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THE ROLE OF NATIONAL AND COUNTY GOVERNMENTS ON THE COMPLETION OF URBAN ROADS CONSTRUCTION PROJECTS IN NAIROBI CITY COUNTY, KENYA

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Abstract: *The purpose of this study was to investigate the role of the governments in completion of urban roads construction projects in Nairobi City County, Kenya. Specifically, the study sought to determine the role of the National and County governments as key stakeholders in performance of urban roads construction projects completion in Nairobi City County, Kenya. The study applied descriptive research design and used both qualitative and quantitative methods for data collection and analysis. The study targeted 530,883 people from three sub counties from which a sample size of 155 both road users and professionals participated. The study used proportionate stratified random sampling techniques to select the sample size (road users) and purposive to select the other participants. From the findings, the government had both direct and indirect role on the rate of urban roads construction. Majority of the technical team respondents 40(80%), indicated that corruption was the main challenge facing stakeholder participation in urban road construction completion. From the findings, 18(36%) of the respondents indicated that limited operational resources affect them to great extent. In addition, 24(48%) of the respondents indicated that poor funding and cash flow problems affected them to a very great extent. On Correlation analysis, Citizen Participation had very strong positive correlation with urban roads construction project performance with a correlation coefficient of 0.810. It was concluded that, all stakeholders have a very crucial role towards successful urban roads construction performance in Nairobi City County. It was recommended that, there is a need to have strong control mechanisms in the County and National governments in order to improve on the quality and the general performance of urban roads construction in Nairobi City County.*

Key words*: National government, County government, completion, urban roads , construction projects, participation*

1.1 Study background

A stakeholder is traditionally considered as any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman 1984). The general idea of the Stakeholder concept is a redefinition of the organization. In general, the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints.

In India, the World Bank (2008) asserts that, the Government of India (GOI), some state governments and industry associations have taken initiatives such as encouraging private sector participation in highway financing, allowing wholly-owned foreign direct investment in the sector, establishing training centers for construction workers, and devising a grading system for construction firms to foster the growth and efficiency of the road construction industry. Many years of road building has given China an extensive highway network, particularly in the eastern region. Since 2000, China's expressway network, which is already the second largest in the world, has been growing at an average of 20 percent per year. (KPMG analysis, 2010) China continue to focus on the expansion of its road system, highlighted by the programmes in China's 11th Five-Year Plan for an extension of the country's National Trunk Highway System (NTHS) from around 41,000 km in 2005 to 65,000 km in 2010.

Development and maintenance of physical infrastructure are key to rapid economic growth and poverty reduction. Production costs, employment creation, access to markets, and investment depend on the quality of infrastructure, especially transport. Road transport is the most widely used means of transportation in Africa. The fragmentary nature of the railway system and the limitations imposed on the scope of inland water transport by geographical factors mean that transport of people and freight by rail and inland waterways has to be supplemented, usually by road transport over long distances (Wasike,2001, KIPPRA,2001). With the exception of Mauritius and the North African countries of Algeria, Egypt, Morocco, and Tunisia, paved roads account for less than 50 per cent of the road network in Africa. Indeed, paved roads in sub-Saharan Africa account for less than 17 per cent in 1996, with many countries falling below the average. About 57 per cent of the roads in North Africa were paved compared to 25 per cent in South Africa and 10.2 per cent in Central Africa. Road density per km2 is generally much lower than those of Asia and Latin America (ADB, 1999).

In developing countries like Ethiopia, the project management system is not similar to that of the developed countries. Claims appear in almost all construction industry, mostly those that are not easily resolved, and delays behind the schedule are common problems shown in Ethiopia. One of the challenges comes from stakeholders who want their needs to be satisfied and the poor participation of some of them. Stakeholder management being one of the most essential parts of project management, disagreements and change in project characteristics (time, design and budget) at the time of construction in Ethiopia would mostly occur due to the influence and poor participation of some stakeholders in the project.

The infrastructure in Kenya has been given the highest priority to ensure that the main road projects under the economic pillar are implemented, according to the Ministry of Roads Service Charter (2008), there is a need for improvement of roads to a motorable condition because the

road transport (mode of transport) carries about 80% of all cargoes and passengers in the country. Due to the importance of roads in socio-economic development of the country, the government has in the recent past steadily increased budget allocation to the road subsector (Nyandika, 2014). However, road projects in Kenya have been facing various challenges (Maina, 2013).

1.2 Statement of the problem

The existence of good and well-functioning road network is also vital for economic growth, poverty reduction, and wealth and employment creation. The increase of project-based works in urban areas in the road construction in transport sector is necessitated by increased demand due to migration and rapid urbanization (UNCHS, 2006). Thus, the Ministry of Transport and Infrastructure plays an important role in the attainment of "Kenya vision 2030 goals" and the sustainable development global agenda. However, the sustainability of this sector faces serious challenges. According to Ahmed et al., (2012), the urban construction project especially in roads is bound to fail due to slow rate in completion. This according to UNCHS, (2006), can result to losses of over 19.82%. In Kenya, delays in project completion are a common problem in the construction industry not only with an immeasurable cost to society but also with debilitating effects on the contracting parties. This makes Kenya's construction industry suffer many problems and complex issues in performance, thus becoming difficult to complete projects in the allocated cost budget, scheduled time and good quality. There is, therefore, a need to address the unpredictability of the successful completion of construction projects in terms of delivery time, cost and to the standard of quality expected, by focusing on the role of key stakeholders' participation on project performance to completion. The National and County government's role on the completion of the urban roads has faced many challenges and especially in this era of devolution. Few researchers have been undertaken to confirm the extend these two tire government have impacted on the rates of urban roads construction completion. It is therefore against this background that this study shall examine the role of stakeholders' participation on performance of urban roads construction projects and suggest way forward in relation to their completion in Nairobi City County.

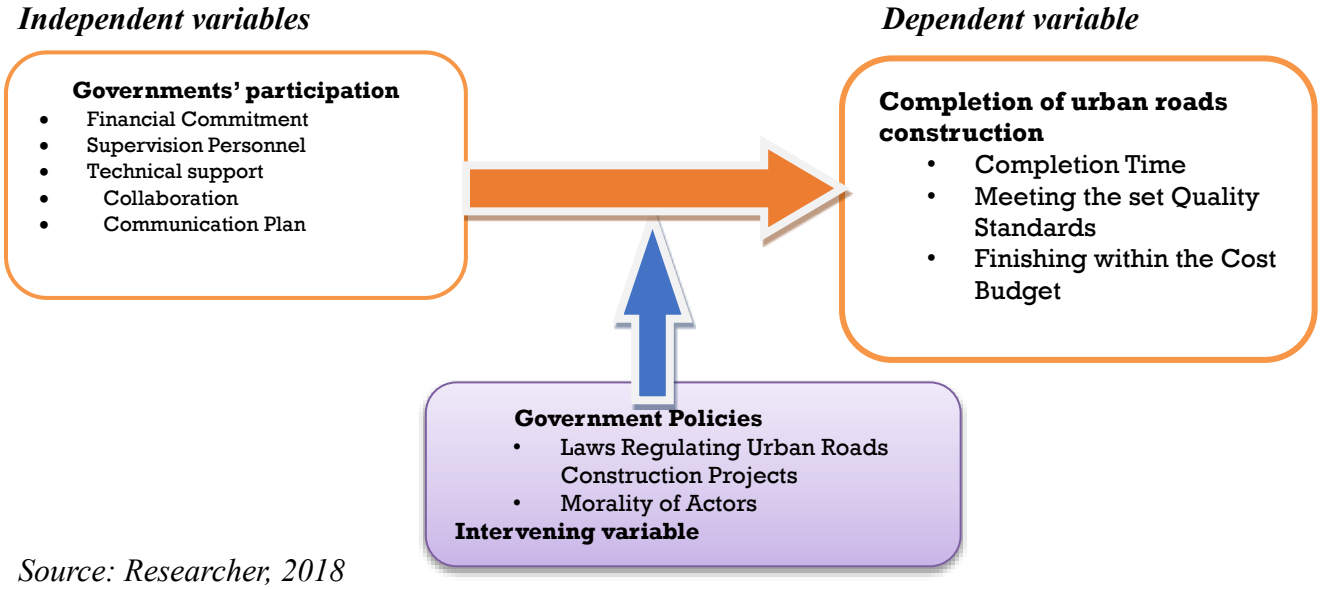
1.3 Study Objectives

The broad objective of this study was to investigate the role governments on the completion of urban roads construction projects in Nairobi City County, Kenya

Specific Study Objectives

a) To determine the Role of National government on the Completion of Urban Roads Construction in Nairobi City County
b) To examine the Role of County Government Participation on the Completion of Urban Roads Construction in Nairobi City County

Conceptual framework



Source: Researcher, 2018

This study was conceptualized from the point that the independent variables affect the dependent variable. Governments' role and participation role are conceptualized to influence completion of urban roads in Nairobi City County under the influence of intervening variables of actor's morality and the existing laws and policies. Each of the variables highlighted in the conceptual framework had indicators for measuring the relationships. Questions to answer this relationship were formulated in the data collection tools. The researcher confirmed very close relationship between the independent variables and dependent variables under the intervening variables moderation. It was concluded that, implementation of the constitution and adherence to the policy framework were great contributing factors in the poor completion rates of the urban roads.

1.4 Theoretical and Empirical review

This study was be guided by the stakeholder theory. The stakeholder Theory was originally published by Freeman in 1984 in the "book Strategic Management: A stakeholder Approach" which identifies and models the groups which are stakeholders of a corporation. Interest in stakeholder's theory has since grown considerably. This study will be based on stakeholder's theory which, as a field of research, has tended to focus on planning and managing the complex array of activities required for delivering a construction project, in this case, the urban roads in Nairobi County. The number of opinions on the subject has increased considerably (Friedman & Miles, 2002). Some attempts at harmonization of dissimilar opinions were made, the summary by Jones (1995) acknowledged extensively. The theory has its genesis in strategic organization, and has been applied in several areas of enquiry as well in corporate social responsibility (Hillman & Keim, 2001) including on construction project organization lately (Bourne & Walker, 2005).

Construction projects, as an area of study, tends to focus on scheduling and organizing the multifaceted assortment of activities necessary to complete a construction project. Being able to manage construction stakeholders' hopes and concerns is a critical skill for managers of

construction projects. Failure to tackle hopes and concerns of stakeholders in a construction project has resulted in innumerable failure of projects (Bourne & Walker, 2005) principally for the reason that stakeholders in construction have a tendency to obtain resources and ability to impede construction projects (Lim et al, 2005). Meeting the expectation of stakeholder is critical to successful execution of construction projects. Stakeholders in this case include, owners of project, , consultants, subcontractors, suppliers, funding bodies, users, owners, employees and project managers. As a consequence a vigorous construction organization literature has developed on how to recognize and manage stakeholder welfare and interactions. This study used stakeholder theory to scrutinize the role of national and county governments as stakeholders on urban roads completion in Nairobi City County, Kenya.

Review of related empirical studies

Latham (1994) maintains that governments as clients have a substantial role to play in setting demanding standards and insisting upon improvements. The Business Round Table (1994) maintains that cost effectiveness has been enhanced when clients have exercised leadership and when there has been client/contractor co-operation. Client support includes the implementation of the role that a client is expected to play to ensure timely and cost effective completion of road projects which has a bearing on performance of contractors. Such roles include but are not limited to; provision of accurate project designs, budget allocation and prompt payments of interim progress payments, prompt issue of instructions to commence the construction work, prompt approvals of variations to the contract, early land acquisition of areas required for the construction of roads, ensuring stakeholder involvement, project supervision to ensure quality including achievement of value for money and timely taking over inspection and certification of works once project is completed.

To improve cost effectiveness requires clients to budget for the project as one of their main roles. The impact of design on contractor performance is universally acknowledged. Effective organization of the design process is crucial for the success of projects. This includes, among others, the development of an accurate design brief to confirm client requirements and integration of the work of designers, variations, which result in out of order operations (Lathan, 2004). Generally, construction projects will present several instances which bring about variations. One of the most important client support role is the payment for work done by a contractor in a project initiated by the client. Both Siti and Rosli (2010) illustrate payments in the construction industry as “a monetary consideration for the contractors‟ performance for work done”.

In Malaysia it was reported that financial difficulties arising from late payments were top among the three most severe effects of late and non-payments, (Danuri, et al., 2006). Prompt issue of instructions to contractors to commence the works is considered vital to facilitate implementation of construction works within the market prices at the time of tendering. Client delays in the issue of instructions to commence the works puts the contract to fluctuation in the cost of materials and labour which have an effect on the total cost of project. This eventually influences performance of contractors due to the need for additional unforeseen resources. Fluctuations in prices can be brought about by changes in legislation of a country or depreciation of currency in use and also inflation among other factors. A related but separate survey in Ghana seems to confirm this view, where financial difficulties was ranked among the top three most probable

effects of late payments to contractors (Ansah, 2011).

According to a report by the Advocates' Coalition for Development and Environment (ACODE) (2012), Uganda, for instance, while funding to the roads sector more than doubled from Uganda Shillings (UGX) 1,214.82 billion in 2009/10 from UGX 374.12 billion in 2005/06 there was abysmal improvement of service indicators. The proportion of paved roads stood at eight percent at the beginning of 2009 from four percent in 2005 with 45 percent of all the roads being in poor condition. The water sector follows a similar pattern with access to safe water in rural and urban areas remaining at 65 percent and 66 percent respectively despite increases in funding from UGX 110.02 billion to UGX 172.24 billion over the same period. There are reports of widespread corruption and embezzlement of funds meant for service delivery in Uganda. Reinikka & Svensson (2004) found that in the mid-1990s, 24 percent of the capitation grant to primary schools was captured by local government officials and politicians. District officials have been suspected to collude with construction companies to divert funds by inflating costs and carrying out sub-standard works. This report confirms the gravity in the government involvement in the construction industry.

According to Kenyatta et al (2015) cash flow is undoubtedly the bloodline that drives projects in the construction industry. Any obstruction in its smooth flow may therefore lead to severe outcome. The conclusion of their study was that, non-payment to contractors in the form of late payments of one or more certificates, underpayment, intermittent payments and non-payment have resulted to cash flow challenges to contractors, late completion of projects, construction disputes and even liquidation. Kenyatta et al (2015) reviewed the case of Kundan Singh Construction International Limited bank of Africa Kenya Ltd, (2015) and another where the contractor borrowed project funds from commercial banks on the strength of the awarded contracts from the government. The contractor went in liquidation due to failure of the client to pay. Dissanayaka and Kumaran (1999) noted that the cost of providing adequate financing can be quite large and therefore governments or owners of projects should allocate more budgets to project to enable its completion since it cannot continue with inadequate financing, and would affect performance of contractors to meet planned targets.

Accurate project design is critical in project execution as it eliminates the need to vary the contract. The government is also responsible for approval of the project which facilitates contractor performance. The government approves the cost, the design and the different phases of the project being implemented. This also affects the project construction period. Variations in the scope of project naturally increase the cost of project and normally lead to both cost and time overruns. When the scope increases it requires the client to budget for the extra cost of increased work. This in itself has the potential to cause disputes, arbitration costs, litigation and project abandonment and claims on prolongation costs which lead to distortion of project budgets. Insufficient support causes project costs overrun.

Tran and Carmichael (2013) concluded that late and intermittent payments and/ or nonpayments can critically affect performance of contractors. Fleming and Koppelman (2008), Ramachandra (2013), Uff (2009), Ansah (2011) and Ashworth (2012) observed that the character and the diverse types of contractual payments that might be delayed or defaulted by the employer may additionally be classified as interim, stage or milestone, advance payments, payment of retention

monies and final payments. These factors influence contractor performance mainly in the road sector where the majority of the projects are financed by the government as the client. Kenya is undergoing infrastructural development where many construction activities are being carried out across the nation by the central and county governments as the major clients of construction activities. Excess time extra and additional cost on projects is prevalent on road projects which lead to poor performance of contractors.

The government of Kenya has been increasing road construction budget since 2003, but unfortunately the issues of pending bills continue to plague the sector and it has not been possible to implement projects within the allocated budget. Anecdotal evidence in Kenya from newspaper reports and industry commentators seems to indicate that many contractors are facing insurmountable challenges as a result of late or non-payment default (Africa Building, 2013). From other research studies, the results indicated there was insufficient funding, while others indicated that there was intermittent funding while a little percentage indicated that there was sufficient funding. This implies that construction projects were poorly funded. On a similar note, it was reported in one of the local dailies, that the government owed contractors 19.39 billion shillings in pending bills (Business Daily, 2013).
Kenya has inadequate financial resources and therefore, unpaid bills to contractors are the core of challenges within the construction industry which leads to major projects delays. In 7 out the 33 cases evaluated, it was found out that failure for client to clear up payment according to agreed contractual timelines resulted in some form of financial constraints on the part of the contractor. A review of the critical challenges faced by Kenyan contractors by (ProInvest, 2011), noted that payments were delayed for more than 5 years from government clients with very high likelihood of going out of business due to late payments. Cash flow problems may drive a contractor into bankruptcy with the penalty of abandonment of the project work (Uff, 2009).

For a project to commence and progress as planned there is a need for contractors to be given maximum support, for example, possession of land for the construction without any encumbrances. This means that the required land must be acquired at the early stages of the project cycle and the land should be free of any structures, service line and any developments that could impede immediate commencement of the construction work. The process of land acquisition in Kenya is both challenging in terms of the process as well the cost of the land. The Constitution of Kenya 2010 requires the project affected persons to be compensated in terms of payment before the government takes possession of their land. This has presented severe challenges to the implementation of projects and has caused serious delays to completion of projects in view of the fact that land has become very expensive and the government does not budget adequately for the compensation payments. Failure to get possession of land has meant that contractors have to wait for inordinate periods without adequate activity and use of equipment which remain idle heavy cost implications to them causing them to perform poorly on the project. Supervision and/or management of road projects is an important client support role without which the Value For Money (VFM) cannot be assured. This includes checking of work quality according to the required standards and specifications and approval of various activities and materials as construction progresses. This role by the client can be undertaken in house by the client or outsourced to private consultants depending on the complexity of the construction or inadequate capacity of the client. Poor supervision or project management leads to overrun in cost and completion time of projects which directly impacts performance of contractor.

Mbaabu (2012) observed that stakeholders' involvement is paramount in development projects. Stakeholders‟ involvement aids in smooth project implementation. He opined that stakeholder participation is warranted when decisions on complex situation with far reaching impacts on the project area are to be made by clients. The stakeholder participation should be done proactively, rather than in response to a problem to avoid unforeseen problems. It is the client's responsibility to involve the stakeholders in good time to avoid delays in the project. The stakeholders could include the community where the project road is being constructed, agencies providing water, electricity, and communication systems, national and rural roads including county governments. According to him concentration of public consultation is about gathering and giving out information to, members of the project affected persons. According to Mbaabu (2012), The Constitution of Kenya (2010) empowers citizens with the right to participate in matters that affect their lives. If stakeholder participation is not handled appropriately it could have serious impact in performance of contractor.

1.5 Methodology

This study adopted a descriptive survey research design to get views on the role of the national and county governments on urban roads completion in Nairobi city county, Kenya. The sample size for this study consisted of 530,883 people from Embakasi, Starehe and Kasarani Constituencies in Nairobi City County. Other respondents including government officials, contractors, and other key respondents were contacted for this research once a baseline survey was carried out. The sample size (100) was obtained using the **Slovin's** Formula (Slovin, 1960). The formula is shown below.

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

Where:

n = sample size

N = total population

e = confidence level

Given:

N = 191 residents

e = standard confidence level (90%). The researcher used a confidence of 90% for a better accuracy which will give a margin error of 0.10.

1. Determination of confidence level

e = 100% - 90%

= 10% ~ 0.10

n= Sample size

n = 530,883/1+530,883*(0.10)2

n = 99.98

~ 100 participants (road users)

Proportionate stratified random sampling techniques were used to get the sample size for each constituency (Embakasi, Kasarani and Starehe Constituencies). The study also targeted contractors, engineers and urban road workers. Questionnaires were also distributed to 55 of

these categories. This was done using purposive sampling techniques.
Sample size of constituency = size of entire sample/ population size*layer size.
Embakasi = 30 participants
Kasarani = 40 participants
Starehe = 30 participants
Total participants in the survey **= 100 participants**

Table 1: Sampling frame for the survey of participants (Road users)

Sub-County	Total population	Sampling technique	Sample size
Embakasi	**163,858**	Proportionate stratified random sampling	**30**
Kasarani	**200,984**	Proportionate stratified random sampling	**40**
Starehe	**166,041**	Proportionate stratified random sampling	**30**
Total	**530,883**		**100 Participants**

Source: Researcher's formulation, 2018

Methods and instruments of data collection
The study used both qualitative and quantitative methods for relevant data collection from the residents of Starehe, Kasarani and Embakasi Constituencies, Nairobi City County. Questionnaires were used to the general population (urban road users), interview guides applied to government officials and roads contractors.

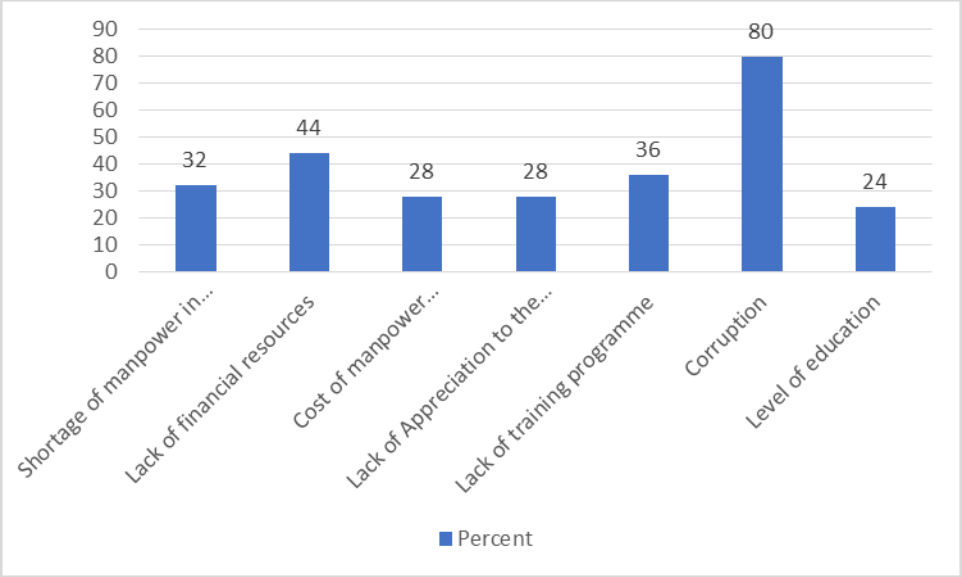
Data collection procedures
First, pre-testing of the data collection tools was done in the study area for validity and reliability check. After the piloting, adjustment of the tools was done to make sure that reliable and valid data is collected. The revised version was shared with the supervisors for comments and the researcher given a go ahead after correcting the tools and the defended proposal. For the actual data collection in this study, research assistants were first be trained on how to collect data and test its authenticity. The researcher then gave the research assistants instructions on how to go about data collection. Secondary data Sources from literature of relevant documents, journals, articles, books, statistical reports (from the sub-county), thesis, reports stakeholders' participation on urban roads completion in Nairobi City County were also collected and complemented the primary data.

1.6 Data analysis and interpretation

Government participation in urban roads construction
Latham (1994) maintains that governments as clients have a substantial role to play in setting demanding standards and insisting upon improvements. The role of both County and National governments is crucial in delivering urban roads completion in time. Using a structured questionnaire, respondents were asked to state the main challenges facing stake holder participation in urban road construction. They were free to choose more than one option for this

question. The following data were gathered in this regard, analyzed and summarized as shown in figure below.

Main challenges facing stakeholder participation



Source: Field data, 2018

As seen in the figure above, majority of respondents 40(80%), indicated that corruption is the main challenge facing stakeholder participation in urban road construction. This implies that stakeholders' participation in urban road construction can mainly be encouraged through minimizing corruption. These findings concurs with Reinikka & Svensson (2004) who argue that in the mid-1990s, 24 percent of the capitation grant to primary schools was captured by local government officials and politicians in Uganda. Participation brings about openness and transparency in the whole tendering and awarding process. In the case of Nairobi city County urban roads, it can be realized that, even though the tenders are publicly advertised, there are those already qualified for consideration and the whole process is just but a formality. Corruption is so deep rooted such that even when those awarded contracts don't finish on time or even altogether, nowhere can the public take them. Road users needs are hardly considered when constructing these roads and especially where there are diversions, or unfinished roads passing through individuals' businesses.

Using a Likert scale, respondents were asked to indicate the extent to which the factors below affect road completion rates and gathered data in this regard was analyzed and summarized in table below.

Extent to which statements below affects road completion rates

Likert scale	Statement/Factors						
	Limited operational resources	Poor funding and cash flow problems	High cost of finance	Access to credits	Diversion of contract funds for other uses other than the project	Poor project planning and control.	foreign exchange fluctuations affect contractors performance
Not sure	6(12%)	6(12%)	10(20%)	4(8%)	12(24%)	8(16%)	12(24%)
No effect	4(8%)		2(4%)	4(8%)	4(8%)	4(8%)	4(8%)
Little effect	4(8%)	8(16%)	8(16%)	18(36%)	2(4%)	8(16%)	12(24%)
Great effect	18(36%)	10(20%)	16(32%)	8(16%)	16(32%)	12(24%)	6(12%)
Very great effect	16(32%)	24(48%)	14(28%)	8(16%)	14(28%)	18(36%)	16(32%)

Source: Field data, 2018

As table above shows, 18(36%) of the respondents indicated that limited operational resources affect them to great extent. In addition, 24(48%) of the respondents indicated that poor funding and cash flow problems affects them to a very great extent. Cash flow problems may drive a contractor into bankruptcy with the penalty of abandonment of the project work (Uff, 2009). Moreover the findings concurs with Malaysian report that financial difficulties arising from late payments were top among the three most severe effects of late and non-payments, (Danuri, et al., 2006). A survey in Ghana seems to confirm this view, where financial difficulties was ranked among the top three most probable effects of late payments to contractors (Ansah, 2011). Kenyatta et al (2015) argues that cash flow is undoubtedly the bloodline that drives projects in the construction industry.

Further, from the results in table 4.10, 16(32%) of respondents indicated that High cost of finance affects them to a great extent. Dissanayaka and Kumaran (1999) confirms that the cost of providing adequate financing can be quite large and therefore governments or owners of projects should allocate more budgets to project to enable its completion since it cannot continue with inadequate financing, and would affect performance of contractors to meet planned targets. Also, 18(36%) of the respondents stated that Access to credits affects them to a little effect. These findings to some extent differs with Kenyatta et al (2015) in the review case of Kundan Singh Construction International Limited bank of Africa Kenya Ltd, (2015) and another where the contractor borrowed project funds from commercial banks on the strength of the awarded contracts from the government. The contractor went in liquidation due to failure of the client to pay. Further, findings in the above table shows that 16(32%) of the respondents stated that diversion of contract funds for other uses other than the project affects them to great extent. Moreover 18(36%) of the respondents indicated that Poor project planning and control affects them to a very great extent.

Lastly, 16(32%) of the respondents indicated that foreign exchange fluctuations affect contractor's performance affects them to a very great extent. This finding is supported by a report by the Advocates' Coalition for Development and Environment (ACODE) (2012), Uganda, which reports that funding to the roads sector more than doubled from Uganda Shillings (UGX) 1,214.82 billion in 2009/10 from UGX 374.12 billion in 2005/06. The researcher intended to establish the level of agreement to statements that coordination among departmental heads in urban roads construction leads to improved performance. Responses were summarized and presented in table below.

Level of agreement to statements that coordination among departmental heads in urban roads construction leads to improved performance

Level of agreement	Frequency	Percentage (%)
Strongly disagree	2	4
Disagree	2	4
Neutral	4	8
Agree	14	28
Strongly agree	28	56
Total	**50**	**100**

Source: Field data, 2018

The results in the above table reveals that 42(84%) of the respondents strongly agreed that coordination among departmental heads in urban roads construction leads to improved performance while 4(8%) disagreed. This implies that different heads of departments should coordinate in order to improve urban roads construction. The researcher sought to establish Level of agreement to statement that coordination among stakeholders improves performance in urban roads construction contracts and the collected data in this regard was summarized and presented in the table below.

Level of agreement to statement that coordination among stakeholders improves performance in urban roads construction contracts

Level of agreement	Frequency	Percentage (%)
Strongly disagree	-	-
Disagree	-	-
Neutral	14	28
Agree	14	28
Strongly agree	22	44
Total	**50**	**100**

Source: Field data, 2018

Findings displayed in the above table reveals that 36(72%) of the respondents agreed that coordination among stakeholders improves performance in urban roads construction contracts. This implies that all stakeholders should all stakeholder should be involving and well-coordinated in order to improve performance of urban roads construction. The findings corroborate with Mbaabu (2012) that stakeholders' involvement is paramount in development projects. The above results also concur with the findings from a study carried out in Kenya by Nyandika and Ngugi (2014) on the *"influence of stakeholders' participation on performance of road projects at Kenya national highways authority"* observed that, there was a significant positive relationship between top management support and performance of road projects as shown by a coefficient of 0.334 and a p-value of 0.006 at 95% confidence interval which is less than 0.05 and a t-value of 2.861, which is greater than 2. This shows that there was a positive significant relationship between top management support and performance of road projects.

Level of agreement to statement that proper allocation of tasks improves performance of urban roads construction

Level of agreement	Frequency	Percentage (%)
Strongly disagree	4	8
Disagree	4	8
Neutral	6	12
Agree	10	20
Strongly agree	24	48
Total	**50**	**100**

Source: Field data, 2018

The results in the table above indicate that 34(68%) of the respondents agreed that proper allocation of tasks improves performance of urban roads construction while 8(16%) disagreed. This implies that roles should be properly allocated amongst different stakeholders in urban roads construction. As discussed above, a study conducted by Nyandika and Ngugi (2014) on the "influence of stakeholders' participation on performance of road projects at Kenya national highways authority" observed that, there was a significant positive relationship between top management support and performance of road projects as shown by a coefficient of 0.334 and a p-value of 0.006 at 95% confidence interval which is less than 0.05 and a t-value of 2.861, which is greater than 2. This shows that there was a positive significant relationship between top management support and performance of road projects. The above results concur with these authors' assertions as well.

The researcher also sought to establish whether individual member and teams should be involved in decision making for improved performance and gathered data is analyzed in table below.

Level of agreement to statement that individual members and teams should be involved in decision making for improved performance

Level of agreement	Frequency	Percentage (%)
Strongly disagree		
Disagree	2	4
Neutral	6	12
Agree	12	24
Strongly agree	26	52
Total	**46**	**92**

Source: Field data, 2018

As seen in table above, 38(76%) of the respondents agreed that individual member and teams should be involved in decision making for improved performance while 8(16%) disagreed. This this shows that performance can be improved through involving all the individual stakeholders in decision making. Mbaabu (2012), argues that the Constitution of Kenya (2010) empowers citizens with the right to participate in matters that affect their lives.

The researcher also sought to determine whether it is important to share with all stakeholders on the targets, timelines, objectives, laws and policies guiding urban roads construction projects

and, in this regard, gathered data was analyzed and presented in table 4.14 below.

Level of agreement to statement that it is important to share with all stakeholders on the targets, timelines, objectives, laws and policies guiding urban roads construction projects

Level of agreement	Frequency	Percentage (%)
Strongly disagree	2	4
Disagree	2	4
Neutral	14	28
Agree	12	24
Strongly agree	18	36
Total	**48**	**96**

Source: Field data, 2018

Findings in the above table reveals that 30(60%) of the respondents agreed that it is important to share with all stakeholders on the target, timelines, objectives, laws and policies guiding urban roads construction while 4(8%) disagreed. This shows that sharing with all stakeholder on target, timeline, objectives, laws and policies guiding urban road construction improves management and performance of construction projects.

Respondents were asked to state whether it is important to share with the contractors, technical team and all stake holders involved in the disruptions of urban roads construction as well as the expected benefits thereafter. Responses are summarized and presented in the table below.

Level of agreement to statement it is important to share with the contractors, technical team and all stake holders involved in the disruptions of urban roads construction as well as the expected benefits there after

Level of agreement	Frequency	Percentage (%)
Strongly disagree	-	-
Disagree	-	-
Neutral	14	28
Agree	18	36
Strongly agree	16	32
Total	**48**	**96**

Source: Field data, 2018

Findings in the above table shows that majority of the respondents 34(68%) agreed that it is important to share with the contractors, technical team and all stake holders involved in the disruptions of urban roads construction as well as the expected benefits thereafter. This implies that communication among all stakeholders on the urban roads construction disruptions as well as expected benefits thereafter improves management and performance. No respond strongly disagreed or disagreed on this statement. Although in the real sense, things happen centrally to this assertion, these actions are related to lack of proper management of the urban roads projects implementation procedures.

The researcher sought to establish the extent to which Government, Contactors, Road users and Road workers participate in facilitation of urban road construction. Gathered data was analyzed

and summarized in the table below.

Stakeholder urban roads construction participation rate

Stakeholder	Likert scale				
	To a small extent	**To some extent**	**Moderate extent**	**To a great extent**	**To a very great extent**
Government	4(8%)	8(16%)	8(16%)	6(12%)	22(44%)
Contactors	2(4%)	6(12%)	8(16%)	18(36%)	14(28%)
Road users	12(24%)	4(8%)	16(32%)	8(16%)	6(12%)
Road workers	10(30%)	2(4%)	10(20%)	14(28%)	12(24%)

Source: Field data, 2018

Findings displayed in the above table reveals that among the stakeholders who participated to a very great extent was the government 22(44%), followed by the contractors 14(28%), road workers 12(24%) and least was road users 6(12%).This shows that that lack of government participation in urban road construction leads to unstable and non-long-lasting roads. This had the implication that construction of urban roads is highly determined by government participation and involvement of other stakeholders. These results revels the true nature as far as road users participation is concerned. Their lack of full participation has startled many development initiatives which depend on urban roads completion.

1.7 Conclusions and recommendations

It was concluded that, government direct and indirect role had a great influence on the rate of urban roads construction. The second objective of the study was to examine the role of government participation in completion of urban roads construction in Nairobi City County. Latham (1994) maintains that governments as clients have a substantial role to play in setting demanding standards and insisting upon improvements. The role of both County and National governments is crucial in delivering urban roads completion in time. Using a structured question, respondents were asked to state the main challenges facing stake holder participation in urban road construction. They were free to choose more than one option for this question. There is a need to have strong control mechanisms in the County and National governments in order to improve on the quality and the general performance of urban roads construction in Nairobi City County.

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