INFLUENCE OF STRATEGIC PLANNING ON PERFORMANCE OF URBAN ROAD PROJECTS IN KENYA; A CASE OF KENYA URBAN ROADS AUTHORITY

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ABSTRACT

The existence of good and well-functioning road network is vital for economic growth, poverty reduction, and wealth and employment creation. In Kenya, the number of public roads construction projects is increasing from time to time. However, it becomes difficult to complete projects in the allocated cost budget. Taking into account the scarce financial resources of the country, cost overrun is one of the major problems in Kenya. KURA has been experiencing cost overruns in its road projects over the years. In order to make the investment in the road projects more effective and worth, success rates of uptake of these projects should be increased. In Kenya roads plays a vital role in growth of the economy, being the source of income generation, employment opportunities and energy especially in the urban areas. The general objective of this study was to establish the the influence of strategic planning on the performance of urban roads projects in Kenya with a case of KURA as the study area. The specific objectives of this study were to establish; resources allocation, top management support, monitoring and evaluation and stakeholder involvement influencing performance of urban roads projects. The study adopted descriptive survey and sample of 70 employees implementing projects KURA road projects in Naiobi county were considered in this study. Census sampling technique method was used and data was collected through the questionnaires. On the other hand, secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed with help of SPSS version 22 and Excel. The study found out and concluded that, financial resources, human resources, physical resources allocation, stakeholders' involvement, top management support, and monitoring and evaluation in strategic planning influences performance of urban roads in KURA to a very great extent.

Key Words: *Strategic Planning, Performance, Urban Road Projects*

INTRODUCTION

This chapter aims at providing sufficient information for better understanding of the study. It examines the global contest and then narrows down to the issues that the study will address. The chapter provides the background information, statement of the problem, research objectives and research questions that underpin the study, significance, scope and limitations of the study.

Background of the Study

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 sub-sector(Nyandika,2014). However, road projects in Kenya have been facing various challenges, which include (Maina, 2013).

Strategic planning is a continuous and systematic process where decisions on intended future outcomes, their accomplishment, measurement and evaluation are made. It includes goal setting and resource allocation (Stonehouse & Pemberton 2002; O'Regan & Ghobadian 2004; Dogan, Alpkan, Elci and Aren, 2009) that stimulates pro-activity, performance improvement, long term thinking, communication, strategic issues, gaps, delay in completion, cost overruns, demolition of residential and businesses houses and abortive works priorities and choices (Modern, 2007; Hunger and Wheeler, 2007).A well-conceived strategic plan enhances business performance, decision making, catalyse strategic change and contribute to strategic direction in organizations (Wilson & Eilertsen, 2010). Being a formal managerial process,strategic planning involves sequence of analytical and evaluative procedures to formulate an intended strategy(Okwachi,2013). It also aligns the major objectives, strategies, and policies that govern the acquisition and allocation of resources to achieve organizational goals. (Johnson, Scholes & Whittington, 2008; O'Regan and Ghobadian, 2002).Strategic planning is paramount in road development projects. Even though, minor decisions and emergency situations are generally not appropriate for strategic planning, a complex situation with far-reaching impacts warrant strategic planning and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Nyandika,2014).

Global perspective on Perfomance Road projects

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).

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). 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 (KIPPRA,2001).

Local perspective on Perfomance Road projects

Kenya's transportation policy must respond to the needs of the 'new economy' (which is global, rapidly changing, and customer focused), the desire for greater environmental sustainability, a demand for a good quality of life, the public's expectations for greater involvement in decision-making on transportation, and the need for technologies and expertise not traditionally associated with highway engineers. Meeting all these expectations requires a systems approach that includes sensitivity and responsiveness to the context (social, economic, environmental, and technological) in which transportation takes place(Wasike,2001).

Stronger political will and consistent action will overcome some of the barriers to improved roads infrastructure for improved transportation efficiency, economic growth and poverty alleviation in Kenya. Other impediments, however, will remain unsolved because they are poorly understood. These require a strategic policy research agenda for harmonious development and maintenance of the road network. Five facets are proposed for strategic focus on transport and road policy research: evaluation of impacts and problems, road tolling and price reforms, MR&R, road safety, and institutional issues (KIPPRA,2001).

Despite the strides that the country has made in decentralizing road delivery, it has failed to increase road revenue and improve maintenance. This has been attributed to several factors, key among them being the lack of fiscal decentralization, accountability, transparency, and good governance. The problem also lies in the technical, economic or political justification decision-makers receive on certain new roads vis-à-vis maintenance.Major road projects are comparatively easy to finance internationally (World Bank,2012).

The World Bank, for instance, has funded major road rehabilitation projects in Kenya under KUTIP (Kenya Urban Transport Infrastructure Programme) and the El-Niño Emergency Programme. In the past, funding for rural roads, with the exception of roads in tea growing areas, has tended to be neglected because it was difficult to justify in economic terms.The lacuna of road maintenance policy strategies persists even in the road sector reforms of the 1990s. All there is is an apparent overconfidence in the ability of the existing investment promotion framework to attract private-sector participation in infrastructure development and maintenance. There are also studies done on the perfomance of road projects by the public sector in the developed world. Thus the need to validate these in the context of the developing countries and in specific the transport sector in the developing countries since the implementation of strategic planning will influence positively performance in terms of increasing the effective and efficiency of of road projects in Kenya.

Kenya Urban Roads Authority

Kenya Urban Roads Authority is a State Corporation responsible for the management, development,

rehabilitation and maintenance of all Public Roads in Cities and Municipalities in Kenya except where those roads are National Roads. Since its inception five (5) years ago, the Authority has been discharging its mandate for managing, developing, rehabilitating and maintaining of all public Roads in Cities and Municipalities effectively. The Authority has under its mandate over 12,549 km of roads out of which 2,140km are paved and 10,409km are unpaved with road reserve of 9m and above (KURA, 2014).Its core functions is constructing, upgrading, rehabilitating and maintaining roads under its control; controlling urban road reserves and access to roadside developments; implementing roads policies in relation to urban roads; ensuring adherence by motorists to the rules and guidelines on axle load control prescribed under the traffic act and under any regulations under this act; ensuring that the quality of road networks is in accordance with such standards as may be (KURA,2014).

KURA has prioritized works that will reduce Traffic congestion, improve road safety and consequently spur socio-economic development. Major projects implemented by the Authority are Vision 2030 Flagship Projects which form part of the Kenya Vision 2030 Medium Term Plans and the sector policies such as the Roads Sector Investment Programme (R.S.I.P) published by the Ministry of Roads and the Roads 2000 Strategic Plan. KURA has taken the rehabilitation and expansion of existing roads as well as maintenance as key to having better road networks (KURA, 2014).The now complete Northern and Eastern Bypass within the City of Nairobi is part of the new constructions undertaken between the year 2008 and 2012.KURA has received good rating for implementation and completion of its strategic objectives as outlined within its Performance Contract for the period 2011/2012 with a rating of Very Good for the last two years. (KURA,2014).

Statement of the Problem

The road construction in transport sector in Kenya is witnessing a boom in view of the significant economic activity of the economy. The sector plays a very major role in the country‘s economic development through its contribution to gross domestic product (GDP), gross domestic capital formation (GDCF), creation of employment and production of capital facilities and assets required for production in other sectors, as creating demand for their products (UNCHS, 2006). This contribution by the road construction in transport sector is primate in cities and towns (Olima, 2011).

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). However the sustainability of this sector is in jeopardy. 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%. However, 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. The concept of delay in the substantial completion of construction projects is a global phenomenon. For instance, while evaluating the progress and reports of 28 highway projects constructed during the period 1996-1999 in Jordan, Battaineh (2006) observed that the average ratio of actual completion time to the planned contract duration is 160.5% for road works. Seboru (2006), further citing other scholars also states that the time frame for major road projects worldwide to reach construction start stage have been observed to range from 10-30 years.Similarly, a study by United Nations Commission for Trade and Development

(UNCTAD), (2001) on African construction industry's turmoils and their implications for New Partnership for Africa's Development (NEPAD) identified costly project delays as a major problem and identifies poor project time, quality and cost performance as a major issue. 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.While several studies (Musa, 2009: Karimi, 2008;Tulakhaba 2008, Mwandali, 2006) have been done focusing on different aspects of project completions and further appreciating the crisis in every project in terms of completion, all empirical evidences are in short of the actual factors that influences the perfomance itself. Hence this study seeks to investigate the influence of strategic planning on performance of road projects in Kenya.

Objectives of the Study

General Objectives

The purpose of the study was to establish the influence of strategic planning on performance of urban road projects in Kenya.

Specific Objectives

The specific objectives of the study were to;

i. Establish influence of stakeholder involvement on strategic planning on performance of urban road projects in Kenya

ii. Examine the influence of top management support on strategic planning on performance of urban road projects in Kenya

iii. Establish the influence of monitoring and evaluation on strategic planning on performance of urban road projects in Kenya

iv. Examine the influence of resources allocation on strategic planning on performance of urban road projects in Kenya.

Research Questions

The study sought to answer the following questions;

i. How does stakeholder involvement on strategic planning influence performance of urban road projects in Kenya?

ii. Does top management support on strategic planning influence performance of urban road projects in Kenya?

iii. Does the monitoring and evaluation on strategic planning influence performance of urban road projects in Kenya?

iv. What is the influence of resource allocation on strategic planning on performance of urban road projects in Kenya?

Significance of the Study

The study will be significant because poor perfomance of road projects results in time overrun, cost overrun, disputes, litigations and sometimes complete abandonment of important projects. This research study will be of great importance to all the stakeholders in urban construction projects in Kenya who include KRB, NCA, KERRA, KURA, KeNHA,construction companies, the community, the government of Kenya and donors. This is because the study provides information on influence of strategic planning on performance of road projects.

To the national government of Kenya and policy makers, the study provides information on the influence of the strategic planning on perfomance of the urban construction road projects in time. This information can be used as a base upon which regulations on government urban construction projects can be revised. The information could also be used to formulate more policies in relation stakeholders' participation in road projects in Kenya. The reputation of the government agency is also at stake as it is associated with such projects; inform policy makers on key issues that have implications on urban construction projects;

To the whole academic fraternity (researchers and academicians) the study enhances the work of other scholars on stakeholders' participation in road projects. The study also provides a base upon which further studies can be conducted on how stakeholders participation influences the performance of road projects.

Finally, stakeholders and project beneficiaries are deprived of the benefits that would have accrued from timely completion of the road project and may use the research findings to evaluate the managerial strategies in the construction process in advent of improving its performance;provide critical feedback to the government that will inform decision making and share knowledge with other researchers interested in this area as well as building on existing literature.

Scope of the study

The study focused only on KURA projects in Nairobi county which contribute to the overall urban road construction sector which is purely a project based work and in management of project; the most critical thing is in better perfomance. The KURA is one of the government funded sectors which have most of the road construction projects in Kenya being involved in upgrading of the urban roads being undertaken in urban areas in the last 8 years which have not been completed in time. The study targeted 120 personnel involved in the implementation of such projects which include roads, water and housing projects as per to the records available (RoK, 2014).The study also limited itself to five variables which include; stakeholder involvement, top management support, resources allocation and monitoring and evaluation in construction of urban road projects in Kenya.

Limitation of the Study

This study anticipated several limitations. First the study encountered unwillingness by some respondents to reveal information which they considered confidential. However, the researcher assure them that the information they would offer would be held confidentially and would be used for academic purposes only. The other limitation was shortage of adequate funds and time to conduct this study. An increase in time and the scope of the study translated to increased expenses in carrying out the study. Also, bureaucracy in getting approval to carryout research in this institution. Written approval was sought from the management. The researcher also sought written approval letter from the university so as to be accorded the necessary assistance and avoid bureaucracy and facilitate smooth data collection process. The target group that the study intended to focus on was quite busy carrying out their duties and was not readily available to fill the questionnaire promptly.

LITERATURE REVIEW

Introduction

This chapter reviews relevant literature guiding the study. The chapter develops theoretical review,conceptual framework,empirical review that will be used in the study in regard to each variable in the study. The review will also identify research

gaps and areas that have been recommended for further research.

Theoretical Review

Cooper (2011), defines a theory as a set of interrelated concepts which can be used in the study, definitions, prepositions that have been put forth to explain or predict a scenario under study. The relationship depicted by these theories and models is therefore reflected in this section of the literature concerning influence of strategic planning on peromance of urban road projects in Kenya.The study will be guided by the stakeholders theory, top management team theory, theory of change and

Stakeholders Theory

The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function (Mansuri & Rao, 2004) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2008) elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007). Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration.Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Patton, 2008). The managerial importance of stakeholder management has been accentuated in various studies (Ramabodu & Verster, 2010; Raniga & Simpson, 2009) that demonstrate that just treatment of stakeholders is related to the long term survival of the organization (McManus, 2004). While having its origins in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2011).

This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand the success of the projects can be influenced greatly by the participation of various stakeholders. These stakeholders will participate depending on the relationship they foster with the top management and not junior workers acting on their behalf (Nyandika, 2014).The above theory instigated the first study objective; to establish the influence of stakeholder involvement on strategic planning on performance of urban road projects in Kenya

Top management team theory

The emerging field of strategic decision-making - top management team theory (TMTT) has raised widespread concern in the academic community (Hijzen, Görg & Hine, 2005). Different from traditional strategic management theory, which emphasizes on purely economic and technological processes or information process, TMTT studies the strategic choice and organizational performance determinants from the process of cognitive psychology of top management team (TMT), which overturns the economic man hypothesis in traditional theory and proposes the hypothesis of limited rationality proposed by the Carnegie school

(Müller & Jugdev, 2012). As the cognitive psychological process of TMT is too complicated, TMTT invokes prior marketing research on demography to suggest that managerial characteristics and its heterogeneity (such as age, work experience, educational background, etc.) are reasonable proxies for underlying differences in cognitions, values, and perceptions process, which could be good predictor to predict organizational outcome (such as strategic choice, organizational performance, etc.) (Dvir, Sadeh & Malach-Pines, 2006).In relation to this study, the skills and the support of the top management is paramount in the success of development projects. It reduces the timeline of a projects as it helps to smoothen the communication process. The above theory facilitated the second study objective; to establish the influence of top management staff on strategic planning on performance of urban road projects in Kenya

Resource Based theory

Penrose is credited with establishing the foundations of resource-based view as a theory (Roos&Roos, 1997).Barney (1991) states that a firm is a collection of physical capital resources, human capital resources and organizational resources. The core premise of the resource-based view is that organizational resources and capabilities can vary significantly across firms, and that these differences can be stable (Hijzen, Görg & Hine, 2005). The theory focuses on the idea of costly-to-copy attributes of the firm as sources of business returns and the means to achieve superior performance and competitive advantage (Conner, 1991).

Resource-based theory has been developed to understand how organizations achieve sustainable competitive advantages (Barney, 1986). The theory focuses on the idea of costly-to-copy attributes of the firm as sources of business returns and the means to achieve superior performance and competitive advantage (Conner, 1991; Hamel & Prahalad, 1996). One of the objectives of the theory is to help managers to appreciate why competences can be perceived as a firms' most valuable asset and, at the same time, to understand how those assets can be used to improve business performance. A resource-based view of the firm accepts that attributes related to past experiences, organizational culture and competences are critical for the success of the firm (Hamel and Prahalad, 1996). The core premise of the resource-based view is that organizational resources and capabilities can vary significantly across firms, and that these differences can be stable (Barney, 1986). If resources and capabilities of a firm are mixed and deployed in a proper way they can create competitive advantage for the firm. Firms with higher competitive advantage tend to create a sense of confidence in stakeholders that their support, whether financial or otherwise, will be valued and put into action. The resource-based view in outsourcing builds from a proposition that an organization that lacks valuable, rare, inimitable and organized resources and capabilities, shall seek for an external provider in order to overcome that weakness (Müller & Jugdev, 2012). The above theory facilitated the third study objective; to establish the influence of financial resources on strategic planning on performance of urban road projects in Kenya

Theory of Change

Goldratt Eliyah (1984) started the Theory of Constraints (TOC), and based this management theory that every system has at least one constraint limiting it from getting more of what it strives for. If this were not true, then the system would produce infinite output. These constraints determine the output of a system whether they are acknowledged or not. Atheory of change is a model that explains how an intervention is expected to lead to intended

or observed impacts (Burt, 2012).According to Jean,Diana & Avan," A theory of change is utilised in strategic planning by management and decision making as a project or programme develops and progresses.It can also reveal what should be evaluated, and when and how, so that project and programme managers can use feedback to adjust what they do and how they do it to achieve the best results. A theory of change methodology will also help to identify the way people, organisations and situations change as a result of an organisation'sactivities or services, helping to develop models of good practice" (Jean, Diana, & Avan, 2011).

In strategic planning,Annie (2009) states that the theory of change can help an organisation achieve a variety of results which are instrumental in its monitoring and evaluation of growthrowth namely; strengthened organisational capacity through skills, staffing and leadership; strengthened alliances through level of coordination, collaboration and mission alignment; strengthened base of support through the grassroots, leadership and institutional relationships and alliances; improved policy through stages of policy change in the public policy arena, including adoption, implementation and funding; shift in social norms through the knowledge, attitude, values and behaviours;changes in impact through the ultimate changes in social and physical lives and conditions. Impact is affected not just by policy change, but by other strategies, such as community support and changes to behaviours (Annie, 2009).

Therefore, it is in a manager's best interest to identify and reduce the system by monitoring and evaluation constraints within the organization. The TOC is both descriptive and prescriptive in nature; it not only describes the cause of system constraints, but also provides guidance on how to resolve them. This theory refers to systems in organizations as chains. A system is a collection of interrelated, independent processes that work together to turn inputs into outputs in the pursuit of some goal. The weakest link is the constraint that prevents the system from doing any better at achieving its goal. This theory can be applied to factors that contribute to the delay in completion of government funded urban construction projects. The presence of any one factor in the project will cause delays in its completion. According to Woodcock (2011), "some projects may, of their nature, yield high initial impacts while others may inherently take far longer, even decades, to show results, not because they 'don't work' after three years, but because it's simply how long it takes" (Woolcock, 2011). Burt (2012) further states that the theory of change is useful during implementation as it can check on quality and thus help program team distinguish between implementation failure and theory failure. The above theory facilitated the fourth study objective; to establish the influence of monitoring nd evaluation on strategic planning on performance of urban road projects in Kenya

Conceptual Framework

Conceptual framework provides a clear concept of the areas in which meaningful relationships of variables are likely to exist (Kothari, 2008). A concept is an abstract or general idea inferred or derived from specific instances (Kombo and Tromp,2009, Miles and Hubermann, 1994 and Reichel and Ramey, 1987). A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate it. When clearly articulated, a conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of subsequent findings. It forms part of agenda for negotiation to be scrutinized, tested, reviewed and reformed as a

result of investigation and it explains the possible connections between the variables (Smyth, 2004).

According to Jabareen (2008) a conceptual framework is a network of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The concepts that constitute a conceptual framework support one another, articulate their respective phenomena, and establish a framework-specific philosophy According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Jabareen (2008) argues that a variable is a measurable characteristic that assumes different values among subjects. An independent variable is that variable which is presumed to affect or determine a dependent variable (Jabareen, 2008). A dependent variable is a variable dependent on another variable like the independent variable. A dependent variable is the variable which is measured in the research study (Everitt, 2002).

Conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study (Mugenda,2008). Conceptual framework, according to educational researcher Saunders (2007) are structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature.Most academic research uses a conceptual framework at the outset because it helps the researcher to clarify his study question and aim (Bordens & Abbot,2008). According to Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. In the study, the conceptual framework will look at the influence of strategic planning on performance of urban road projects in Kenya.

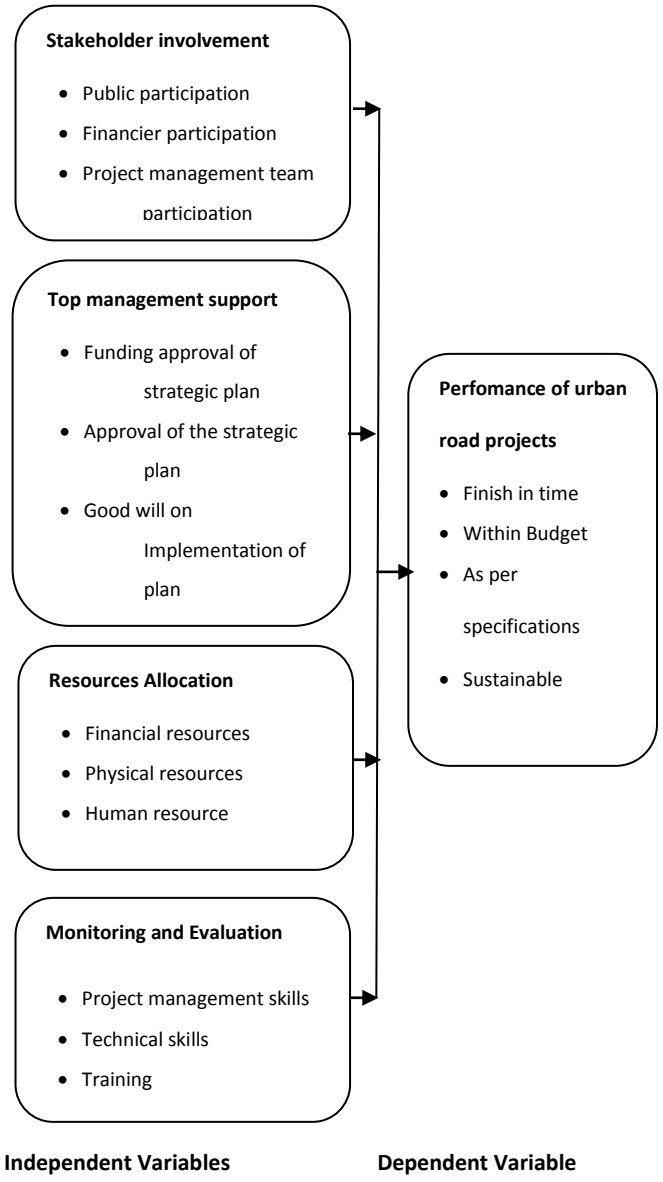

Figure 2.1: ***Conceptual Framework for the Study***

Stakeholder Involvement

Public participation originated from western countries. Cohen and Palmer (2004) defined it as "a categorical form for citizen power." Since the 1970s, this mechanism is extensively advocated in the USA and other developed countries as an instrument for improving the urban environment and enriching people's lives by responding to their needs (Adan, 2012). In the 1980s an international movement emerged in developed countries to redirect the

creation of architectures and cities through participation. Chileshe, Haupt and Fester (2007) stressed that public participation has become an integral aspect of democracy despite the existence of a distortion in which every governmental decision should be checked by everyone before its formulation.

Stakeholders' involvement is paramount in development projects. Even though, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Maina, 2013). The focus of public participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. The Constitution of Kenya 2010 gives citizen the right to take part in activities that have a direct bearing on their lives (Mbaabu, 2012).

Lin-lin *et al*., (2014) conducted a study on understanding project stakeholders' perceptions of public participation in China's infrastructure and construction projects. They established that the development of public participation practices in China remains relatively slow despite the urgent need to promote this mechanism for solving socio-economic and environmental disputes in PIC projects. Thus, a four-step strategic plan is suggested to be established to overcome main barriers for the implementation of public participation and promote its development in China (Lin-lin *et al*., 2014).

Top management support

A project manager is accountable for delivering project outputs. However, as a project is a complex endeavor, project managers can expect support from others in the organization. Management involves the formulation of strategies, setting goals and objectives, planning and implementing the plans; and using control systems for monitoring feedback and taking corrective actions (Dale *et al*, 2004).Top management support and commitment is very important for the successful performance of projects in an organization. According to (Nyandika, 2014) top management support in strategic planning is viewed as ultimately and inescapably the responsibility of top management because top management create the organizations systems that determine strategic plans are produced, the quality improvement process must begin with management's own commitment to strategic management (Wasike, 2013).

Zwikael (2008) did a study on the top management involvement in project management: Exclusive support practices for different project scenario. As top management support is considered one of the critical success factors in project management, effective executive involvement can significantly improve project success. However, the literature does not provide organizations with a clear list of effective top management support practices to achieve this type of support. Hence, the purpose of this paper is to highlight the top management support processes, which highly contribute to project success. As it is expected that results vary among different project scenarios, data were collected from 700 project managers and their supervisors in seven industries and three countries – Japan, Israel, and New Zealand. Results reassure that top management support is significantly correlated with project success. Results also show that different top management support processes should be implemented in any industry and culture.

Resources Allocation

Resources allocations on strategic planning mean that any meaningful project success to be realized, resources must be availed. These resources include finances, human capital resource, motor vehicles, computers, managerial resources and time (Gwadoya, 2011). There are various forms of resources key among them includes; natural based, infrastructure based, and human based. Natural based resources include; water, soils, forests, wildlife, and oil among other. Infrastructure based includes; machines, roads, dams, and cities among other. Human based encompasses the stock of knowledge and skills exhibited by citizens. The use of these resources in strategic planning a project should be geared toward generation of sustainable benefits to the beneficiaries and stakeholders (Gasper, 1999). With proper allocation and utilization of these resources; there will be efficiency and effectiveness in performance and thus increased output. This will make the projects to be easily monitored, reports and feedback given on time. The time reporting, is necessary interventions that should be done to save projects from collapsing (Gichuki, 2012).

Resources allocation on project strategic planning are the key challenges for performance of road projects in the next decade: only those institutions that have sound financial structures and stable income flows will be able to fulfil their multiple missions and respond to the current challenges in an increasingly complex and global environment (Anthony and Young,2003). This can be best summarized as the establishment and financial control system; carry on the projects in an orderly and efficient manner, adherence to project management's policies, safeguard the asset and secure as far as possible the completeness and accuracy of the projects against time, cost and specifications(Nyandika, 2014). According to Habeeb, (2013) **t**he ability to accurately forecast cost performance allows organizations or project teams to confidently allocate capital, reducing financial risk, possibly reducing the cost of capital Brignall and Modell (2000).

According to Kamwana (2014), resources allocation are of the most important project management assets needed to ensure your project is delivered by measures of the perfomance rate and implemented within the cost expectations laid down by the project's definition (Cleland, 2009). Financial management like any form of control process is not about collecting and measuring how much cost you have expended on the project, and then simply looking at the budget and deciding what is left will 'obviously' finish the project (Bourne and Walker, 2003). Financing mechanisms and cost control success factors are based on good project control practices, which result in good and cost and schedule outcomes thus attracting investors to invest in the project(Strogatz,2003). Meeting requirements of financial resources such as financing mechanisms, investment cost, operation and maintenance cost determine the effective implementation of strategic planning for an improved perfomanve of road projects (KPPRA, 2001).

Monitoring and Evaluation

Monitoring can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives while evaluationis a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making (UNDP, 2009).

Monitoring and evaluation is conducted for several purposes namely to learn what works and does not;

to make informed decisions regarding programme operations and service delivery based on objective data; to ensure effective and efficient use of resources; to track progress of programmes; to assess extent the programme is having its desired impact; to create transparency and foster public trust; to understand support and meet donor needs; and to create institutional memory.

Monitoring and Evaluation is a variable that affect adherence to cost estimates of a project. This was rated as one of the highest benefactor that is experienced across the world. It is selected on the basis of price, experience in undertaking particular types of construction project and their reputation or track record in producing high quality work within budget and on time. In most cases there is a trade-off between price, experience and track record but the desire to accept the lowest tender does not always lead to a project that is completed within time and budget.

In contracts where the Engineer's estimate is at least 15% greater than the contractor's bid amount there is a strong likelihood of cost escalations (Kog & Loh, 2012). Therefore, these projects need to be carefully tracked and documented. There are cases where the prime contractor and sub-contractors go into bankruptcy during the construction period. This can lead to significant delays and extra costs arising as the project owner has to re-tender the remaining work to be undertaken by another contractor.

According to Kamunga (2000), State Corporations (SCs) projects have not been able to achieve their objectives due to mismanagement, bureaucracy, wastage, pilferage, incompetence and irresponsibility by directors and employees. Despite the government intervening to save the SCs by re-examining their objectives and targets, trainingemployees, increasing their salary and benefits, the state corporations still did not improve on their performance due to lack of monitoring and evaluation (Kamunga, 2000).

Wholey (2010) states that evaluation is used in government to increase transparency, strengthen accountability, and improve performance, whereas performance management systems establish outcome-oriented goals and performance targets, monitor progress, stimulate performance improvements, and communicate results to higher policy levels and the public especiallt in construction of the roads which takes the largest share of the budget (Wholey, Hatry, & Newcomer, 2010). The monitoring and evaluation (M&E) on strategic planning function particulary the role it plays on performance of road Projects in Kenya is the focus of this research.

Empirical Review

This includes the concept of strategic planning and reviews the aspects of strategic planning on financial resources, top management support, stakeholder involvement and project contractor's experience.

Resources Allocations

Weiss, Hoegl and Gibbert (2014) conducted a study on the perceptions of financial support for strategic planning in Innovation Projects and the results reveal that team potency and workload as socio-cognitive drivers of innovation project teams' perceptions of material resource adequacy. In addition the study revealed that financial support support from donors influences innovation projects.Wang, Tang and Li (2013) did a study on the relationship between owners' capabilities and project performance on development of hydropower projects in China and the study revealed that revealed strong relationship between financial support on strategic planning and project performances, confirming owners' capabilities on obtaining scarce and valued financial resources, interorganizational linking, information

management, and integrating and managing resources can have significant impacts on hydropower project performances.

Ballesteros-Perez, Gonzalez-Cruz and Fernandez-Diego (2012) conducted a study on financial support on allocation finacila resources in multiple projects using sociometric techniques. Ghapanchi, Wohlin and Aurum (2014) did a study on the resources contributing to gaining competitive advantage for open source software projects and the results reveal that developers' interest in and users' contribution to the project as well as frequently updating and releasing the software affect the project's ability to gain competitive advantage through effective defect-fixing.

Top management support

Boonstra (2013) conducted a study on how top managers support strategic information system projects and why they sometimes withhold this support. They argue that top management support is an important determinant of project success. This is especially the case in complex and large-scale road projects. Surprisingly, however, there is only limited reliable knowledge about the types of behavior that underlie top management support. Further, despite the concept's crucial importance, little insight has been gained into the reasons why the level of this support is sometimes low. This research aims to address this gap by focusing on three questions: 1) What behavioral types are associated with top management support for strategic IS projects? 2) How can these behaviors be placed in a coherent framework? and 3) Why do managers sometimes withhold these types of support? To address these questions, we analyzed top management support during a number of strategic IS implementations. To this end, we used an integrationist model as our theoretical lens. An in-depth analysis of five cases revealed that top management support is a multidimensional phenomenon that tends to change over time. In this research study, they identified various support profiles and placed them in a framework of behavioral types and aims of top management support. This framework can be used to plan, execute, and evaluate top management support in strategic road projects.

Stakeholder Involvement

Various studies have been conducted in Kenya on stakeholders' participation in projects. Adan (2012) did a study on the influence of stakeholders' role on performance of constituencies development fund projects a case of Isiolo North Constituency, Kenya. Adan (2012) established that Constituency Development Fund Committee (CDFC), Project Management Committee (PMC) and government officials' role in project implementation contributed most to project performance followed by CDFC, PMC and government officials' role in monitoring and evaluation, then CDFC, PMC and government officials role in project planning while CDFC, PMC and government officials role in projects identification had the least influence on project performance

On the other hand, Diba (2011) on his study on the influence of stakeholder management on project sustainability a case of Compassion International/Kenya, Kilifi District established that the independence of the beneficiaries after donor exit and what would happen to the beneficiaries if the donor exited were also revealed to be matters which undermine project sustainability. The study also showed that primary stakeholders needed more empowerment especially in regard to their role in contributing materially and their involvement in the planning and implementation phases of the projects' lifecycle for them to be able to own the project (Diba, 2011). Dependence syndrome was apparent among the beneficiaries, most of who were of the opinion that the projects would not continue after the donor exit and that

their families would still need help even after the project termination (Marchewka, 2006). These findings also concur with Onchoke (2013) argument that planning, monitoring and evaluation, implementation; sources of finance and stakeholder involvement have an influence on the performance of community development projects in Kisii central. Ondieki (2011) also established that access to information, level of education, training and availability of resources influence stakeholders' participation in M&E of Local Authorities Transfer Fund (LATF) projects. Ondieki (2011) concluded that access to information, level of education, training and availability of resources led to 'low participation of stakeholders in M&E of LATF projects in Kisii Municipality

According to Musomba (2013), he conducted a study on factors affecting effectiveness of monitoring and evaluation of constituency development fund projects in Changamwe constituency in Kilifi county, Kenya. The objective of the study was to determine the influence of stakeholder participation on effective monitoring and evaluation of CDF projects. The research purposively targeted 31 respondents, 27 of whom were project Management Committee members responsible for monitoring and evaluation of CDF projects according to the CDF Act (2003). The rest were officials charged with responsibilities for prudent management of this fund. A census was done involving all the respondents. The results showed that primary beneficiaries of the projects partially participated only during project conceptualization. At the implementation stage, the projects are largely under the CDF staff. It was also found that the primary stakeholders had very low education levels and very old. This compromised their capacity to participate optimally in projects. Besides they were mainly business people or farmers making it difficult for them to get time for monitoring projects. He also recommended for other research could also look at modalities of strengthening primary stakeholders in order to optimize their participation in monitoring and evaluation of projects. The study did not show how stakeholder participation on strategic planning in monitoring and evaluation influenced performance of community development projects in the constituency.

Monitoring and Evaluation

Richard (2009) reviewed monitoring and evaluation of United States of America foreign assistance agencies and found out that “The role of monitoring in the strategic planning of USG foreign assistance community has shifted dramatically in the last 15 years. The role of USG staff has shifted to primarily monitoring contractors and grantees. Because this distances USG staff from implementation of programs, it has resulted within the Agencies in the loss of dialogue, debate and learning from monitoring. Secondly, the myriad of foreign assistance objectives has led to onerous reporting requirements that try to cover all bases. Thirdly, there is an over reliance on quantitative indicators and outputs, deliverables over which the project implementers have control (number of people trained) rather than qualitative indicators and outcomes, expected changes in attitudes, knowledge, and behaviors that would be the consequence of the outputs and lastly there is no standard guidance for monitoring foreign assistance programs”(Richard *et al*,2009).

Studies by UNICEF/ROSA between 1994 and 2000 revealed that having full-time trained staff dedicated to M&E is the most significant factor affecting the quality and the usefulness of monitoring the evaluation on strategic planning of projects. UNICEF in Asia therefore sought to establish a professional evaluation course in at least one of the region's academic institutions to improve

availability if professional evaluators regarding the technology to enhance monitoring and evaluation resources (UNICEF, 2005). Another survey by OECD-DAC in harmonization and alignment showed that about 30% of donor projects are managed by the recipients' national procedures without effective and efficient technologies and technical capacity of personnel in monitoring and evaluation. This means that if the trend continues, many countries will be left to manage their projects. This calls for efficient monitoing and evaluation on strategic planning on technology systems of managing these resources and project to the benefit of the recipient's countries (Renard, 2007).These studies were carried out in Asia and therefore cannot be generalized to the other developing countries like Kenya.

Perfomance of Road projects

The existence of good and well-functioning road network is vital for economic growth, poverty reduction, and wealth and employment creation. Thus the Ministry of Roads plays an important role in the attainment of "Kenya vision 2030" goals, Millennium Development Goals (MDGs) and Kenya's Economic Recovery Strategy for wealth and Employment Creation Strategy (ERS) through the provision of basic infrastructure facilities to the public by developing, maintaining, rehabilitating and managing of road networks in the country (Mbaabu, 2012).

The infrastructure 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 sub-sector. However, road projects in Kenya have been facing various challenges, which include delay in completion, cost overruns, demolition of residential and businesses houses and abortive works (Maina, 2013).

Summary

The chapter reviewed empirical and theoretical literature on determinants of strategic planning and performance of roads in Kenya.. The literature discussed different author's views on relationship between stakeholder involvement, financial resources, top management support and project contractor's experience. These four drivers of strategic planning should be well understood and implemented for successful pefomance of urban road projects. Finance is the greatest barrier to the beeter performance of urban road projects(Kamwana,2014; Nyandika, 2014)). Stakeholder involvement through participation, appropriate and sufficient project financing and proper project organization management practices enhance successful performance of urban road projects (Nyandika,2014;Wang et al,2013). Additionally, top management support is important to support and promote projects development as it is responsive to succeful implementation of strategic planning on performance of road projects((Boonstra (2013; Wasike, 2012). Further, The inherent contractors experience during strategic planning, authorization and evaluation procedures for large infrastructure projects creates obstacles to the implementation of such projects (Commission of the European Union, 2008). There is a fear that obstacles in the strategic planning and implementation phases translate into cost escalation, if they do not block projects altogether thus affecting performance of road projects (Ardity et al, 2009).

Critical Review

There is immense of literature on road projects development and starategic planning. In addition, there are many factors that lead to poor urban road perfomance in various countries as well as in Kenya. According to Aiyetan *et al.* (2008) the three most significant factors that adversely impact construction project delivery time performance include quality of management during construction, quality of management during design, and design coordination. In their study, Ghazala and Vijayendra (2011) study on causes of construction delays in Hong Kong found differences in perceptions as to causes of delays by different groups of participants in building and civil engineering works. In their investigation on the causes of delays in highway construction in Thailand, Miller and Lessard (2005) established that delays can be caused by all parties involved in projects; however, main causes come from inadequacy of sub-contractors, organizations that lack sufficient resources, incomplete and unclear drawings and deficiencies between consultants and contractors.

Al-Kharashi and Skitmore (2008) indicate that the main cause of delay in Saudi Arabia construction sector for public projects is the lack of qualified and experienced personnel. Morrissey (2008) identify ten most important causes of delay in Malaysian construction industry contractor's improper planning, contractor's poor site management, inadequate contractor experience, inadequate client's finance and payments for completed work, problems with subcontractors, shortage in material, labor supply, equipment availability and failure, lack of communication between parties, and mistakes during the construction stage. However, none of these studies linked stakeholders' participation to construction projects in Kenya.

Further, Onchoke (2013) did a study on factors influencing performance of community development projects in Kenya. Although, the study established that stakeholder involvement has an overall influence on project performance indicators like time, budget and scope. Stakeholders' involvement was used just as a variable. Additionally, Ondieki (2011) conducted a study on factors influencing stakeholders' participation in monitoring and evaluation of Local Authority transfer fund projects in Kisii municipality. On the other hand, Adan (2012) did a study influence of stakeholders' role on performance of constituencies' development fund projects a case of Isiolo North Constituency. However, the purpose of the study was to assess the role of various stakeholders such as CDFC, PMC and government officials in the performance of CDF funded projects. These studies did not outline influence of strategic planning on performance of urban roads in Kenya.

Research Gaps

Studies that have been done have focused on the indicators strategic planning and performance of road projects which is mostly qualitative in nature rather than on influence of strategic planning on performance of road projects (Wasike, 2013; KIPPRA, 2001). McManus (2004) conducted a study on stakeholder perspective in software project management and Adan (2012) did a study influence of stakeholders' role on performance of constituencies' development fund projects a case of Isiolo North Constituency. Locally, Onchoke (2013) did a study on factors influencing performance of community development projects in Kenya and Ondieki (2011) conducted a study on factors influencing stakeholders' participation in monitoring and evaluation of Local Authority transfer fund projects in Kisii municipality. However, these studies were not conducted on performance

of urban road projects in Kenya which is a unique field by itself. This study therefore sought to fill the gap by the influence of strategic planning on performance of urban road projects in Kenya by focusing on road projects under KURA.

RESEARCH METHODOLOGY

Introduction

This chapter describes the methodology that was used in undertaking the study. It starts by explaining the research design that was adopted. A central part of research is to develop an efficient research strategy (Sekaran, 2010). In particular, issues related to research design, the study variables, the study area, the study population, sampling techniques and sample size determination, construction of research instruments, pilot study, validity and reliability of the instruments, methods of data collection and data analysis are discussed.

Research Design

A case study is a descriptive, exploratory or explanatory analysis of a person, group or event. An explanatory case study is used to explore causation in order to find underlying principles. Case study research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research.

Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Researchers have used the case study research method for many years across a variety of disciplines.(Mugenda & Mugenda, 2003).

Social scientists, in particular, have made wide use of this qualitative research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods. Researcher Robert K. Yin, (2010) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 2013). The advantage of the case study method is its applicability to real-life, contemporary, human situations and its public accessibility through written reports. Case study results relate directly to the common reader's everyday experience and facilitate an understanding of complex real-life situations. The study carried out a case study of Kenya Urban Roads Authority. Respondents (project managers,contractors,staff, suppliers construction materials and Management of KURA) were given questionnaires to fill.

Target population

Target population is the members of a real or hypothetical set of people, events or objects the researcher wishes to generalize the results of the research (Kothari,2003). Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper and Schindler, 2008). The target population was 70 employees working in KURA.

Table 3.1: *Target Population*

Target Department	Target Population	
	Frequency	Percentage
Procurement department	23	32.86
Human resource	34	48.57
Construction department	13	18.57
Total	**70**	**100**

Source: KURA (2014)

Sample and Sampling Procedure

The sampling frame describes the list of all population units from which sample was selected (Dempsey, 2003). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). Convenience sampling that is also called accidental sampling technique will be used. This involved the sample being drawn from the part of population close to hand, that is, a sample population selected because it is readily available and convenient. This method was used to sample staff from all the KURA departments. To achieve this, the study drew the sample from a group of staff, contractors and top management managers at KURA.

In this case the study used census sampling method to select a sample of 70 employees from the population for the study. Mugenda and Mugenda (2003) Postulates that census sampling subjects are selected in such a way that existing population is small and manageable for study are equally reproduced in the sample.

Data Collection Instrument

Primary data presents the actual information that will be obtained for the purpose of the research study. This type of data was gathered using questionnaires and was collected first then analyzed to get only the important information that is relevant. The questionnaire was administered through drop and pick method to the department managers. Questionnaires allows respondents freedom to express their views or opinion and also to make suggestions. Its anonymity helped reduce more candid answers than is possible in an interview.

Data Collection Procedure

Creswell (2002) defines data collection as a means by which information is obtained from the selected subjects of an investigation. Primary data collection instruments included questionnaires containing open ended and close ended questions. Close ended questions have the advantage of collecting viable quantitative data while open-ended questions allow the respondents freedom of answering questions and the chance to provide in-depth responses (Kothari (2008). The completed questionnaires were sorted and cleaned of errors. Secondary data was collected by a study of records and documents in various institutions involved in training government employees and data collected was concerned with written records about variables understudy and reports with documentary evidence. Questionnaires gave respondents freedom to express their views or opinions and also to make suggestions.

Pilot Study

According to Bordens and Abbott (2008), pilot study is as a small-scale version of the study used to establish procedures, materials and parameters to be used in the full study. According to (Cooper and Schindler, 2010), pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. Pilot study is an activity that assists the researcher in determining if there are flaws, limitations, or other weaknesses within the interview design and allows him or her to make the necessary revisions prior to the implementation of the study (Kvale, 2007). A pilot study was undertaken on at least 7 respondents to test the reliability and validity of the questionnaire. The rule of thumb is that 10% of the sample should constitute the pilot test (Neumann, 2006).The Purpose was to refine the questionnaires so that respondents in major study have no problem in answering the questions. The results of pilot test were not included in the actual study.

Validity Test

According to Somekh and Cathy (2005) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which is employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. To ensure validity, the researcher used pre-test questionnaires through a pilot study. For reliability, the research included all targeted groups being examined and used stratified sampling. According to Powell, (2004) reliability is always contingent on the degree of uniformity of the given characteristics in the population. This implies that the more heterogeneous the population is in regard to the variable in question, the more reliable the instrument is likely to be.

Reliability Test

Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher selected a pilot group of comprising of 1% of the target population to test the reliability of the research instruments. In order to test the reliability of the instruments, internal consistency techniques were applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2008). The pilot data was not included in the actual study.

Data processing and Analysis

Data analysis entails editing, coding and tabulation of data collected into manageable summaries. To ensure easy analysis, the questionnaire were coded according to each variable of the study to ensure accuracy during analysis. Data analysis was conducted using descriptive statistics. Descriptive statistics such as measures of central tendency and dispersion along with percentages was used to organize and summarize numerical data whose results are presented in tables, pie charts, column and bar graphs. The inferential statistical procedures to be used in this study were correlation coefficient *(r)* and pearsonian correlation coefficient. The tests of significance to be used are regression analysis expected to yield the coefficient of determination (R^2), *t* – tests, *z* – tests and *p* – values. The choice of these techniques had been guided by the variables, sample size and the research design. Statistical Package for Social Scientists (SPSS) version 22 was used. The results from the analysis were presented using tables and graphs to provide an accurate picture of the research findings.

The regression equation is: $\mathbf{Y= \beta_0+ \beta_1X_1+\beta_2X_2+ \beta_3X_3+ \beta_4X_4+ \varepsilon}$

Where Y is the dependent variable (Perfomance of road projects), β_0 is the regression constant, ε is the error term, β_1, β_2, β_3, and β_4 are the coefficients of independent variables, $\mathbf{X_1}$ is Stakeholder Involvement, $\mathbf{X_2}$ is Top management staff, $\mathbf{X_3}$ is Resources Allocation, and $\mathbf{X_4}$ is Monitoring and Evaluation. Advantages associated with simple regression analysis are that this process offers a more accurate explanation of the dependent variable in that more variables are included in the analysis, and that the effect of a particular independent variable is made more certain, since the possibility of distorting influences from other independent variables is removed (Sharp and Howard,2000).

DATA PRESENTATION AND DISCUSSION

Introduction

The study sought to find the influence of strategic management on performance of urban roads projects in Kenya; a case of Kenya Urban Roads Authority This chapter presents the findings of the study, the interpretation and discussion of the study findings.

Response Rate

The researcher issued 70 questionnaires to the respondents for filling out of which 61 were duly filled and returned. Therefore the response rate was calculated to 87.14%. According to Mugenda and Mugenda (2008), a response rate of 50% is acceptable for analysis. Chen (1996) argued that the larger the response rate, the smaller the non-response error.Therefore, at 87.14% the response rate was considered adequately enough for data analysis.

Personal Characteristics

The study sought to find out demographic characteristics of the respondents. The findings were analyzed, summarized and presented under this section.

Gender of the respondent

Gender of the respondent was sought by the researcher and the findings were presented in Figure 4.1. From the figure, a majority (60.38%) of the respondents were male while 39.62% were female respondents. Therefore, the study had adequate gender representation and hence, the researcher obtained balanced opinion with regard to the study.

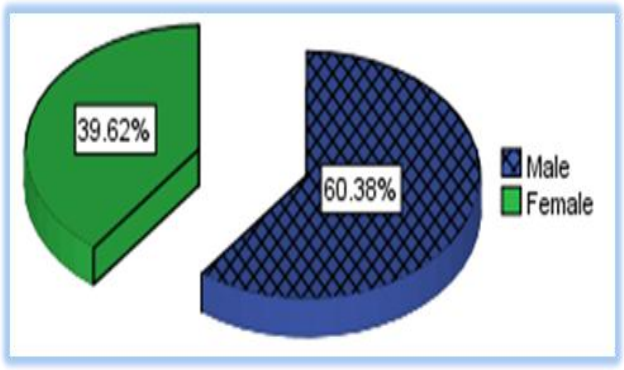

Figure 4.1: ***Respondents' Gender***

Age category of the respondents

The researcher sought to establish the age categories into which the respondents belonged. The findings were summarized and tabulated in Table 4.1. From the Table, a majority (37.70%) of the respondents were between 31 and 40 years old, 26.23% were 41-50 years old, 19.67% were 18 to 30 years, while 16.39% were 50 above years.

Table 4.1: ***Age categories of respondents***

	Frequency	Percent	Cumulative Percent
18-30 year	12	19.67	19.67
31-40 year	23	37.70	57.38
41-50 years	15	26.23	83.61
50 and above years	10	16.39	100.00
Total	**61**	**100.0**	

Educational level of the respondent

The study sought to find educational level of the respondent. The findings were summarized in Figure 4.2. From the figure, a majority (47.54%) had college/undergraduate level of education, 40.98%

had attained postgraduate level of education while 11.48% had attained other levels of educational qualifications.

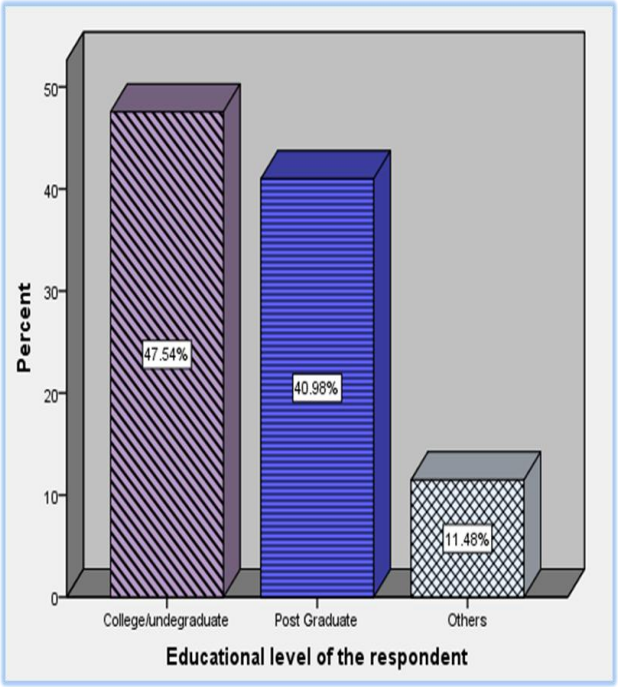

Figure 4.2: ***Educational level of the respondent***

Influence of Resources Allocation on the performance of urban roads projects

The researcher sought to find out the influence of resource allocation on the performance of urban roads projects. The findings were presented and discussed under this section.

Extent to which financial resources allocation influence performance of urban roads in KURA

The study sought to find out the extent to which financial resources allocation influence performance of urban roads in KURA. From the findings summarized in Table 4.2, 44.26% said to a very great extent, 47.54% said to a great extent, 4.92% said to a moderate extent, and only 3.28% said to a low extent. The use of these resources in strategic planning a project should be geared toward generation of sustainable benefits to the beneficiaries and stakeholders (Gasper, 1999).

Table 4.2: ***Extent to which financial resources allocation influence performance of urban roads in KURA***

	Frequency	Percent	Cumulative Percent
Very great extent	27	44.26	44.26
Great extent	29	47.54	91.80
Moderate extent	3	4.92	96.72
Low extent	2	3.28	100.00
Total	**61**	**100.0**	

Extent to which physical resources allocation influence performance of urban roads in KURA

The study sought to find out the extent to which physical resources allocation influence performance of urban roads in KURA. The findings were presented in Figure 4.3. From the figure, 45.90% of the respondents said to a very great extent, 36.07% said to a great extent and 18.03% said to a moderate

extent.

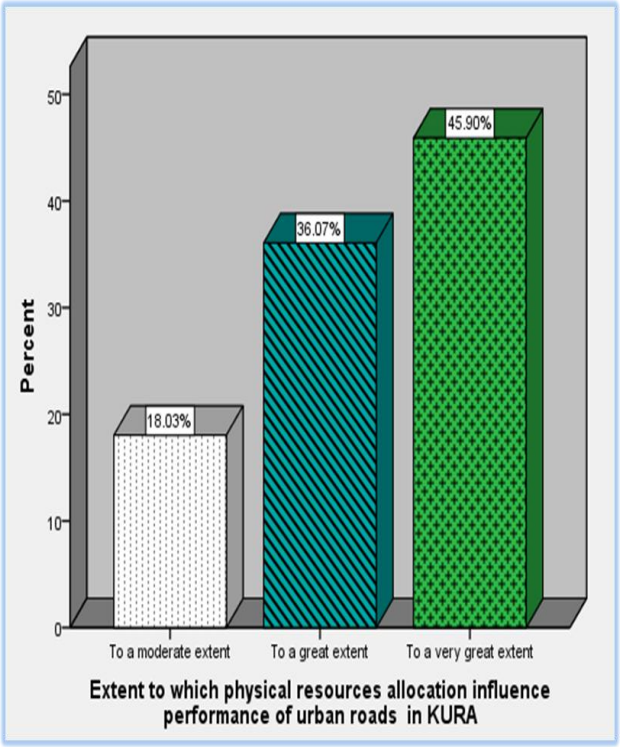

Figure 4.3: ***Extent of physical resources allocation influence on performance of urban roads in KURA***

Extent to which human resource allocation influence performance of urban roads in KURA

The researcher sought to find the extent to which human resource allocation influences performance of urban roads KURA. The findings were summarised in Figure 4.4. From the figure, 62.30% said to a very great extent, 27.87% said to a great extent and and 9.84% said to a moderate extent.

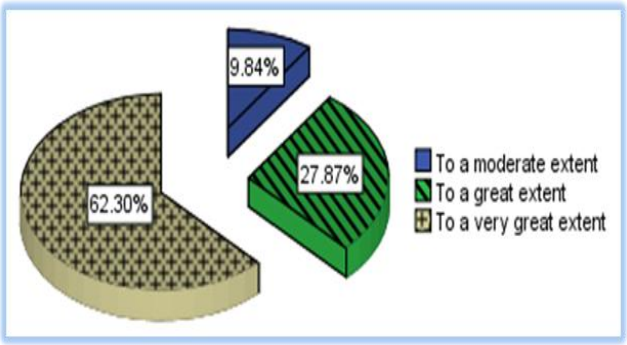

Figure 4.4: ***Extent of human resource allocation influence on performance of urban roads in KURA***

Extent to which stakeholder involvement influence performance of urban roads in organizations

Even though, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Maina, 2013). The study sought to find the extent to which stakeholders' involvement influences performance of urban roads in organizations. From the findings summarized in Table 4.3, 32.79% said to a very great extent, 54.10% said to a great extent, 9.84% said to a moderate extent while only 3.28% said to a low extent.

Table 4.3: ***The extent to which stakeholders' involvement influences performance***

	Frequency	Percent	Cumulative Percent
Very great extent	20	32.79	32.79
Great extent	33	54.10	86.89
Moderate extent	6	9.84	96.72
Low extent	2	3.28	100.00
Total	**61**	**100.0**	

4.6 Influence of top management support on the performance of urban roads

Extent to which top management support influencesperformance of urban roads in organization organizations. From the findings

presented in Figure 4.5, a majority (67.21%) of the respondents said to a great extent, 21.31% said to a moderate extent while 11.48% said to a very great extent. According to Nyandika (2014) top management support in strategic planning is viewed as ultimately and inescapably the responsibility of top management because top management create the organizations systems that determine strategic plans are produced

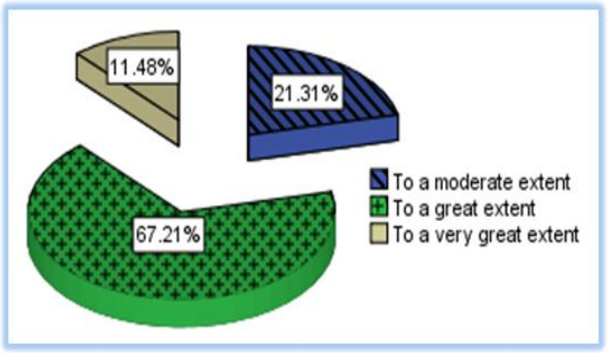

Figure 4.5: ***Extent to which top management support influences performance***

Extent to which monitoring and evaluation in strategic planning influence performance of urban roads in organizations

The study sought to establish the extent to which monitoring and evaluation in strategic planning influences performance of urban roads in organizations. The findings presented in Figure 4.6 show that a majority (54.10%) of the respondents said to a great extent, 32.79% said to a very great extent, and 13.11% said to a moderate extent.

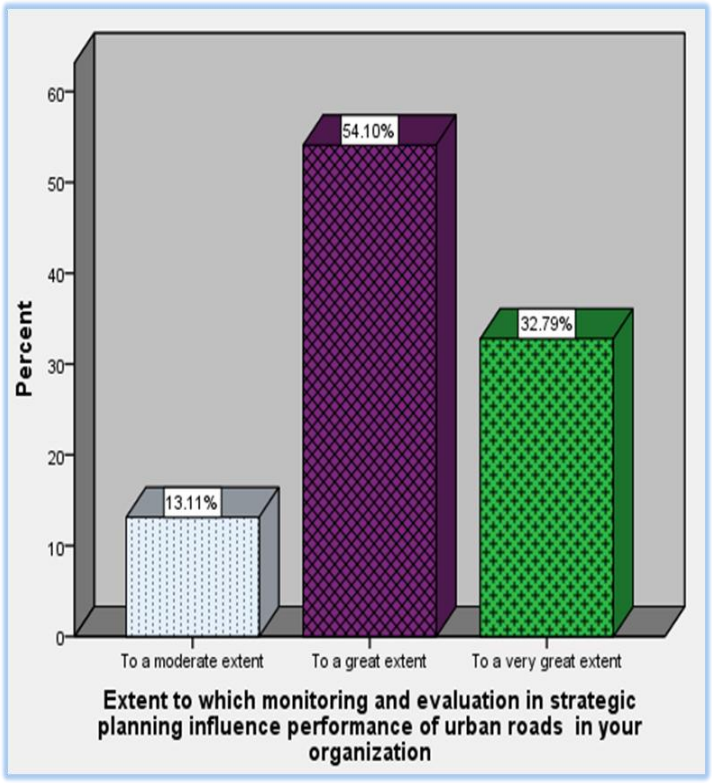

Figure 4.6: ***The extent to which monitoring and evaluation in strategic planning influences performance of urban roads in organizations***

Rating the performance of urban road projects in organizations

The research sought to find rating of the performance of urban road projects organizations. From the findings summarized in Figure 4.7, 65.57% of the respondents rated it at good, 24.59% rated it at excellent, and 9.84% rated it at moderate.

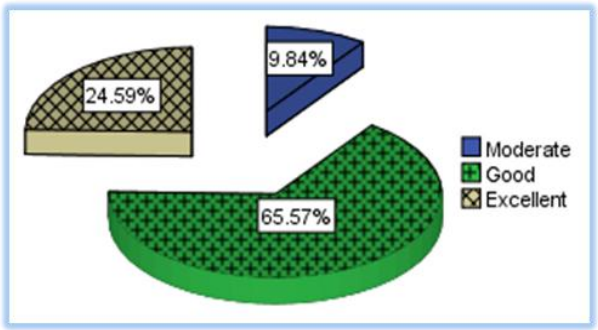

Figure 4.7: ***Rating of the performance of urban road projects organizations***

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to find the influence of strategic management on performance of urban roads projects in Kenya; a case of Kenya Urban Roads Authority. This chapter presents the summary of the findings, conclusions and recommendations of the study findings.

Summary of the findings

The researcher sought to find out the influence of resource allocation on the performance of urban roads projects. The study found out that, financial resources allocation influences performance of urban roads in KURA to a very great extent (Table 4.2).

The study sought to find out the extent to which physical resources allocation influence performance of urban roads in KURA. The findings (Figure 4.3) revealed that physical resources allocation influences performance of urban roads in KURA to a very great extent.

The researcher sought to find the extent to which human resource allocation influences performance of urban roads KURA. The findings (Figure 4.4) to a very great extent, human resource allocation influences the performance of urban roads KURA.

The study sought to find the extent to which stakeholders' involvement influences performance of urban roads in organizations. From the findings (Table 4.3), stakeholders' involvement influences performance of urban roads in organizations to a very great extent.

The researcher sought to establish the extent to which top management support influences performance of urban roads in organizations. The findings (Figure 4.5) revealed that, a majority (67.21%) of the respondents said to a great extent, top management support influences performance of urban roads in organizations.

The study sought to establish the extent to which monitoring and evaluation in strategic planning influences performance of urban roads in organizations. The findings (Figure 4.6) revealed that to a great extent, monitoring and evaluation in strategic planning influences performance of urban roads in organizations.

Conclusions of the Study

The researcher sought to find out the influence of resource allocation on the performance of urban roads projects. From the study findings, the research concluded that, financial resources allocation influences performance of urban roads in KURA to a very great extent. Wang, Tang and Li (2013) did a study on the relationship between owners' capabilities and project performance on development of hydropower projects in China and the study revealed that revealed strong relationship between financial support on strategic planning and project performances.

The study sought to find out the extent to which physical resources allocation influence performance of urban roads in KURA. The findings led the researcher to conclude that physical resources allocation influences performance of urban roads in KURA to a very great extent. According to Kamwana (2014), resources allocation are of the most important project management assets needed to ensure your project is delivered by measures of the performance rate and implemented within the cost expectations laid down by the project's definition.

The researcher sought to find the extent to which human resource allocation influences performance of urban roads KURA. From the findings, the study concluded that to a very great extent, human resource allocation influences the performance of urban roads KURA.

The study sought to find the extent to which stakeholders' involvement influences performance of urban roads in organizations. From the findings the researcher concluded that, stakeholders' involvement influences performance of urban roads in organizations to a very great extent.

The researcher sought to establish the extent to which top management support influences performance of urban roads in organizations. The findings led the researcher to conclude that, to a great extent, top management support influences performance of urban roads in organizations.

The study sought to establish the extent to which monitoring and evaluation in strategic planning influences performance of urban roads in organizations. From the study findings the researcher concluded that to a great extent, monitoring and evaluation in strategic planning influences performance of urban roads in organizations. Wholey, Hatry and Newcomer (2010) posited that, evaluation is used in government to increase transparency, strengthen accountability, and improve performance, whereas performance management systems establish outcome-oriented goals and performance targets, monitor progress, stimulate performance improvements, and communicate results to higher policy levels and the public especially in construction of the roads which takes the largest share of the budget.

Recommendations of the Study

The study recommended that, in order for urban roads projects to improve and maintain their performance, sufficient resource allocation needed to be at their forefront.

The study also recommended that physical resources allocation was necessary for urban roads projects to perform well.

The researcher recommended that human resource allocated adequately in order to positively influence the performance of urban roads KURA.

The study further recommended that stakeholders' be involved in projects as this was found to positively influence performance of urban roads in organizations.

In addition, the study recommended monitoring and evaluation in strategic planning so that performance of urban roads in organizations can remain high.

Recommendations for Further Research

The study sought to find the influence of strategic management on performance of urban roads projects in Kenya; a case of Kenya Urban Roads Authority. Therefore, a similar study could be carried out using a different case study. Further, this study was delimited to Kenya. Hence, a similar study can be carried out in a different geographical location outside the realm of this study.

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