgeted cost, attaining the set objectives and achieving user satisfaction.

Project identification: This was used in this study to refer to the effective development of a preliminary proposal through stakeholders' analysis, scanning the external environment and preliminary project approval.

Project Implementation: This is a stage in project management that involves the execution of various activities through team development, allocation of resources, update project schedule and execution of task assignments.

Project initiation: This is a phase in project management life cycle and involves development of a feasibility plan, terms of reference, documenting a project case and problem analysis.

Project planning: This is a project management phase that elaborates on the usage of schedules financial planning, resource specification, schedule planning and resource planning and subsequently reporting on the progress of the project.

Stakeholders: The term stakeholders in this study refers to the community members whose interests relate to the project objectives at hand and outcomes affect them.

1.11 Organization of the Study

The research project report is organized into five chapters. The first chapter entails an introduction which highlights the study background, statement of the problem, purpose, objectives, research questions, significance, delimitation, limitations and basic study assumptions. Chapter two

presents a literature review on stakeholder's involvement and performance of road construction projects. Chapter two subsections composed of introduction, variables review, theoretical framework, conceptual framework, research gaps in reviewed literature and literature summary. Chapter three is on the use of methodology of research, research design, population, procedure of the sample, size of the sample, data collection equipment, pilot test of the research instruments, procedures of collecting data, and techniques of analysis of data, ethics variables considerations and operationalization. Chapter four is on analysis of data and results presentation. The chapter encompassed inferential and descriptive statistics as per the study objectives. Chapter five consists of the findings summary, discussion, conclusions and recommendations, which were done as per the objectives of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter entails the theoretical framework, empirical review and the conceptual framework. The theoretical review shows the used theories in the examining performance and the stakeholders participation. The Empirical review presents literature review in relation to the dependent and independent variables. The conceptual framework is the final section that shows that hypothesized relationships between variables.

2.2 Performance of road construction projects

There has been no consensus among various authors on the correct definition and the standard measures of project performance. Otim and Alinaitwe (2011) Project success is a subject in management of project that has been discussed among authors without reaching to an agreement and as a result the definition of project performance remains vague and differs from one author to another. In addition, the variation in the definition of project performance also leads to variations in the measures of project performance among different authors. The users' perception of project performance may differ from that of the contractors and donors. Nevertheless, there is a general agreement among others that the performance of a project involves both effectiveness and efficiency.

Performance of projects can be measured in terms of schedule, safety, quality, cost and user satisfaction. Iyer (2006) however asserts that the performance of a project is considered good when it meets technical specifications and if satisfaction is achieved among stakeholders such as end users, project team members, parent organization managers and donors or financiers. According to Otim and Alinaitwe (2011), the performance of a project is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction.

Traditionally, the project performance was measured in terms of schedule, within budget (cost) and specified quality. Nevertheless, even though projects are on time completed, within budget and are perceived to be of quality which is good, they can still be considered as failures while projects that have exceeded the set time and exceeded the budget can be considered successful.

Therefore, even if the traditional performance measures such as quality, cost and budget are important in measuring performance; other measures have also to be used. These measures include user satisfaction, client satisfaction and environmental impact. Mbaabu (2012) argues that the measures of project performance should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety.

(Due to lack of sufficient contractors, developing countries are forced to outsource for contractors (Davis, MacDonald & White, 2010). An example is the construction of the Thika Super Highway which was constructed by a Chinese company. This leads to high costs and at times the quality is low. The suppliers of the construction materials also tend to be monopolistic thus the quality is lowered and there is inefficiency. In order to improve on quality and ensure efficiency, work is transferred from public to private and competition into operations is introduced. The bidding of the government contract forms the basis of the first step.

2.3 Stakeholders' Involvement in Project identification and Performance of Road Construction Projects

The initial stage in order to ensure that there is successful engagement by the stakeholders is to figure out the different individuals and groups who are most likely to be indirectly or directly affected by the project, or those that could be having an interest in the project (Njogu, 2016). Public consultation and information resources ought to concentrate on parties who are in the first instance affected. The client is also required to identify groups or individuals that are disproportionately or differentially influenced by the project due to their vulnerable or disadvantaged status.

Kobusingye (2017) defined project identification definition stage of ideology, and possible worthiness of further study. It is a repetitive process of documentation, validation; ranking and approval of candidate projects within an organization and it begins by understanding the mandate and objectives of the organization and identification of problems, needs and stakeholders interests. According to Ruwa (2016) it is important to identify, analyze, and screen realistic project ideas. Feasibility study is conducted to determine the formulation of project and preparation process. It provides the basis of choosing the best options on whether or not to proceed with the project (Nyandika & Ngugi, 2014).

The typical identification and selection process entailed certifying and ranking the various competing projects, evaluating and determining resource needs and approving and funding the most viable project. Thus the business problem or opportunity is identified, a project is formulated and appointment of project team is conducted so as to build and deliver the most effective solutions to the end user or customer (Ondieki, 2016).

Different methods of project selection are used to arrive at an ideal choice. Social analysis is one method or instrument that enables the institution to examine sustainability of the project and to incorporate project's sustainability measures by examination of socio-cultural, institutional, historical and political factors and stakeholders views and priorities. Beneficiary assessment is a systematic consultation process between the beneficiaries of the project and other stakeholders so as to obtain their views pertaining to ongoing or planned project. According to Davis, MacDonald and White (2010) beneficiary assessment is useful when identifying the inputs of the project, potential constraints which might be experienced during their participation and retrieval of feedbacks during the implementation of the project.

Mahmoud-Jouini, Midler and Silberzahn (2016) saw that beneficiary analysis is useful for identification of challenges which might be encountered during project implementation process. Beneficiary assessment is a component of the social assessment process, focusing mainly on the key beneficiaries of the project. Additionally, it is detailed and reliable source of information on the social and cultural conditions of the beneficiaries. It facilitates the development of demand driven initiatives and enhance their stabilization. The approach is very useful in identification and design of development activities, emerging constrains during public participation in the process of project implementation (Heravi, Coffey & Trigunarsyah, 2015).

Njogu (2016) found that their increase in stakeholder involvement in project identification would significantly lead to an increase in Automobile Emission control project Performance. The results indicated that the stakeholders involvement identification of the Automobile emission control project enhance support of the project, adhering to Automobile emission acts influencing achievement of project performance. Stakeholder Involvement in Automobile emission control projects enhances assessment and provision of stakeholder resources, promote problem analysis in an effort to promote understanding and reduction in conflicts, improving decision making

process and addressing the concerns of stakeholders were taken care of influencing Automobile emission control project performance.

2.4 Stakeholders' Involvement in Project Initiation and performance of road construction projects

An analysis of needs by stakeholders may act as a guide in ensuring that the design of the project corresponds to the capabilities and needs of the target community. In deciding if participation of the community is practical and possible during execution of the project this should be the guiding principle (Ondieki, 2016). In the preliminary stage the facts found were crucial in arriving at such a conclusion, as members of a community are involved in their needs identification they get a problem understanding that is similar and accord it the deserved importance and commit to problem solving. In this stage occasions where they are overlooked, legitimization was tricky though the world outside helped them in needs identification. This results to chances of delay during the phase of implementation (Waithera, 2015)

Wamugu and Ogollah (2017) established that most notably participation in project initiation activities such as identification screening and selection is the most critical as it is at this stage where stakeholder can have the highest influences. The study also found that stakeholder participation ought to commence at the earliest stage of project initiation. Related to this finding is that respondent ranked highly aspect of trust, acceptability-ownership and beneficiary satisfaction as more significant to outcome as opposed to aspects of cost, budget and scope. In another study, Ruwa (2016) found that when stakeholders are involved in initiation it has a positive influence on project performance. Involvement in needs analysis, proposing solutions and project identification leads to projects being completed within time, within budget and having projects that are sustainable. It does this by creating a sense of ownership and increasing project acceptability which have an impact on the performance indicators.

2.5 Stakeholders' Involvement in Project Planning and Performance of Road Construction Projects

The stakeholders are involved in the project planning by identification of the objective of the project, requirement specification of resources, allocation and determination of project product

methodology and evaluation of critical outcome of project activities (Ondieki, 2016). The benefits which are associated with participation of stakeholders in planning process include: distrust reduction in project outcomes, improve commitment on project objectives and improvement on credibility performance, logical networking of activities, estimation of the project budget and formalization of the approval process (Wamugu & Ogollah, 2017).

Additionally, processes such as planning of communication, and project scope management, roles and responsibilities identification, determination of the project purchase and frequent conduction of meeting is very important at this stage. The methodologies or the most common tools that are used in the stakeholder involvement in the stage planning are Project Plan and Milestones Reviews. Stakeholders official are engaged fully in the planning stage. At this level, the project officials prepare the project budget, work plan and open a bank account for the project funds to be channeled through (Ondieki, 2016). The District Works Officer who is a Government official assists in preparation of bill of quantity for the project. The other relevant departmental heads approve the budget and work plan for the projects in their relevant fields. The objectives of engaging stakeholders in planning include analyzing, anticipating, scheduling, coordinating, controlling and Information management, which influence success of the project.

Heravia *et al.* (2015) evaluated the involvement of stakeholders level in the planning process of building construction and found that project managers have the highest level of engagement of stakeholders in the planning process unlike the contractors. There is also a need for improvement of effective stakeholders' participation during the planning phase of a particular project.

In Saudi Arabia, Fageha and Aibinu (2016) established that poor definition of scope occur when stakeholder inputs is deliberately or accidentally omitted while some inputs are dominating. During pre-planning process of the project, scope evaluation completeness definition should assist the project manager to determine whether the project implementation process should proceed. The scope developed by the project managers should be able to satisfy the expectation of the stakeholder and clearly define the project scope. However, input solicitation from all stakeholders is normally a costly, inefficient and tiresome. This is because of the variation in stakeholders' interest and requirements.

Njogu (2016) found that stakeholder's Involvement in project planning influence stakeholder involvement in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent. The study also established that stakeholder Involvement in Automobile emission control project implementation influence project performance. Ruwa (2016) Stakeholder involvement in planning also influences project performance. However, it has a negative influence implying that increasing participation in this phase lead to poor project performance; notably delay, overspending and project sustainability may not be assured.

2.6 Stakeholders Involvement in Project Implementation and Performance of Road Construction Projects

Gitonga (2010) publication on implementation of the project is defined as a fundamental phase in the cycle of the project when the project plan is put in to action. Basically, the inputs in the phase of project implementation are the outputs of the project plan and its success is determined by the project plan quality, its management capacity and work efficiency of the employees working on the project. According to research conducted by Nyandemo and Kongere (2010) project plans are translated into project activities at the implementation stage. They further stated that implementation of the project involves translating the objective of the project into specific output of the project.

The involvement of stakeholders in the implementation phase of the project is a fundamental aspect in project management. Project implementation enhances coordination of the available resources and employees so as to execute the project plan. Stakeholder involvement results to transformation of project objectives and policies hence leading to logical arrangement of project activities of a successful project.

The study conducted in Rwanda by Kobusingye (2017) to determine the impact of involving stakeholders on the outcome of WASH project revealed that a positive relationship exist between the involvement of stakeholders and the project outputs. The study further revealed that stakeholders were involved in activities such as: materials procurement, coordination of resources and people, risk evaluation and implementation of the project within the framework of the project plan. Similarly, the study conducted by Maina (2013) to determine the influence of participation

of public in implementation EPS project in Kenya. The findings indicated that stakeholder involvement facilitated enhanced successful implementation of EPS projects established in various schools.

Moreover, stakeholders responded positively in the process of conducting cost analysis of the project. The activity include: ensuring the budget of the project is within the limit of project cost. The study conducted by Njogu (2016) also found that involvement of stakeholders in implementation of Automobile emission control significantly influenced the performance of the project as it resulted to raw material contribution (securing funds from donors, assignment of role and responsibilities) lead to unlimited regulation of carbon dioxide gas emission, reduction in operation cost of the project and promotion of project organization.

2.7 Stakeholders' Involvement in Project Monitoring and Evaluation and Performance of Road Construction Projects

Fageha and Aibinu (2016) defined monitoring as the periodic process of reviewing or overseeing the inputs deliverables of a project, work schedule and the anticipated project outputs so as to determine their correspondence with the established project plan. It is a regular process of collecting information about the nature and the performance level of the established project. It is a continuous process of tracking the performance of the project so as to determine its conformity with the set project plan which ensures that the establishment of project is within the allocated time frame and budget. Heravia, Coffeya and Trigunarsyah (2015) defined monitoring as a continuous functionality of daily operation during the process of project implementation and it is the measuring process of whether the project adhere to the necessary procedures ,plan ,goals and expected outputs. The main aim of project monitoring is to promptly point out any shortcomings which hinder the achievement of the project goals so as to prevent or mitigate it before it result to prolong havoc to the surrounding environment or community.

Ondieki (2016) stated that stakeholders' involvement in Monitoring and Evaluation process may be summarized as a continuous observations, information gathring, analysis, documentation, and assessment of changes and critical education at different research stages. Monitoring and evaluating tools make the goals of the project to be more accessible to stakeholders. And result to appropriate development of PM and E systems at the community level. Progressive assessments

of project over a long period of time enhance the information flow at different levels such as between the manager of the project and farmers.

Njogu (2016) established that stakeholder involvement inquiring in project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influence project performance. The study found that stakeholder Involvement in automobile emission control led to cost efficiency, reduction on carbon emission, customer satisfaction, and reduction in emission, timeliness carbon control, reduction in project costs deviation and reduction in operation costs. In addition, Waithera (2015) found that involvement of stakeholders in evaluation and monitoring had significantly affected project performance Similarly, Ruwa (2016) found that stakeholders involvement in evaluation and monitoring has a positive impact on performance of project. Stakeholders are able to hold implementers accountable thereby contributing to efficiency in terms of time, cost and assuring project sustainability.

Ondieki (2016) established that capacity building which not adequate resulted to low participation of stakeholder in monitoring and evaluation of Kisii community projects Additionally, the few training workshop, seminar and stakeholder attendance worsen the situation and poor capacity building coordination strategies limited the research conducted in Kisii town. Stakeholders and staff in projects portrayed low prospects in the improvement of their monitoring and evaluation competencies and skills. The training workshops and seminars provided minimal opportunity for the acquisition of sufficient technical skills and knowledge which is important in monitoring and evaluation process of LATF projects.

2.8 Theoretical Review

This study was anchored on two theories: stakeholders' theory and general system theory.

2.8.1 Stakeholders' Theory

Stakeholders Theory as indicated by Donaldson and Preston (1995); Evans and Freeman (1988) and Freeman (1984) models and identifies stakeholders in an organization and also describes how stakeholders and their interests should be managed. Harrison and Wicks (2013) indicate that stakeholders' theory sought to address the principle of what and who in a project rally counts. Unlike the traditional view of looking at an organization where only the owners matter, the

stakeholders theory indicates that other parties include suppliers, communities, financiers, political groups, government bodies, employees and customers.

The objective of this theory is to enable managers to have an understanding of stakeholders and manage them strategically (Ketokivi & Mahoney, 2016). The importance of stakeholders' management is described in several studies (Sama-Lang & Zesung, 2016; Harrison & Wicks, 2013). This theory has been applied in different fields despite it having a strategic management origin and the manner in which it is used is distinct where it uses different methods, and criteria of evaluation (Harrison & Wicks, 2013).

The theory puts emphasis on this theory emphasizes on a significant relationship between stakeholders and the top management staff (Wu and Wokutch (2015). In specific, the managers should understand that stakeholders affect the success of projects (Moldogaziev & Resh, 2016). The relationship with the top management determines the stakeholders participation.

Bridoux and Stoelhorst (2014) outline four basic premises of stakeholder theory. First, a project has relationships with stakeholders who are influenced by the decision it makes. Secondly, the theory's concern is on the relationship's nature in terms of the outcomes and processes of its stakeholder. Thirdly, the intrinsic value of all stakeholders, and not one interests group is assumed to rule over the others. Lastly, this theory places its focus on the decisions made by the management. In road construction related project, stakeholder's involvement is important in the process of planning and implementation and in order to inform and engage the stakeholders. Involvement of stakeholders' directly affected by planning proposals should begin in the initial planning stages, a communication strategy is necessary.

2.8.2 General System Theory

This theory was originally developed by Hungarian biologist Ludwig von Bertalanffy in 1972 (Von Bertalanffy, 1972). From a biological viewpoint, it considers a creature as an integrated system of functions and interdependent structures. From a sociological perspective, system theory is the trans-disciplinary approach of an organization. A sociological system contains four main components including attributes, objects, interrelationships among various objects and the environment (Kast & Rosenzweig, 2011). Zenko et al. (2013) refers objects as being parts,

variables, or elements that exist in a system. Attributes refer to features or qualities of a system and its objects. Every organization has internal relations that exist among its various objects. Further, a system occurs in an environment (Zenko et al., 2013).

A system, therefore, is something that influences another variable in a particular environment thus forming a better pattern that is different from any of the parts (Puche et al., 2016). Boundary separates a system from its environment and further separates what is in the system and that which is not. It can either be closed or open. An exchange of matter and information with the external environment characterizes the open systems. In other terms, road projects are open systems and they regularly interact with external forces which include customers, suppliers and other government agencies (Hongwei, Huixin & Jian-bo, 2009). The open system theory focused on the relationships among stakeholders in a project or organization. In applying the concept open system theory, Kast and Rosenzweig (2011) indicate that an organization is built by energetic input-output system, whereby the system is reactivated by the energy coming from the output. Another part of the open system concept focuses on the influence of change in an organization. All parts of an organization are affected by a change in one part of the organization (Kast & Rosenzweig, 2012).

Although, road construction projects are open systems having both internal and external environments, this study only focused on the internal environmental factors. In non-governmental organizations, project managers deal with systems that are complex which are defined by much nonlinearity, stakeholders, multiple interdependencies and feedback systems. The success and performance of projects significantly depends on the interaction between various teams, leaders and staff as well as between departments (Raulea & Raulea, 2014). In the implementation of concept of systems, communication plays a key role. It integrates and connects the link amongst the system networks. Information flow, energy and material are the elements of a processing system and communication systems coordinate them (Turkulainen *et al.*, 2015).

In this study, the important role of this theory is to provide a theoretical model that was used to explain, predict and control phenomenon. Road construction projects require a system that is functional and was used to manage projects appropriately. Kariuki (2014) argues that there is need to control systems failure in one component leads to failure of another and, ultimately, the failure of the entire system. Involvement of all stakeholders including community members ensured

effective and efficient management of other resources and their projects their projects and other resources for maximum outputs. It also lead to acceptance and support of the project, which subsequently lead to the sustainability of the project.

2.9 Research Gaps

A number of studies have been carried out on stakeholder involvement in management of project and performance of projects however, these studies were limited to different industries, sectors and institutions. This research therefore sought to fill the knowledge gap by researching specifically on road construction projects.

Table 2 1: Research gaps

Author	Focus of the Study	Methodology	Findings	Gaps in Knowledge	How this study filled in the gaps
Njogu (2016)	Stakeholders involvement influence on Nema Automobile Emission Control Project performance in the County of Nairobi City.	Descriptive survey design was utilized	The study revealed that stakeholder Involvement in project identification, project planning and project implementation has a positive and significance influence in Automobile Emission control project Performance.	The study was limited to Nema Automobile Emission Control Project and hence the findings are not generalizable to construction projects	The study was focus on projects of road construction performance
Kobusingye (2017)	The relationship between stakeholders involvement and outcomes of projects with a special focus on the Wash Project in Rwanda	The study adopted descriptive survey design.	This study found that stakeholders' involvement in project initiation, planning, implementation, and review contributed to project outcome.	The study only focused on Rwanda and thus the findings may not be generalizable to Kenya. Also the study was limited to Water, Sanitation, and Hygiene (Wash) Project, which is different from road projects	This study was conducted in Kenya and on road construction projects
Harriet, Anin and Asuo (2013)	Stakeholders' participation level in the Strategic Planning of District Education towards basic education that is quality in Ghana	Study adopted a descriptive statistics	The study discovered low level of involvement and knowledge of stakeholders on the development process of District Education Strategic Planning.	The study was based on performance of Education planning and development in the Salaga town council of Ghana. Therefore, the findings cannot be generalized to	This study was conducted on road construction projects in Kenya

	Town Council of Salaga			construction of Kenyan road projects	
Gichohi (2015)	Involvement of stakeholders role in the 21 st Century schools academic excellence of	The study employed Ex-post facto research design	The study found that most of the schools embraced involvement of stakeholder and thus committees of school management were involved actively in the process of making decisions.	The study was based on academic excellence in schools, which is different from the construction of road projects	This study was based on road construction projects in Siaya County, Kenya
Golicha (2014)	Participation of stakeholders in the formulation specifically focusing on organization that is non-governmental and supporting projects of secondary education	The study utilized a descriptive research design	The results indicated that these projects participation consists of empowerment. This means that every person has a right to a say in decisions making involving their own life.	The study's focuses was on government involvement in supporting education projects, whose stakeholders and resources requirements are not the same with those of construction of roads projects	The study focused on road construction projects in Siaya County, Kenya
Nyaguthi and Oyugi (2013)	The influence of community participation on Sub County Development Fund Projects' successful implementation in Kenya.	The study utilized a descriptive research design	The study as well discovered that members of the community, whether influential or not, ought to be take part in all Community Development Fund projects phases in success enhancement	The study was based on the performance of CDF projects and hence its findings cannot be generalized to County government funded projects in Bondo Sub County	This study was conducted on the performance of road projects
Nyandika and Ngugi (2014)	Participation of stakeholders' influence on road projects' performance	Descriptive design was used in data analyzing	This study indicated that feasibility, conducting of conferences and seminars and creation of awareness	The study collected data from the staff of Kenya National Highways Authority and hence did	This study included

	in Kenya National Highways Authority		influence positively and greatly roads projects performance	not include the beneficiaries	beneficiaries of road projects
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2.10 Conceptual Framework

A conceptual framework is a sort of a map or set of ideas that structures the research; it guides researchers on their enquiries (Kothari, 2004). This is the researcher position on the problem statement and it provides the direction needed for the study. It can adapt a model used in previous studies and do some necessary changes. By use of the conceptual framework a researcher can show the study's direction and show the relationship of the different study constructs that are investigated in the study. The independent variables were involvement of stakeholders in identification of project, initiation of project, planning of project as well as project implementation monitoring and evaluation. The dependent variable was performance of road construction projects.

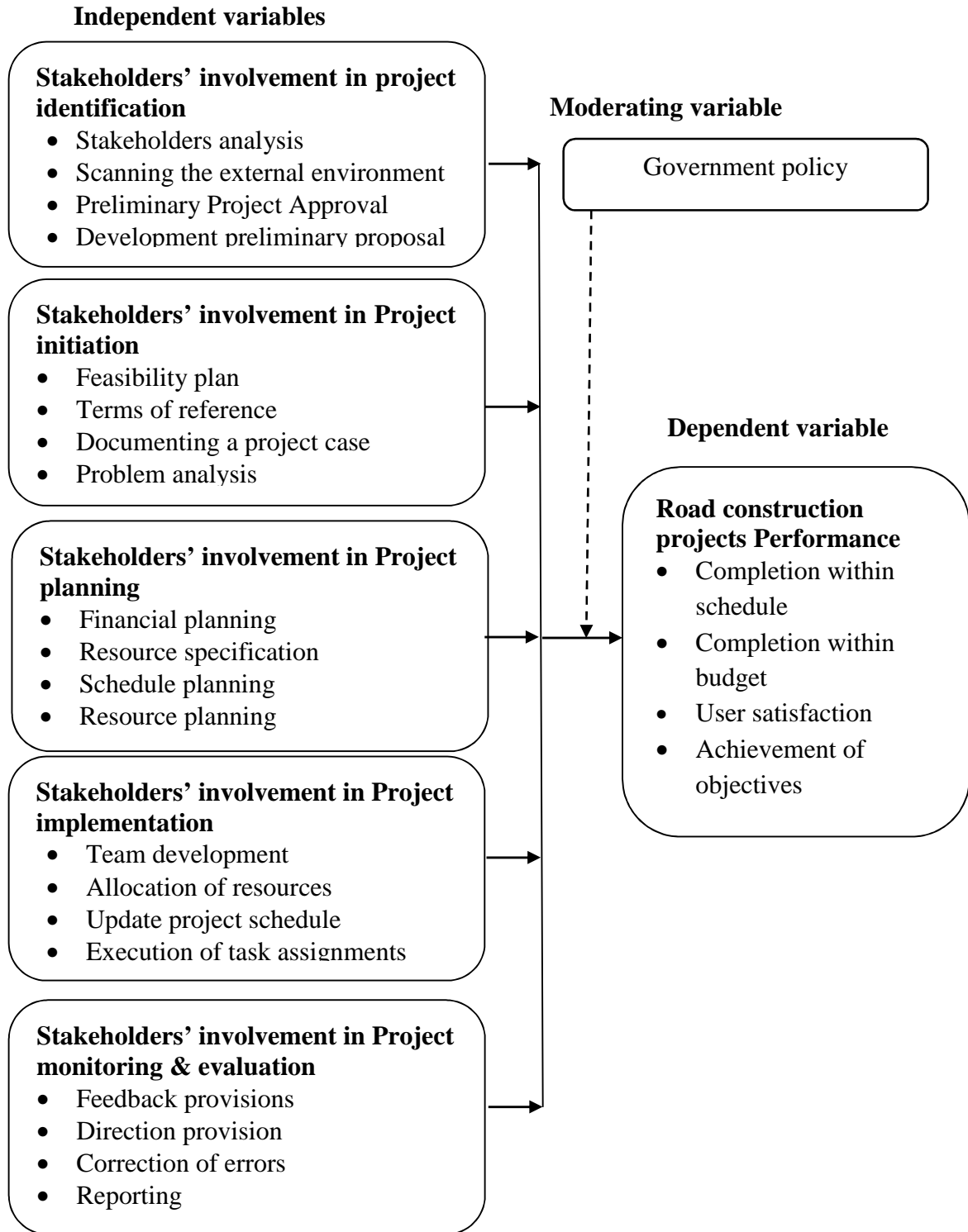


Figure 1: Conceptual framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Methodology of research comprises of methods, procedures and techniques used in the data analysis and collection. This chapter describes the procedure that is used in this research process. The process entails the design of the research, study population, and study instruments used in data analysis.

3.2 Research Design

A research design is a development of the research structure (Kothari, 2004). Research design is therefore a structure that is conceptual in which the research is done. This involves collecting, measuring and analyzing of data. The study used a case study research design. A case study design involves exploratory analysis of an event, group or event. According to (Bhattacharjee (2012), a case study design involves an in-depth investigation of a single institution, event or group to explore the causes of underlying principles. In this study, case study design was used in investigating the role of stakeholders' involvement in the road construction projects performance in the Sub County of Bondo.

3.3 Target Population

The target population of a study encompasses individuals, objects and events that a researcher wishes to study (Kothari, 2004). In this study, the target population covered the population of Bondo Sub County, one of the 7 constituencies in Bondo Sub County. According to Kenya National Bureau of Statistics (2016), the population of Bondo Sub County is 48,002 people. This formed the study's target population. The community formed the respondents since they were the main user of roads. In addition, there were currently 30 road projects in Bondo Sub County. The study therefore included 30 projects managers in Bondo Sub County.

Table 3 1: Target population

Wards in Bondo Sub County	Target Population	
	Community members	Project managers
Ajigo	2,160	3
Bar Kowino East	1,773	3
Bar Kowino West	1,010	4
Bondo town	3,640	3
Maranda West	3,416	1
North Sakwa	3,258	4
Nyang'oma	13,420	3
Nyawita	2,783	4
Usigu East	6,021	3
Usigu West	10,521	2
Total	48,002	30

3.4 Sample Size and Sampling Procedure

A sample size must be large enough so as to represent the universal population, Bryman and Cramer (2012). The sample size that a researcher selects should be able to give enough information on the population of the study and can be easily analyzed, Kothari (2004).

3.4.1 Sample Size

Creswell (2006) indicates that information gathered from the sample size should be enough and can be analyzed easily. Slovin's Formula is used in determining the size of the sample. The formula considers the size of the population thus necessary to be used in this study. The formula was used since considers the size of the population. However, since the projects managers are few (30) they were included in the study.

$$n = \frac{N}{1 + NE^2}$$

Where by:

n = no. of samples

N = total population

E = margin of error (0.05)

$$n = \frac{48,002}{1 + (48,002 * 0.05^2)}$$

n=396

Proportionate stratification was used to ensure that each stratum's sample size is proportional to the size of population in the stratum meaning that similar sample size was in each stratum. The formula is as follows;

$$n_h = \frac{N_h}{N} * n$$

Whereby;

n_h represents the sample size for a stratum

N_h represents the population size in each stratum

N represents total population size

n represents total sample size

Table 3 2: Sample size

Wards in Bondo Sub County	Target Population		Sample Size	
	Community members	Project managers	Community members	Project managers
Ajigo	2,160	3	16	3
Bar Kowino East	1,773	3	14	3
Bar Kowino West	1,010	4	8	4
Bondo town	3,640	3	28	3
Maranda West	3,416	1	26	1
North Sakwa	3,258	4	25	4
Nyang'oma	13,420	3	102	3
Nyawita	2,783	4	21	4
Usigu East	6,021	3	46	3
Usigu West	10,521	2	80	2
Total	48,002	30	366	30

3.4.2 Sampling Procedure

This study used stratified random sampling to choose 396 respondents from the population targeted. The sample gives population estimate parameters and precise representative sample

is obtained from the homogeneous population that is relative (Greener, 2008). Control over variance reduces the standard error through Stratification. The study also used purposive sampling to select projects managers in the 30 road construction projects in Bondo Sub County.

3.5 Research Instrument

Data can be categorized into two groups: secondary data and primary data. Instruments of research are tools which are used in primary data collection that they include questionnaires, interview guides, observation checklists and focused group discussions guides. Semi structured questionnaires was employed when collecting data and primary data was used during this study. Questionnaires were the preferred choice of data collection as they are more economical in regard to finances, energy and time. The use of structured questions is preferred because they conserve time, money and energy and can be easily analyzed since they are in a useable form that is immediate. Unstructured questions also were used and they were preferred because they encouraged respondents to give an in-depth response to the questions without feeling that they were forced to hold back information that they might like to share. Creswell (2005) explains that questionnaires are good data collection methods since they collect data that cannot easily be observed, they also inquire on a person's feelings, accomplishments, motivations, experiences and attitudes.

The study made use of both nominal scale and Likert scale. Nominal scale was used on the respondents' demographic information they represent while Likert scale was used to get responses on the influence of each of the five variables that are dependent and independent. In addition, the questionnaire had seven sections. The first section comprised of questions that focused on the respondents' socio-demographic information. The second section, up to the sixth sections focused on the variables which are independent (involvement of stakeholders in identification of project, involvement of stakeholders in initiation of the project, involvement of stakeholders in planning of the project, involvement of the stakeholders in implementation of the project, stakeholders' involvement in project monitoring and evaluation). Additionally, the sixth section focused on variable which is dependent (performance of road construction projects).

Key informant interview guide was employed in data collection from the key informants. The quantitative nature of these interviews enhanced effective collection of information from the respondents who are conversant with the ongoing activities in the community. The 30 project managers in Bondo Sub County road construction projects were used as the key informants.

3.5.1 Pilot Study

Validity and data collection instruments reliability was determined by the usage of pilot test. Elimination of advance problem involved the use of pilot survey method (Cooper & Schindler, 2006). In this study pretesting involved thirty nine respondents which are 10% the size of the sample. Ten percent of the sample should be used in a sample size when conducting a study (Hertzog, 2008).

3.5.2 Validity of the Instruments

Creswell (2005) explains that validity as the extent to which the data analysis results embody the study phenomenon. This study only focused on three types of validity: face validity, criterion-related validity and content validity. Face validity is the likelihood that research questions in a research instrument are not clear and lead to misinterpretation or misunderstanding. Face validity possibility can be increased by pretesting as explained by Cooper and Schindler (2006). Content validity is also called logical validity. Logical validity is the level at which measures of a variable illustrate all a social construct factors. The the research instrument validity was improved with the support of expert in the area of study. The research instrument face validity was improved by conducting of the pilot test and rewriting the unclear and ambiguous questions. Criterion-related validity involves determination of how well the scores from a research instrument predict a known outcome. The study used correlations to determine the existence of criterion-related validity. This involved correlation to the scores from the instrument with items that they were known to predict. A correlation coefficient of less than 60 (>60), implied that criterion related validity already existed (Bhattacharjee (2012).

3.5.3 Reliability of the Instruments

The consistency of research instruments were assessed by use of Cronbach's alpha coefficient commonly used in studies with questions with multiple rating scale. The Cronbach's Alpha ()

ranges from 0 to 1 and it measures reliability and shows how well the items measured positively correlate to each other. As recommended by Glicken (2008), constructs that should be considered as reliable should have cut off of 0.7 or more. A pilot study was done so as to enhance the instrument's reliability.

3.6 Data Collection Procedure

From the respondents, collection of primary data was achieved through the utilization of questionnaires. The researcher made efforts to obtain a research permit from the National Commission of Science and Technology Council (NACOSTI). A letter of consent was given to the participants explaining the nature of the research as well as what was the requirement of the participants. Questionnaires were administered through personal delivery. The researcher used personal visits and phone calls to follow up the respondents ensuring that they completed and dropped. The research assistants picked up the already filled questionnaires for the respondents. Appointments with the project managers and Siaya County officers were booked by the researcher to give them the interview guides. The researcher also did desk and library research, studied different books, scholarly journals and articles, reports, internet and publications on the study's topic and other useful and related information.

3.7 Data Analysis and Presentation

Closed ended questionnaires were used for generation of quantitative data, open ended questionnaires and key interviewing of respondents were used to generate qualitative data. Thematic analysis was used for the qualitative data analysis and presentations of results were in a prose form. Statistical Package for Social Sciences (SPSS) version 22 was used for analyzing quantitative data. Descriptive and inferential statistics was used to analyze qualitative data. To describe the respondent's responses in relation to the indicators of the dependent, independent and the moderating factor, demographic information gotten from the respondents were analyzed using descriptive statistics (Bhattacharjee, 2012). Descriptive statistics included the frequency distribution, mean (measure of dispersion), standard deviation (measure of dispersion) and percentages.

Inferential data analysis involved the usage of multiple regression analysis and Spearman's correlation coefficient. A 95% confidence level was applied in this study. This shows a 0.05 significance level. This indicated that for any independent variable to significantly affect the variable which is dependent the p-value needs to be less than the significance level (0.05).

The study also used the model of multivariate regression analysis in testing the influence of the explanatory factors (independent variables) and dependent variable. The regression analysis was also used to provide additional statistical test such as adjusted R^2 , Student t-Tests and F-test.

The following is the regression model that was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Whereby;

Y = Performance of road construction projects

β_0 = Constant

X_1 = Involvement of stakeholders in Project identification

X_2 = Involvement of stakeholders in Project initiation

X_3 = Involvement of stakeholders in Project planning

X_4 = Involvement of stakeholders in Project implementation

X_5 = Involvement of stakeholders in project monitoring and evaluation

ϵ = Error term

3.8 Ethical Considerations

Ethics is regarded as a code of conduct that governs humanity and significantly affects its wellbeing (Cooper and Schindler (2006). Ethical issues need to be taken into consideration so as to avoid stud credibility. Acknowledgement of new ideology from other academicians prevented plagiarism in this study. Moreover, persons of interest were required to duly fill the questionnaires and vice versa. Consent of voluntary respondents was formally required during this study. There was strict adherence of respondent confidentiality so as to prevent unauthorized person from accessing the information. For th sake of confidentiality,the respondents were not to provide their names. Respondents got assurance that the information

they provided would strictly be used for learning purposes. The University of Nairobi and NACOSTI permitted the collection of the research data.

3.9 Operationalization of Variables

The independent variables in this study included involvement of stakeholders in project identification, involvement of the stakeholders in the initiation of the project, stakeholders' involvement in planning of the project, involvement of stakeholders in implementation of the project and stakeholders' involvement in evaluation and monitoring of the project. The dependent variable was the performance of road construction projects in Bondo Sub-County. Table 3.4 shows the operational variables definition including objectives, variables, objectives, instrument and tools of analysis.

Table 3. 1: Operationalization of Variables

Objectives	Variables	Indicators	Instrument	Tool of Analysis
To determine the influence of stakeholders involvement in project identification on the performance of road construction projects in Bondo	Independent variables	Stakeholders' involvement in project identification <ul style="list-style-type: none"> • Stakeholders analysis • Scanning the external environment • Preliminary Project Approval • Development preliminary proposal 	<ul style="list-style-type: none"> • Questionnaire • Interview Guide 	<ul style="list-style-type: none"> • Descriptive statistics • Inferential Statistics • Thematic analysis
To assess the influence of stakeholders involvement in project initiation on the performance of road construction projects in Bondo	Independent variables	Stakeholders' involvement in Project initiation <ul style="list-style-type: none"> • Feasibility plan • Terms of reference • Documenting a project case • Problem analysis 	<ul style="list-style-type: none"> • Questionnaire • Interview Guide 	<ul style="list-style-type: none"> • Descriptive statistics • Inferential Statistics • Thematic analysis
To establish the influence of stakeholders involvement in project planning on the performance of road construction projects in Bondo	Independent variables	Stakeholders' involvement in Project planning <ul style="list-style-type: none"> • Financial planning • Resource specification • Schedule planning • Resource planning 	<ul style="list-style-type: none"> • Questionnaire • Interview Guide 	<ul style="list-style-type: none"> • Descriptive statistics • Inferential Statistics • Thematic analysis
To establish the influence of stakeholders involvement in project	Independent variables	Stakeholders' involvement in Project implementation <ul style="list-style-type: none"> • Team development 	<ul style="list-style-type: none"> • Questionnaire 	<ul style="list-style-type: none"> • Descriptive statistics • Inferential Statistics • Thematic analysis

implementation on the performance of road construction projects in Bondo		<ul style="list-style-type: none"> • Allocation of resources • Update project schedule • Execution of task assignments 	<ul style="list-style-type: none"> • Interview Guide 	
To determine the influence of stakeholders' involvement in project monitoring and evaluation on the performance of road construction projects in Bondo	Independent variables	Stakeholders' involvement in Project monitoring & evaluation <ul style="list-style-type: none"> • Feedback provisions • Direction provision • Correction of errors • Reporting 	<ul style="list-style-type: none"> • Questionnaire • Interview Guide 	<ul style="list-style-type: none"> • Descriptive statistics • Inferential Statistics • Thematic analysis

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The chapter contains data analysis, presentation and results interpretation as well as discussion of the findings according to the study objectives and aims. The main purpose of this study was to determine the involvement of stakeholder in project implementation on the performance of projects of road construction in the Sub County of Bondo. The study sought to also determine involvement of stakeholders influence in identification of the project, initiation of the project, planning of the project, implementation of the project and monitoring and evaluation of the project on road construction performance projects in the Sub-County of Bondo. Presentation of th results was in tables .

4.2 Response Rate

The size of the sample of this study was 396 respondents consisting of community members as well as 30 project managers within the sub county of Bondo. Out of 396 questionnaires that were distributed by the researcher, 361 participants managed to fill their questionnaires effectively giving a response rate of 91.16%. With regard to the statement of Kothari (2004), a response rate above fifty percent is adequate for statistical analysis as well as making inferences about the target population.

4.3 Personal Information

Respondents personal information entailed their, age bracket, highest level of education and gender. The participants of the study were requested to show their gender, age as well as their highest education level. The results were as shown in Table 4.1.

Table 4.1: Personal Information

Gender	Frequency	Percent
Male	120	45.5
Female	144	54.6
Total	361	100.0
Age bracket		
Below 25 years	78	21.6
26 to 35 years	55	15.2
36 to 45 years	132	36.6
46 to 55 years	66	18.3
Above 55 years	30	8.3
Total	361	100.0
Highest level of education		
Postgraduate	90	24.9
Bachelors	144	39.9
Certificate	60	16.6
Secondary	67	18.6
Total	361	100.0

In accordance with the findings, as shown in Table 4.1, 54.55% of the respondents (community members and project managers) showed that they are female as 45.45% showed that they are male. This implied that most of the respondents (community members and project managers) were female.

In relation to age of the respondents, 36.6% of the respondents (community members and project managers) showed that they were between the age of 36 and 45, 21.6% showed that that they were aged below 25 years, 18.3% reported that their ages were between 46 and 55 years, 15.2% reported that their ages were between 26 and 35 years while 8.3% reported that their ages were above 55 years in age. This implied that most of the community members and project managers in Bondo Sub County were aged between 36 and 45 years.

Regarding the participants' highest level of education, 39.9% of the respondents (community members and project managers) reported that they were bachelor degrees' holders, 24.9% reported that they were postgraduate degrees' holders, 18.6% reported that they were secondary education certifactes' holders and 16.6% reported that they were certificates'

holders. This implied that most of the respondents (community members and project managers) were undergraduates.

4.4 Stakeholder involvement in project identification

The first objective of this study was to determine the influence of stakeholders' involvement in project identification on the performance of road construction projects in Bondo Sub County.

4.4.1 Extent of Stakeholder Involvement in Project Initiation

The community members and project managers were requested to indicate tlevel of involvement in the process of project identification of road construction projects. The results are as presented in Table 4.2.

Table 4.2: Stakeholder Involvement in Project Identification

	Frequency	Percent
No extent at all	12	3.3
Low extent	24	6.6
Moderate extent	73	20.2
Great extent	66	18.3
Very great extent	186	51.5
Total	361	100.0

According to the findings, as shown in Table 4.2, 51.5% of the community members and project managers indicated that they were involved in the process of project identification to a very great extent, 20.2% reported to a moderate extent, 18.3% reported to a great extent, 6.6% reported to a low extent while 3.3% reported no extent at all. This implied that most of the respondents (community members and project managers) were involved in the process of project identification to a very great extent.

4.4.2 Stakeholders Involvement in Various Aspects of Project Identification

Moreover, the community members and project managers were asked to indicate their level of involvement in various aspect of project identification in road construction projects in Bondo Sub County. The results are as presented in table 4.3. Where 1 symbolizes not at all, 2

symbolizes low extent, 3 symbolizes moderate extent, 4 symbolizes great extent and 5 symbolizes very great extent.

Table 4.3: Stakeholders Involvement in Various Aspects of Project Identification

	1	2	3	4	5	Mean	Std. Deviation
Stakeholders analysis	1.7	1.7	8.6	74.8	13.3	3.964	0.659
Scanning the external environment	8.3	10.2	51.5	23.3	6.6	3.097	0.962
Preliminary Project Approval	1.7	2.5	3.3	14.4	78.1	4.648	0.803
Development preliminary proposal	72.3	14.1	4.7	6.4	2.5	1.526	1.013

With a mean of 4.648 and a standard deviation of 0.803, the respondents (community members and project managers) indicated that they were involved in preliminary project approval to a very great extent. The community members and project managers also reported with a mean of 3.964 and a standard deviation of 0.659 that they were involved in stakeholders' analysis to a great extent as shown by a mean of 3.964 and a standard deviation of 0.659. Moreover, the respondents (community members and project managers) indicated that they were involved in scanning the external environment to a moderate extent as shown by a mean of 3.097 and a standard deviation of 0.962. Furthermore, with a mean of 1.526 and a standard deviation of 1.013, they indicated that they were involved in development of preliminary proposal to a very low extent.

4.4.3 Influence of Stakeholder Involvement in Project Identification on Performance

The community members and project managers were also asked to indicate the influence of stakeholders' involvement in project identification on performance of road construction projects in Bondo Sub County. The key informants indicated that their involvement enabled them to identify their needs, enabled project managers to secure additional funding from sponsors, allowed clear communication during periodic updates. The key informants indicated that it enabled project managers to select the best most sustainable project, pave way for designing of better and effective procedures of management and enabled the project managers to avoid risk sinking of essential resources into non feasible activities.

4.5 Stakeholder Involvement in Project Initiation

The second objective of this study was to assess the influence of stakeholders' involvement in project initiation on the performance of road construction projects in Bondo Sub County.

4.5.1 Extent of Stakeholder Involvement in Project Initiation

The community members and project managers were also asked to report their level of involvement in project initiation of road construction projects in Kenya. The findings were as shown in table 4.4.

Table 4.4: Extent of Stakeholder Involvement in Project Initiation

	Frequency	Percent
No extent at all	18	5.0
Low extent	12	3.3
Moderate extent	31	8.6
Great extent	216	59.8
Very great extent	84	23.3
Total	361	100.0

As shown in Table 4.4, 59.8% of the community members and project managers indicated that they were involved in the process of project initiation to a great extent, 23.3% reported to a very great extent, 8.6% reported to a moderate extent, 5% reported no extent at all while 3.3% reported to a low extent. This implied that most of the stakeholders in road construction projects in Bondo Sub County were involved in the process of project initiation.

4.5.2 Stakeholders Involvement in Various Aspects of Project Initiation

The participants were asked to indicate the extent in which they were involved in various aspects of project initiation. The results are as presented in Table 4.5.

Table 4.5: Stakeholders Involvement in Various Aspects of Project Initiation

	1	2	3	4	5	Mean	Std. Deviation
Feasibility plan	5.0	3.3	11.9	63.2	16.6	3.831	0.916
Terms of reference	8.3	8.6	46.5	26.6	10.0	3.213	1.020
Documenting a project case	10.0	56.8	19.9	6.6	6.6	2.432	0.989
Problem analysis	3.3	8.6	49.9	21.6	16.6	3.396	0.972
Working groups/project teams	5.0	3.3	5.3	56.5	29.9	4.030	0.967

Project charter development	3.3	16.6	59.0	5.8	15.2	3.130	0.975
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According to the findings, the project managers and community members and indicated that they were involved in working groups or project teams to a great extent as shown by a mean of 4.030 and a standard deviation of 0.967. With a mean of 3.396 and a standard deviation of 0.972, they indicated that they were involved in problem analysis to a great extent. They also indicated that they were involved in feasibility planning to a great extent as shown by a mean of 3.831 and a standard deviation of 0.916. In addition, the community members and project managers indicated that they were involved in terms of reference to a moderate extent as shown by a mean of 3.213 and a standard deviation of 1.020. Moreover, they indicated that they were involved in project charter development to a moderate extent as shown by a mean of 3.130 and a standard deviation of 0.975. Furthermore, with a mean of 2.432 and a standard deviation of 0.989, they stakeholders indicated that they were involved in documenting a project case to low extent.

4.5.3 Influence of Stakeholder Project Initiation Involvement on Performance

The participants were also asked to indicate the influence of stakeholder project initiation involvement on performance of road construction projects in Bondo Sub County. From the findings, the community members and project managers reported that stakeholder project initiation involvement leads to effective initiation process as competent. In addition some respondents indicated that they are involved in decision making process, grant project manager permission of acceptance on project development, increase project success, enable the stakeholders to be conversant with the project scope, enable stakeholders to identify the outer impacts such as resources unavailability and enable project managers to identify precautionary measures to be considered during project initiation stage.

4.6 Stakeholder involvement in project planning

The third objective of this study was to establish the influence of stakeholders' involvement in project planning on the performance of road construction projects in Bondo Sub County.

4.6.1 Extent of Stakeholders Involvement in Project Planning

The community members and project managers were asked to reported the level of involvement in the project planning phase of road construction projects in Bondo Sub County. The results were presented in Table 4.6.

Table 4.6: Extent of Stakeholders Involvement in Project Planning

	Frequency	Percent
No extent at all	24	6.6
Low extent	25	6.9
Moderate extent	210	58.2
Great extent	48	13.3
Very great extent	54	15.0
Total	361	100.0

As shown in Table 4.6, 58.2% of the community members and project managers indicated that they were involved in the process of project planning phase to a moderate extent, 15% reported to a very great extent, 13.3% reported to a great extent, 6.9% reported to a low extent while 6.6% reported to a very low extent. This implied that most of the stakeholders were involved in project planning phase to a moderate extent.

4.6.2 Stakeholders involvement in Various Aspect of Project Planning

The community members and project managers were also asked to highlht the leve of involvement in various aspect of project planning in road construction projects in Bondo Sub County. The results were as presented in Table 4.7.

Table 4.7: Stakeholders involvement in Project Planning

	1	2	3	4	5	Mean	Std. Deviation
Financial planning	71.7	5.0	18.3	3.0	1.9	1.584	1.013
Resource specification	8.3	6.9	56.5	21.6	6.6	3.113	0.934
Schedule planning	16.6	48.5	25.5	7.8	1.7	2.293	0.892
Resource planning	70.1	18.0	10.0	1.1	0.8	1.446	0.783
Communication planning	5.0	5.0	3.6	71.5	15.0	3.864	0.904
Budgeting	78.7	14.7	1.9	4.4	0.3	1.329	0.748

As shown by a mean of 3.864 and a standard deviation of 0.904, the respondents (community members and project managers) indicated that they were involved in communication planning to a great extent. The community members and project managers reported that they were involved in resource specification to a moderate extent as shown by a mean of 3.113 and a standard deviation of 0.934. In addition, the respondents (community members and project managers) indicated that they were involved in schedule planning to low extent as shown by a mean of 2.293 and a standard deviation of 0.892. Moreover, with a mean of 1.584 and a standard deviation of 1.013, they reported that they were involved in financial planning to a low extent. They also indicated that they were not involved in resource planning as shown by a mean 1.446 and a standard deviation of 0.783 and a standard deviation. They further indicated that they were not involved in budgeting as shown by a mean of 1.329 and a standard deviation of 0.748.

4.6.3 Influence of Stakeholder Involvement in Project Planning on Performance

The study participants were also requested to indicate how stakeholders' involvement in project planning influences the performance of road construction projects in Bondo Sub County. The respondents indicated that it lead to generation of new ideas since the stakeholders are able to participate in decision making, prevent unforeseen technicalities which may arise during the project development, it enable both the project managers and other stakeholder to have a shared vision on the project accomplishment. In addition, the key informants indicated that it enhances clarification of responsibilities among stakeholders and it supplements verbal communication which can be used by other stakeholders' as well as project managers to improve on performance of road construction projects.

4.7 Stakeholder Involvement in Project Implementation

The fourth objective of this study was to establish the influence of stakeholders' involvement in project implementation on the performance of road construction projects in Bondo Sub County.

4.7.1 Extent of Stakeholders Involvement in project implementation

The respondents were asked to indicate the level of involvement in project implementation in road construction projects. Table 4.8 presents the results.

Table 4.8: Extent of Stakeholders Involvement in Project Implementation

	Frequency	Percent
No extent at all	24	6.6
Low extent	85	23.5
Moderate extent	180	49.9
Great extent	60	16.6
Very great extent	12	3.3
Total	361	100.0

According to the findings, 49.9% of the respondents (community members and project managers) indicated that they were involved in project implementation to a moderate extent, 23.5% indicated to a low extent, 16.6% indicated to a great extent, 6.6% indicated no extent at all while 3.3% indicated very great extent. This implied that most of the stakeholders were moderately involved in the process of project implementation.

4.7.2 Stakeholders Involvement in Various Aspects of Project Implementation

The community members and project managers were asked to reported their level of involvemnet in various aspects of project implementation. Table 4.9 presents the results.

Table 4.9: Stakeholders Involvement in Various Aspects of Project Implementation

	1	2	3	4	5	Mean	Std. Deviation
Team development	1.7	5.0	6.9	54.8	31.6	4.097	0.852
Assigning and allocation of resources	79.5	8.3	9.1	1.7	1.4	1.371	0.827
Execute project management plans	5.0	20.2	56.5	6.6	11.6	2.997	0.967
Update project schedule	83.4	10.0	3.6	1.7	1.4	1.277	0.734
Procurement management if needed	15.2	5.0	59.8	10.0	10.0	2.944	1.076
Modifying project plans as needed	66.8	6.6	6.6	8.3	11.6	1.914	1.453
Execution of task assignments	1.7	5.0	73.4	15.0	5.0	3.166	0.662
Setting up tracking systems	73.1	13.9	9.7	1.1	2.2	1.454	0.881
Status meetings	5.0	3.3	16.1	59.3	16.3	3.786	0.928

A shown by a mean of 4.097 and a standard deviation of 0.852, the respondents (community members and project managers) indicated that they were involved in team development to a great extent. The community members and project managers also indicated that they were involved in status meetings to a great extent as shown by a mean of 3.786 and a standard

deviation of 0.928. In addition, they indicated that they were involved in execution of task assignments to a moderate extent as shown by a mean of 3.166 and a standard deviation of 0.662. The community members and project managers also reported that with a mean of 2.997 and a standard deviation of 0.967 that they were involved in execution of project management plans to a moderate extent.

They also indicated that they were involved in procurement management if needed to a moderate extent as shown by a mean of 2.944 and a standard deviation of 1.076. They further indicated that they were involved in modifying project plans as needed to a low extent as shown by a mean of 1.914 and a standard deviation of 1.453. With a mean of 1.454 and a standard deviation of 0.881 they indicated that they were not involved in setting up tracking systems. The stakeholders also indicated that they were not involved in assigning and allocation of resources as shown by a mean 1.371 and a standard deviation of 0.827. With a mean of 1.277 and a standard deviation of 0.734 they indicated that they were not involved in updating project schedule.

4.7.3 Influence of Stakeholder Involvement in Project Implementation on Performance

The respondents were asked to indicate how stakeholders' involvement in project implementation influenced the performance of road construction projects in Bondo Sub County. The respondents indicated that stakeholder involvement in project implementation enabled project managers to effectively coordinate as well as direct project resources which ultimately lead to achievement of anticipated outcomes. They also indicated that it effectively outline the task which the project managers should accomplish, ensured accountability of all stakeholders as it enhance budgeting of project resources. The key informants indicated that it enhances project ownership thus improve the sustainability of project since each stakeholder or community members feel they are beneficiary of the project. In addition, it leads to designing of actionable goals and lead to underground investigation during project implementation.

4.8 Stakeholder involvement in project monitoring and evaluation

The fifth objective of this study was to determine the influence of stakeholders' involvement in project monitoring and evaluation on the performance of road construction projects in Bondo Sub County.

4.8.1 Extent of Stakeholder Involvement in Project Monitoring and Evaluation

The study participants were requested to indicate the extent in which they were involved in project monitoring and evaluation. Table 4.10 presents the results.

Table 4.10: Extent of Stakeholder involvement in project monitoring and evaluation

	Frequency	Percent
No extent at all	15	4.2
Low extent	8	2.2
Moderate extent	15	4.2
Great extent	35	9.7
Very great extent	288	79.8
Total	361	100.0

According to the findings, as shown in Table 4.10, 79.8% of the community members and project managers indicated that they were involved in project monitoring and evaluation to a very great extent, 9.7% indicated to a great extent, 4.2% indicated to a moderate extent, the same percentage indicated no extent at all while 2.2% indicated to a low extent. This implied that most of the stakeholders in road construction project in Bondo Sub County were involved in the process of project monitoring and evaluation to a great extent.

4.8.2 Stakeholder involvement in Various Aspects of project monitoring and evaluation

The community members and project managers were further requested to report their level of involvement in various aspects of project monitoring and evaluation. The results were as presented in table 4.11.

Table 4.11: Stakeholder involvement in Various Aspects of project monitoring and evaluation

	1	2	3	4	5	Mean	Std. Deviation
Feedback provisions	6.6	6.9	71.5	11.6	3.3	2.980	0.765
Direction provision	10.0	5.3	63.2	8.3	13.3	3.097	1.029
Activities control	11.9	56.5	19.9	5.0	6.6	2.379	0.987
Correction of errors	15.2	69.8	5.0	5.0	5.0	2.146	0.911
Reporting	10.0	8.6	56.5	13.3	11.6	3.080	1.039

The respondents (community members and project managers) indicated that they were involved in direction provision to a moderate extent as shown by a mean of 3.097 and a standard deviation of 1.029. They also indicated that they were involved in reporting to a moderate extent as shown by a mean of 3.080 and a standard deviation of 1.039. Moreover, with a mean of 2.980 and a standard deviation of 0.765 they indicated that they were moderately involved in feedback provision. In addition, they indicated that they were involved in activities control to a low extent as shown by a mean of 2.379 and a standard deviation of 0.987. Aslo, the community members and project managers indicated that they were involved in correction of errors to a low extent as shown by a mean of 2.146 and a standard deviation of 0.911.

4.8.3 Influence of Stakeholders' Involvement in Project Monitoring and Evaluation

The study participants were requested to indicate how stakeholders' involvement in project monitoring and evaluation influenced the performance of road construction projects in Bondo Sub County. The community members and project managers reported that stakeholders' involvement in project monitoring and evaluation indicated that enabled stakeholders to effectively monitor project success, influence design and execution of sustainable projects. In addition, result to feedback provision so as to assess whether the project produce the anticipated outcomes. The key informants indicated that track the progress of project, link project activities to requisite resources and enhanced reporting of project success to project managers.

4.9 Performance of Road Projects in Bondo Sub County

The dependent variable in this study was performance of road projects in Bondo Sub County. The participant were requested to rate various measures of the performance of road projects in Siaya County. Table 4.12 presents the results.

Table 4.12: Performance of Road Projects in Siaya County

	1	2	3	4	5	Mean	Std. Deviation
Completion on time	15.2	15.0	43.2	15.0	11.6	2.928	1.171
Completion within budget	11.9	8.3	59.8	15.0	5.0	2.928	0.951
Sustainability of the project	5.0	6.9	46.5	15.0	26.6	3.512	1.105
Intended purpose	0.6	1.1	1.9	14.7	81.7	4.759	0.596
Achieved Business Objectives	3.3	3.3	8.6	69.8	15.0	3.897	0.811
User satisfaction	5.0	8.6	8.3	58.2	19.9	3.795	1.017

According to the results, project achievement of the intended purpose was rated excellent by the stakeholders as shown by a mean of 4.759 and a standard deviation of 0.596. Achieved business objectives was rated good as shown by a mean of 3.897 and a standard deviation of 0.811. User satisfaction was rated as good by the respondents as shown by a mean of 3.795 and a standard deviation of 1.017. With a mean of 3.512 and a standard deviation of 1.105, they rated sustainability of the project as good. Moreover, they moderately rated completion of projects within budget as shown by a mean of 2.928 and a standard deviation of 0.951. Furthermore, they moderately rated project completion on time as shown by a mean of 2.928 and a standard deviation of 1.171.

4.10 Multivariate Regression

Multivariate regression was used during this study to determine the relationship between the dependent variable (performance of road construction projects) and independent variables (Stakeholders' involvement in project identification, stakeholders' involvement in project initiation, stakeholders' involvement in Project planning, stakeholders' involvement in project implementation and stakeholders' involvement in project monitoring and evaluation).

The multiple regression models were as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4\varepsilon$$

Whereby; Y was performance of road construction projects, B_0 was a Constant, $\beta_1 - \beta_4$ were Coefficients of determination, X_1 was stakeholders' involvement in project identification, X_2 was stakeholders' involvement in project initiation, X_3 was stakeholders' involvement in Project planning, X_4 was stakeholders' involvement in project implementation, X_5 was stakeholders' involvement in project monitoring and evaluation and ϵ was Error term.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.948	0.899	0.897	0.27965

The R square value was used to show the variation between the dependent that could be explained by the independent variables. The R square was 0.899 implying that 89.9% of the performance of road construction projects could be explained by the independent variables: stakeholders' involvement in project identification, stakeholders' involvement in project initiation, stakeholders' involvement in project planning, stakeholders' involvement in project implementation and stakeholders' involvement in project monitoring and evaluation.

Table 4.14: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	246.717	5	49.343	630.945	.000
	Residual	27.763	355	0.078		
	Total	274.480	360			

In determining whether the model was a good fit for data, the study adopted the use of analysis of variance. The value of the F-critical (2.26) was less than the F- calculated (630.945) and the p value (0.000) was below the significant level, implying that the model could be used in predicting the influence of stakeholders' involvement in project identification, stakeholders' involvement in project initiation, stakeholders' involvement in project planning, stakeholders' involvement in project implementation and stakeholders' involvement in project monitoring and evaluation (independent variables) on the dependent variable, performance of road construction in Bondo Sub County.

Table 4.15: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	0.675	0.082		
Stakeholder involvement in project identification	0.166	0.061	0.139	2.743	0.006
Stakeholder involvement in project initiation	0.506	0.067	0.532	7.583	0.000
Stakeholder involvement in project planning	0.478	0.089	0.424	5.351	0.000
Stakeholder involvement in project implementation	0.194	0.097	0.180	1.987	0.048
Stakeholder involvement in project monitoring and evaluation	0.505	0.074	0.523	6.801	0.000

As presented in table 4.15, stakeholder involvement in project identification has a significant influence on performance of road construction projects as shown by regression coefficient of 0.166 (p-value=0.006). The results also indicated that stakeholder involvement in project initiation has a positive and significant influence of performance of road construction as shown by a regression coefficient of 0.506 (p-value=0.000).

Moreover, the results indicated that stakeholder involvement in project planning has a significant influence on performance of road construction projects as shown by a regression coefficient of 0.478 (p-value=0.000). The results also indicated that stakeholder involvement in project implementation has a significant influence on performance of road construction projects as shown by a regression coefficient of 0.194 (p-value=0.048). Further, the results indicated that there was a significant relationship between stakeholder involvement in project monitoring and evaluation and performance of road construction projects as shown by a regression coefficient of 0.505 (p-value=0.000).

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section presents summary of findings, discussion of findings, conclusion drawn from the findings and recommendations for policy and practice. Both the conclusions and recommendations were made as per the purpose and objectives of the study. The purpose of this study was to determine the influence of stakeholder's involvement in project implementation on the performance of road construction projects in Bondo Sub County.

5.2 Summary of the findings

This section presents the summary of the findings on the effect of stakeholder involvement in project identification, project planning, project initiation, project implementation and project monitoring and evaluation on performance of road construction projects.

5.2.1 Stakeholder involvement in project identification

The findings indicated that stakeholders project initiation involvement has a significant effect on road construction projects' performance ($r = 0.166$, $p = 0.006$). The study also found that stakeholders were involved in preliminary project approval ($M = 4.648$). Moreover the study found that stakeholders were involved in the process of stakeholders' analysis ($M = 3.964$). The study also revealed that stakeholders were moderately involved in scanning the external environment ($M = 3.097$). Furthermore, the study found that stakeholders were moderately involved in development of preliminary proposal ($M = 1.526$).

5.2.2 Stakeholder involvement in project initiation

The study found that stakeholders project initiation involvement significantly affects road construction projects' performance ($r = 0.506$, $p = 0.000$). The findings indicated that stakeholders were involved in working groups or projects teams ($M = 4.030$). Moreover, they study found out that stakeholders were involved in the process of feasibility plan ($M = 3.831$). In addition, the study found that stakeholders were involved in problem analysis ($M = 3.396$). The findings revealed that stakeholders were involved in development of term of references ($M = 3.213$). The study also found out that stakeholders were involved in project charter

development (M=3.130). Furthermore, the studies found that stakeholder were moderately involved in documenting a project case (M=2.432).

5.2.3 Stakeholder involvement in project planning

The study found that stakeholders project planning involvement affects road construction projects' performance ($r = 0.478$, $p = 0.000$). The study also established that the stakeholders in road construction projects were involved in communication planning (M=3.864). They also indicated that that stakeholders were moderately involved in resource specification (M=3.113). In addition, the results revealed that stakeholders were moderately involved in schedule planning (M=2.293). Moreover, the study established that stakeholders were moderately involved in financial planning of road construction projects (M=1.584). However, the study found that stakeholders were not involved in resource planning of road construction projects (M=1.446). Furthermore, the study found out that stakeholders were not involved budgeting (M=1.329).

5.2.4 Stakeholder involvement in project implementation

The study found that stakeholders' project implementation involvement significantly affects road construction projects' performance ($r = 0.194$, $p = 0.048$). The study established that stakeholders were involved in team development (M=4.097). The study also found out that stakeholders were involved in status meeting (M=3.786). In addition, the study found that stakeholders were involved in execution of task assignments (M= 3.166). Moreover, they study found that stakeholders were involved in execution of project management plans (M=2.997). The results also revealed that the stakeholders were moderately involved in procurement management if needed (M= 2.944). The study also established that stakeholders were to a low extent involved in modifying project plans as needed (M= 1.914). However, the study also found that stakeholders were not involved in setting up tracking systems (M=1.454). The study found out that the stakeholders were not involved in assigning and allocation of resources (M=1.371). Further, the study found out that stakeholder were not involved in updating project schedule (M=1.277).

5.2.5 Stakeholder involvement in project monitoring and evaluation

The study found out that stakeholders monitoring and evaluation involvement significantly affects road construction projects' performance ($r = 0.505$, $p = 0.000$). The study found that stakeholders were moderately involved in direction provision ($M = 3.097$). The study also established that stakeholders were moderately involved in reporting ($M = 3.080$). Moreover, the study found that stakeholders were involved in feedback provision ($M = 2.980$). In addition, the study established that stakeholders were to a low extent involved in activities control ($M = 2.379$). Furthermore, the study found out that stakeholder in road construction projects were to a low extent involved in correction of errors ($M = 2.146$).

5.3 Discussion of the Findings

This section covers the discussion of the findings on the effect of stakeholder involvement in project identification, project planning, project initiation, project implementation and project monitoring and evaluation on performance of road construction projects.

5.3.1 Stakeholder Involvement in Project Identification

The study found out that there was a significant relationship between stakeholders' involvement in project identification and performance of road construction projects. The findings agree with Mahmoud-Jouini, Midler and Silberzahn (2016) argument that stakeholder's involvement in project identification influence performance of projects. In addition, the study found that stakeholders in road construction projects in Bondo Sub County were involved in the process of project identification. The findings are in line with the findings of Njogu (2016) that stakeholders' involvement in the process of project identification enabled the project managers to identify individuals who are most likely to be affected by the projects.

The study also found that stakeholders were involved in preliminary project approval. The findings are in line with the finding of Kobusingye (2017) that involvement of stakeholders in preliminary project approval enable project managers to confirm on recommended project investment so as to proceed with the planning phase of the project delivery stage. Moreover the study found that stakeholders were involved in the process of stakeholders' analysis. The findings are in line with the findings of Davis *et al* (2010) that stakeholders' involvement in social analysis enables an institution to examine sustainability of the project and to incorporate

project's sustainability measures by examination of socio-cultural, institutional, historical and political factors and stakeholders views and priorities.

The findings indicated that there was involvement in scanning the external environment. The results are in line with Otim and Alinaitwe (2011) findings that scanning of external environment enable stakeholders enables project managers to identify strength, weakness, threats as well as opportunities which may influence project performance. Furthermore, the study found that stakeholders were involved in development of preliminary proposal. The findings are in line with the findings of Mbaabu (2012) that involvement of stakeholders in development of preliminary project proposal enable them to identify, select the project of their interest and eradicate conflict which may arise during project development stages.

5.3.2 Stakeholder Involvement in Project Planning

The study established that there was a significant relationship between stakeholders' involvement in project planning and performance of road construction projects. These findings concur with Wamugu and Ogollah (2017) argument that stakeholders' involvement in project planning had an influence on performance. Further, the study found out that stakeholders in road construction projects in Bondo Sub County were involved in the process of project planning. The findings are in line with the findings of Fageha and Aibinu (2016) that involvements of stakeholders in project planning enable the project managers to identify loop hole at the earlier stage thus improved the road construction projects' performance. The study also established that stakeholders were involved in financial planning. The findings are in line with the findings of Njogu (2016) that involvement of stakeholders in financial planning lead to securing of adequate funding from donors thus result to completions of road construction projects within the stipulated timeframe. There was also involvement in resource specification.

The findings are in agreement with the finding of Ondieki (2016) that involvement of stakeholders in the process of resource specification resulted to identification of quality materials required for project development thus lead to improvement of road construction projects. Moreover, the study found out that the stakeholders were involved in schedule planning. The results concur Wamugu and Ogollah (2017) findings that involvement of

stakeholders in schedule planning lead to road construction projects' completion within the stipulated timeframe.

In addition, the study found out that stakeholders were not involved in resource planning and budgeting. The findings are contrary to the findings of Heravia, Coffeya and Trigunarsyah (2015) that involvement of stakeholders in resource planning and budgeting result to effective utilization of resources which were used in road construction projects thus lead to stakeholders' satisfaction. Furthermore, the results indicated that stakeholders were involved in communication planning. The results were in agreement with Njogu (2016) findings that stakeholders' involvement in communication planning enabled the project managers of road construction projects to maintain and control project activities through effective communication between them and the stakeholders thus lead to improvement on the performance of road construction projects.

5.3.3 Stakeholder Involvement in Project Initiation

The study also found stakeholders project initiation involvement significantly affects road construction projects' performance. The findings are in agreement with the finding of Ondieki (2016) that involvements of stakeholders in the process of project initiation lead to designing of projects which meet the need of the stakeholders thus enhanced the performance of projects. The study also found that there was involvement in the process of feasibility plan. These findings concur with Wamugu and Ogollah (2017) findings that in stakeholders were involved in feasibility planning so as to enable the project managers to determine whether to proceed with the development of new project or expansion. The study also found that there was stakeholders involvement in the development of term of references. The findings concur with Fageha and Aibinu (2016) findings that involvement of stakeholders in development terms of reference lead to establishment of clear project scope as well as project goals.

Moreover, the studies found that stakeholder were involved in documenting a project case. The findings are in line with the finding of Ruwa (2016) that involvement of stakeholders in documentation of project case lead to fulfilment of project requirements as well as establishment of traceability with regard to what has been carried out. In addition, the study found that stakeholders were involved in problem analysis.

The findings agree with Otim and Alinaitwe (2011) argument that involvement of stakeholders in problem analysis lead to improvement of performance of road construction projects in terms of safety, quality and cost as well as user satisfaction. The study also established that stakeholders were involved in working groups or projects teams. The findings agree with Waithera (2015) findings that working groups enables stakeholders to have human synergy which ultimately result to improvement on road construction projects' performance. Furthermore, the results revealed that the stakeholders in road construction project in Bondo Sub County were involved in project charter development. The findings are in line with the Wamugu and Ogollah (2017) that involvement of stakeholders-such as project's sponsors- in project charter development empowered the project managers to begin the projects as well as to obtain the required resources for project activities thus result to timely completion of projects.

5.3.4 Stakeholder Involvement in Project Implementation

The study found that stakeholders project implementation involvement significantly affects road construction projects' performance. These findings agree with Kobusingye (2017) argument that stakeholders' involvement in project implementation influences project success. In addition, the study found that stakeholders were involved in the process of project implementation. The results coincide with Nyandemo and Kongere (2010) findings that involvement of stakeholders in implementation process resulted to improvement on performance of road construction projects as the inclusion ensured wider ownership of project implementation. The study also found out that the stakeholders were involved in team development. The results are in accordance with Gitonga (2010) findings that involvement of stakeholders in the process of team development lead to selection of the most competent individuals in their areas of specialization hence resulted to improvement of performance of road construction projects.

The results also revealed that stakeholders were not involved in assigning and allocation of project resources. The findings contradict the findings of Kobusingye (2017) that stakeholders' involvement in assigning and allocation of project resources lead to improvement in accountability and effective utilization of resources thus leading to improvement of project

performance. In addition, the study established that stakeholders were involved execution of project management plans. The results are in accordance with Kongere (2010) findings that involvement of stakeholders in the execution of project management plans resulted to transformation of project objectives and policies hence leading to logical arrangement of project activities and ultimately result to project success. Further, the study established that stakeholders were not involved in updating project schedule. The finding contradicts the findings of Maina (2013) that stakeholder's involvement in updating project schedule result to completion of construction road projects within the stipulated timeframe.

5.3.5 Stakeholder involvement in project monitoring and evaluation

The results revealed that stakeholders' involvement in project monitoring and evaluation significantly affects road construction projects' performance. The results coincide with Fageha and Aibinu (2016) findings that stakeholders' involvement in the process of monitoring and evaluation leads to improvement of projects' performance. The results indicated that there was involvement in project monitoring and evaluation. The results were in accordance with Heravia, Coffeya and Trigunarsyah (2015) findings that stakeholders' monitoring and evaluation involvement ensured that the road construction projects adhered to required procedures; plan and goals thus lead to their successful establishment. The study also established that stakeholders were not involved feedback provisions. The findings are in disagreement with the findings of Heravia *et al* (2015) that involvement o stakeholders in the process of feedback provision enabled the project managers their actual task thus lead to improve on the road construction projects' performance.

Moreover, the study found out that stakeholders were involved in direction provision. The findings are in line with the finding of Njogu (2016) that stakeholders' involvement in direction provision lead to successful establishment of road construction projects as it enhanced rectification of errors which during project development. The results also indicated that stakeholders were involved in controlling of project activities. The findings are in line with the finding of Ruwa (2016) that stakeholders' involvement in controlling of project activities lead to road construction projects' sustainability. The study also found out that the stakeholders in road construction projects in Bondo Sub County were involved in the process of error

correction. The results coincide with Ondieki (2016) results that involvement of stakeholders in the process of error correction lead to improvement of road construction projects' performance. Further, the study established that stakeholders were involved in reporting process. The results are in accordance with Fageha and Aibinu (2016) results that involvement of stakeholders in reporting ensured that the stakeholders received integrated information in an effective and efficient manner to drive proactive making of decision and enhancing road construction projects' performance.

5.4 Conclusion

The study concludes that stakeholders' involvement in project identification significantly influences road construction projects' performance in Bondo Sub County. The study found that stakeholders were involved in preliminary project approval, stakeholder analysis, scanning of the external environment and development of preliminary proposal.

The study also concludes that stakeholders' involvement in project initiation significantly influences road construction projects' performance in Bondo Sub County. The study found out that stakeholders were involved in working groups, feasibility planning and problem analysis, development of terms of references, project charter development and documentation of project case.

Moreover, the study concludes that stakeholders' involvement in project planning significantly influences road construction projects' performance in Bondo Sub County. The study found that stakeholders were involved in communication planning, resource specification and schedule planning. However, the stakeholders were not involved in resource planning as well as budgeting of road construction projects.

In addition, the study concludes that stakeholder involvement in project implementation significantly influences road construction projects' performance in Bondo Sub County. The results revealed that stakeholders were involved in team development, status meeting and execution of task assignments, execution of project management plans and involvement in procurement management plans, modification of project plans. However, the stakeholders were not involved in setting up of tracking system, allocation of resources and updating project schedule.

Finally, the study concludes that stakeholders' involvement in project monitoring and evaluation significantly influences road construction projects' performance. The study found out that the stakeholders were involved in direction provision, reporting, feedback provision, activities control and correction of errors.

5.5 Recommendation

There is need for stakeholders' involvement or inclusivity in the project development cycles since it is clear that their participation has a positive and significant influence on performance of projects. Stakeholder involvement should not be isolated episodes but it should be throughout the project development cycle.

The study found stakeholders' involvement in project identification has a significant influence road construction projects' performance in Bondo Sub County. Therefore, the study recommends that project managers should involve stakeholder in various aspect of project identification such as performance of phase review so as to tell the project sponsor whether the intended project has achieved its objectives to date.

Moreover, the study found that stakeholder involvement in project initiation has a significant influence on road construction project' performance. Therefore, the study recommends that project managers should adopt various aspects of project initiation such as making signing off stakeholders as meaningful as possible so as to enhance personal commitment of stakeholders to their obligations.

The study also established that there was significant relationship between stakeholders' involvement in project planning and road construction projects' performance. Hence, the study recommends that the project managers of road construction projects should continuously train and involve all the stakeholders in resource planning as well as budgeting of projects so as to enhance stakeholders' competency in project planning.

The study also established that stakeholders, involvement in project implementation have a positive and significant influence on road construction projects' performance. Therefore, the study recommends that stakeholders should be involved in various aspects of project

implementation such as setting up of tracking system, allocation of resources and updating project schedule.

Finally, the study found that stakeholders project monitoring involvement influences road construction projects' performance. Hence, the study recommends that stakeholders should be involved in various aspects of project monitoring and evaluation such as cost control, procurement administration and quality control so as to improve on road construction projects' performance.

5.6 Areas for Further Research

This research was on the influence of stakeholder's involvement in project implementation on the road construction projects' performance in Bondo Sub County. Therefore, the findings cannot be generalized to other sub counties in Siaya County as well as other counties in the country. Hence, the study recommends that more studies should be carried out on the influence of stakeholder's involvement in project implementation on the road construction projects' performance in other counties in Kenya. According to the findings, 89.9% of the road construction projects' performance in Bondo Sub County could be explained by the stakeholder's involvement in project management. Thus, the study recommends that further studies should be carried out so as to determine other factors that influence the performance of road construction in Kenya.

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APPENDICES

Appendix I: Introduction Letter

Emily Mandala
University of Nairobi
P.O Box 30197 - 00100
NAIROBI.
9th March, 2018

TO WHOM IT MAY CONCERN

I am a Masters of Arts student in the University of Nairobi, currently conducting a research study on the influence of stakeholder involvement in the performance of road construction project in Kenya, to fulfill this fundamental requirement for award of Masters in Project planning and Management.

Your determination to participate in this research is highly appreciated by filling the questionnaire duly .The response that you will provide will be treated with at most confidentiality and it will be strictly used in this study for academic .

Your cooperation is highly appreciated,

Yours faithfully,

Emily Mandala

L50/84789/2016

Appendix II: Questionnaire

This questionnaire relates to specific objectives of this study. Since the questions will be used to determine the impact of involving stakeholders on performance of road construction project in Kenya. Please read carefully and understand the questions as you answer them to you level best by ticking (✓), rating, specifying or writing the correct answers precisely on the spaces provided.

SECTION A: Personal Information

1. Gender

Male Female

2. Age Bracket

Below 25 years 26 to 35 years
36 to 45 years 46 to 55 years
Above 55 years

3. What is your highest level of Education?

Postgraduate Bachelors
Diploma Certificate
Secondary

Stakeholder involvement in project identification

4. Please indicate the extent in which you were involved in project identification process in road construction projects?

No extent at all Great extent
Low extent Very Great extent
Moderate extent

5. To what extent are you involved in the following aspects of project identification in road construction projects in Bondo Sub County? (Where 1=Not at all, 2=Low extent, 3=Moderate Extent, 4 =Great extent and 5=Very Great extent)

1 2 3 4 5

Stakeholders analysis

Scanning the external environment

Preliminary Project Approval

Development preliminary proposal

6. How does stakeholders' involvement in project identification influence the performance of road construction projects in Bondo Sub County?

.....

Stakeholder involvement in project initiation

7. Please indicate the extent to which you are involved in project initiation of road construction projects in Bondo Sub County?

No extent at all	[]	Great extent	[]
Low extent	[]	Very Great extent	[]
Moderate extent	[]		

8. To what extent are you involved in the following aspects of project initiation in road construction projects in Bondo Sub County? (Where 1=Not at all, 2=Low extent, 3=Moderate Extent, 4 =Great extent and 5=Very Great extent)

1 2 3 4 5

- Feasibility plan
- Terms of reference
- Documenting a project case
- Problem analysis
- Working groups/project teams
- Project charter development

9. How does stakeholders' involvement in project initiation influence performance of road construction projects in Bondo Sub County?

.....

.....

.....

Stakeholder involvement in project planning

10. Please indicate the extent in which you are involved in the planning phase of road construction projects in Bondo Sub County?

- | | | | |
|------------------|-----|-------------------|-----|
| No extent at all | [] | Great extent | [] |
| Low extent | [] | Very Great extent | [] |
| Moderate extent | [] | | |

11. To what extent are you involved in the following aspects of project planning in road construction projects in Bondo Sub County? (Where 1=Not at all, 2=Low extent, 3=Moderate Extent, 4 =Great extent and 5=Very Great extent).

1 2 3 4 5

- Financial planning
- Resource specification
- Schedule planning
- Resource planning

Communication planning

Budgeting

12. How does stakeholders' involvement in project planning influence the performance of road construction projects in Bondo Sub County?

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.....
.....

Stakeholder involvement in project implementation

13. Please indicate the extent in which you were involved in project implementation in road construction projects?

No extent at all	[]	Great extent	[]
Low extent	[]	Very Great extent	[]
Moderate extent	[]		

14. To what extent are you involved in the following aspects of project implementation in road construction projects in Bondo Sub County? (Where 1=Not at all, 2=Low extent, 3=Moderate Extent, 4 =Great extent and 5=Very Great extent)

1 2 3 4 5

Team development

Assigning and allocation of resources

Execute project management plans

Update project schedule

Procurement management if needed

Modifying project plans as needed

Execution of task assignments

Setting up tracking systems

Status meetings

15. How does stakeholders' involvement in project implementation influence the performance of road construction projects in Bondo Sub County?

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.....
.....

Stakeholder involvement in project monitoring and evaluation

16. Please indicate the extent to which you are involved in project monitoring and evaluation?

No extent at all	[]	Great extent	[]
Low extent	[]	Very Great extent	[]
Moderate extent	[]		

17. To what extent are you involved in the following aspects of project monitoring and evaluation in road construction projects in Bondo Sub County? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

1 2 3 4 5

- Feedback provisions
- Direction provision
- Activities control
- Correction of errors
- Reporting

18. How does stakeholders' involvement in project monitoring and evaluation influence the performance of road construction projects in Bondo Sub County?

.....
.....
.....

Performance of Road Projects in Bondo Sub County

19. How do you rate the following measures of the performance of road projects in Bondo Sub County? (5=Excellent, 4=Good, 3=Moderate, 2=Bad, 1=Poor)

	Excellent	Good	Moderate	Bad	Poor
Completion on time					
Completion within budget					
Sustainability of the project					
Intended purpose					
Achieved Business Objectives					
User satisfaction					

Appendix III: Interview Guide for Officers in Bondo Sub County Government

The purpose for this interview is to enhance collection of information on the effect of stakeholders' involvement in project identification on the performance of road construction projects in Bondo Sub County.

Section A: Demographic Information

1. Level of Education
2. How long have you worked in the County Government of Siaya?

Section B: Specific Information

1. How does stakeholders' involvement in project identification influence the performance of road construction projects in Kenya?
2. What challenges are faced in involving stakeholders in the project identification phase?
3. How does stakeholders' involvement in project initiation affect the performance of road construction projects in Kenya?
4. What challenges are faced in the involvement of stakeholders in the project initiation phase?
5. How does stakeholders' involvement in project planning influence the performance of road construction projects in Kenya?
6. What challenges are faced in involving stakeholders in the project planning phase?
7. How does stakeholder's involvement in project implementation influence the performance of road construction projects in Kenya?
8. What challenges are faced in involving stakeholders in project implementation?
9. How does stakeholders' involvement in project monitoring and evaluation affect the performance of road construction projects in Kenya?
10. What challenges are faced in involving stakeholders in the project monitoring and evaluation phase?

Appendix IV: List of Road Projects in Bondo Sub County

- 1 Boro – Serege Road (2.1 Km) In Central Alego Ward, Alego Usonga
- 2 Ratuoro – Kamlag Road (3.8 Km) In Central Alego Ward, Alego Usonga
- 3 Athuok – Bar Osimbo Road (6.0 Km) In South East Alego Ward, Alego Usonga
- 4 Nyarod-Wangapala-Akech Road (6.0 Km) In South East Alego Ward, Alego Usonga
- 5 Bar Olengo-Dominion Road (2.5km) In South East Alego Ward, Alego Usonga
- 6 Oceanic-Nyandheho-Benga Road (4.5km) In Usonga Ward, Alego Usonga
- 7 Kanyangeso-Luhwa-Kahoga Road (5.0km) In Usonga Ward, Alego Usonga
- 8 Sidok-Ujwanga-Uhuji Road (2.7km) In West Alego Ward, Alego Usonga
- 9 Sidok-Ujwanga-Uhuji Road (2.7km) In West Alego Ward, Alego Usonga
- 10 Mutumbu – Hasala – Kokwiri – Got Regea Road (4 Km) In North Gem Ward, Gem
- 11 Kongao Junction – Ndira – Kayogo Road (4.5km) In North Sakwa Ward, Bondo
- 12 Kongao Junction – Ndira – Kayogo Road (4.5km) In North Sakwa Ward, Bondo
- 13 Udimba-Kajuma-Oiko Road (6.0km) In North Sakwa Ward, Bondo
- 14 Kongira – Uholo Road (2.5km) In North Ugenya Ward, Ugenya
- 15 Kongira – Uholo Road (2.5km) In North Ugenya Ward, Ugenya
- 16 Kamalunga – Luhano Road (3.3km) In Ukwala Ward, Ugenya
- 17 Ap Olang – Anyali Road (2.3km) In West Ugenya Ward, Ugenya
- 18 Kooro – Sinogo – Obuom Road (5.4km) In West Asembo Ward, Rarieda
- 19 Tanga – Kahoya –Oboke – Osindo – Chuondo Road (5km) In West Uyoma Ward, Rarieda
- 20 Tanga – Kahoya –Oboke – Osindo – Chuondo Road (5km) In West Uyoma Ward, Rarieda
- 21 Diraho-Uyundo Road (3.5km) In Ukwala Ward, Ugenya
- 22 Belagon-Sawi Road (0.8km) In Siaya Township
- 23 Christian-Bridge School (1.6km) In Siaya Township
- 24 Belagon – Pandi – Rabango – Wath Bar – Chase Albert Road (2.3km) In Siaya Township
- 25 South Ramba – Luoro – Ombulu – Masanga Road (4.5km) East Asembo Ward, Rarieda
- 26 Number – Kandaria – Oseno Road (3.5km) In East Asembo Ward, Rarieda
- 27 Luoro – Opala Road (3.5km) In East Asembo Ward, Rarieda
- 28 Chwa – Kotoke – Kobala Road (4.0km) In East Asembo Ward, Rarieda
- 29 Raliew – Okiro – Nguka Road (3.5m) In East Asembo Ward, Rarieda
- 30 Raliew – Okiro – Nguka Road (3.5m) In East Asembo Ward, Rarieda