EFFECT OF PUBLIC INFORMATION ACCESS ON COMPLETION OF DEVELOPMENT PROJECTS IN NAIROBI COUNTY, KENYA

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**Grace Ngonyo Wahome [1]  David Gichuhi [2] &  Peter Mwaura [3]**

[1]Post Graduate Student, St. Paul's University, Kenya
[2,3] Lecturer, St. Paul's University, Kenya

**ABSTRACT**

*Nairobi is the capital city of Kenya is frequently the site of numerous development projects aimed at improving infrastructure, public services, and overall quality of life for its residents. However, the completion of these projects often faces significant challenges that can lead to delays, cost overruns, and in some cases, incomplete projects therefore the study sought to assess the effect of public information access on completion of development projects in Nairobi County, Kenya. The study was anchored on social capital theory. The study adopted descriptive research design. The target population was 183 comprising of 83 project managers of county funded projects, 83 ward administrators, and 17 sub-county administrators in Nairobi County. The study adopted Slovins' formula to get a sample of 125 respondents. Stratified random sampling was used to select the respondents who participated on the study. Questionnaire was used to collect the primary data desirable for the study. A pilot-test was conducted in Kiambu, County. The study assessed both face and content validity. Reliability was assessed through internal consistency technique, Cronbach's Alpha values of 0.7-0.9 proved instruments to reliable. Quantitative data was analysed using Statistical Package for Social Science. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involved the use of correlation and regression analysis. The study findings revealed that there was a positive and statistically significant correlation between public information access and completion of development projects in Nairobi County (r=0.473; p<0.05). The study concluded that public information access has a significant effect on completion of development projects in Nairobi County. From the conclusion the study recommended that project team should prioritize clear and timely communication with the public regarding project updates, potential disruptions, and resolution of issues.*

*Key Words: Public information access, completion of development projects, Nairobi County*

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## INTRODUCTION

Public information access refers to the public's ability to obtain information held by governmental institutions, a practice rooted in the principles of transparency and accountability, (UNDP, 2020). It entails that citizens can request information about government operations, public policies, and the progress of various public initiatives, such as development projects, thereby enhancing citizen engagement. This process is often facilitated by freedom of information laws, which mandate governments to proactively disclose specific types of data, often related to budget allocations, public contracts, and project timelines. By allowing unrestricted access to public information, governments foster an environment of trust, participation, and scrutiny, all of which are essential for a transparent democratic process (Open Government Partnership, 2021).

Public information access is critical to the completion and effectiveness of development projects. It ensures that citizens are informed about ongoing and planned projects, including funding sources, timelines, and the expected impact, (World Bank, 2019). This transparency enables community members to hold government officials and contractors accountable, which can help mitigate issues such as misappropriation of funds or delays. Studies indicate that countries with high levels of public information access tend to see greater success in their development initiatives, as citizens actively participate in monitoring and providing feedback (Transparency International, 2020). Enhanced access to information helps the public and advocacy groups identify potential missteps early on, promoting timely interventions to keep projects on track.

Development projects are initiatives aimed at improving the economic, social, and environmental conditions of a community, region, or country, (Pretty, 2021). Development projects can vary in size, scope, and objectives, and may include a range of activities such as infrastructure development, capacity building, education, healthcare, and poverty reduction (Musoke, 2022). The primary goal of development projects is to enhance the living standards of people and facilitate sustainable economic growth. Development projects are typically initiated by governments, international organizations, non-governmental organizations (NGOs), and private entities. These entities often work collaboratively to achieve the desired outcomes of development projects (Nyirabu, 2022).

In development projects, the components of public participation such as public information access, stakeholder engagement, and transparency. The components of public participation play a crucial role in influencing the completion of development projects, ensuring public information access, fostering stakeholder engagement, and promoting transparency in governance (Adebayo, 2019; Mokgalaka & Nkondo, 2020). Access to information is foundational to public participation in development projects. Transparency in disseminating project-related information, including environmental impact assessments and timelines, is essential. For example, open access to project plans and progress reports empowers local communities and civil society organizations, ensuring they are well-informed and able to actively contribute to discussions and decision-making processes (Okeke & Nwokedi, 2022).

In Japan, the Act on Access to Information Held by Administrative Organs requires government agencies to release information upon request. This law has enhanced the public's involvement in monitoring public infrastructure projects, particularly in disaster recovery and urban development. For example, during the reconstruction efforts following the 2011 earthquake and tsunami, the Japanese government maintained an open information policy that allowed citizens to access updates on development projects. Reports indicate that this transparency increased public trust and led to the timely completion of over 70% of planned projects within the set budget and timeframe (Ministry of Internal Affairs and Communications, 2019; Japan Transparency

Association, 2021; Kato & McAllister, 2020). Japan's approach demonstrates how access to information can support efficient project completion, particularly in high-stakes recovery initiatives.

In Nigeria, the Freedom of Information Act (FOI) was enacted in 2011 to promote transparency and public access to government-held information. Despite challenges, FOI requests have allowed citizens to gain insight into various federal and state-level development projects. Reports show that public awareness of project funds and timelines led to improved completion rates, particularly in large urban development initiatives. The Nigerian National Bureau of Statistics revealed that projects with high public oversight had a 20% higher completion rate than those with limited information access (Transparency Nigeria, 2019; National Bureau of Statistics, 2020; Open Nigeria, 2021).

In Tanzania, the Access to Information Act was introduced in 2016, allowing citizens to request information on government-led development projects. This law has been instrumental in increasing the completion rate of infrastructure and social welfare projects. Studies show that public information access led to an improvement in project quality and timeliness, with 65% of public projects in urban areas completed as planned (Transparency Tanzania, 2020; Tanzania National Bureau of Statistics, 2021; UNDP, 2019). Tanzania's experience underscores the positive influence of public information access on project success in East Africa.

In Kenya, public information access is facilitated by the Access to Information Act, enacted in 2016, which mandates that government institutions disclose information upon request. This transparency measure has played a crucial role in enhancing the completion rates of various public projects. According to the Kenya National Bureau of Statistics, counties that actively engage citizens through information-sharing platforms see higher project completion rates, with 80% of infrastructure projects completed on time (KNBS, 2021; Transparency International Kenya, 2020; World

Bank, 2020). In Nairobi, for instance, residents have used information access to track the progress of public health and road infrastructure projects, holding contractors accountable for delays and budget overruns.

**Statement of the Problem**

Nairobi County, Kenya's capital and a major urban hub, is frequently the site of numerous development projects aimed at improving infrastructure, public services, and overall quality of life for its residents. However, the completion of these projects often faces significant challenges that can lead to delays, cost overruns, and in some cases, incomplete projects. For instance, the Nairobi Condominium, a Kshs 5.2 billion residential project in Upper Hill, stalled in 2019 due to delays in approvals from the Nairobi City Council (Cytonn Market Review, 2020). This issue extended beyond private ventures, with the Nairobi County assembly under scrutiny in 2021 for mismanaging projects worth Sh6.9 billion (Auditor General's report, 2021). The impediments persisted into 2022, with a budget shortfall leading to the cessation of road projects worth Sh763 billion and the Ministry of Transport and Roads accumulating pending bills of Sh145 billion, hindering new infrastructural projects (Murkomen, 2022). This trend continued in 2023, where projects totaling Sh4.67 billion faced delays, and Ward Development initiatives valued at Sh418.6 million were affected (Auditor's Report, 2023). Additionally, the mismanagement of public funds and allegations of interference and irregularities underscore the need for a more robust public participation framework to ensure oversight, accountability.

Studies have been conducted on the public participation on completion of development projects, for instance, Mbevi, (2016) did a study on the influence of community participation on performance of development projects in Makueni County, Kenya. However, the study focused on the information sharing, resource contribution and collective decision making on performance of development projects. The current study focused on

the public information access, stakeholder engagement, transparency and completion of development projects therefore the study sought to examine the effect of public information access on completion of development projects in Nairobi County, Kenya.

## Hypothesis of the Study

**H01:** Public information access has no significant effect on completion of development projects in Nairobi County, Kenya.

## LITERATURE REVIEW

### Theoretical Review

The study was informed by Social capital theory. The theory was first introduced by Lyda (1916) in the United States of America urging neighbors to work together to oversee schools. He defined social capital as those material resources that matter most to people's everyday lives, such as goodwill, compassion, camaraderie, and social interaction amongst the people that make up a social unit. Putnam (2010) backed up this claim in his book "Bowling Alone," in which he said that although some people have gotten richer, their feeling of community has diminished. Bowling promoted fostering ties between those who share an identity, building connections with others outside of that identity, and forging connections with either upper- or lower-class individuals. The social capital theory is only useless when a society works together to achieve what is moral and ultimately good for everyone. Market participants define social capital theory as a strategy for producing products and services for the benefit of everyone rather than just themselves (Bowles, 2002).

However, communities do not exist that are entirely classless and homogenous as envisioned by Karl (2017) because of the stark differences among them along the lines of political interests, class, and religion. This theory's flaw is that there are several grounds to question the effectiveness of social capital metrics only based on the abundance of volunteer groups. The most obvious issue is that

there is no well-developed theoretical or empirical foundation for the relationship between social bonds and generalized trust.

The social capital theory complements stakeholder theory by emphasizing the importance of relationships and trust among community members, which are crucial for effective stakeholder engagement in development projects. While stakeholder theory identifies the various parties involved in a project and their interests, social capital theory delves deeper into the social dynamics that foster collaboration and participation among these stakeholders. This relationship-building aspect of social capital is vital for enhancing stakeholder engagement, as it facilitates open communication, collective decision-making, and shared responsibility, all of which are essential for project success.

Moreover, social capital theory highlights the significance of public information access in cultivating social connections and trust within the community. By ensuring that stakeholders are well-informed about development initiatives, social capital can be built, leading to stronger community involvement and ownership of projects. Thus, integrating social capital theory adds value by illustrating how the quality of social interactions among stakeholders can enhance their engagement and, ultimately, the successful completion of development projects in Nairobi County, Kenya.

### Public Information Access on Completion of Development Projects

Public information access during the completion of development projects is a cornerstone for fostering transparency and accountability within governance structures. Davis (2020) contends that open access to information empowers citizens by providing them with the necessary tools to scrutinize the outcomes of development initiatives, (Smith, 2020). In this context, the availability of comprehensive data on project completion not only informs the public but also serves as a mechanism for holding authorities accountable for their decisions and actions. By

making project-related information accessible through various channels such as government websites, public reports, and community meetings, governments can bridge the information gap and create a more inclusive decision-making environment (Joshi, 2022).

Moreover, the effectiveness of public information access lies not only in the availability of data but also in its comprehensibility and relevance to diverse audiences. Choudhury (2021) emphasizes the importance of employing user-friendly interfaces and communication strategies that cater to different demographics. This approach ensures that the public can engage with and understand the information provided, fostering a more informed and engaged citizenry. The literature suggests that leveraging digital platforms and social media can be instrumental in reaching a broader audience and enabling real-time interactions, enhancing the overall accessibility of project completion information (Smith 2020).

In essence, public information access during the completion of development projects is not merely a bureaucratic requirement but a fundamental aspect of democratic governance. It serves as a conduit for building trust between the government and its citizens, empowering the public to actively participate in the development process and contribute to the ongoing improvement of governance structures (Heald, 2021).
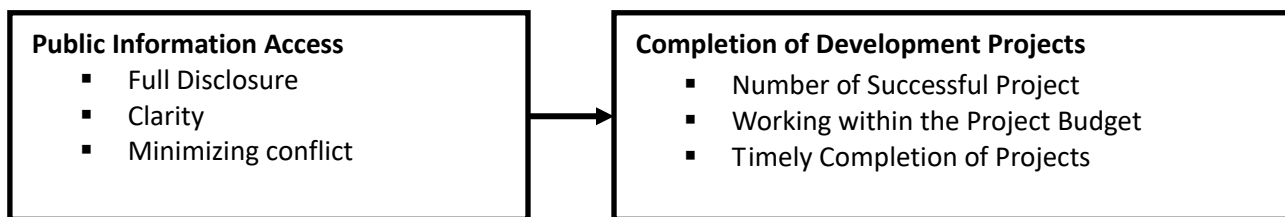
Kinyata & Abiodun (2020) conducted a study on the influence of community involvement on projects' success in Africa. The research primarily looks at how much community involvement affects the viability and sustainability of development initiatives in Africa. It examines the advantages of community involvement and investigates the reasons why numerous projects were imposed on local communities without their involvement in

resource management as stakeholders and beneficiaries to lessen corruption and make their contribution to the success and sustainability of these projects. The results showed that community involvement influences projects' success in Africa.

Araba and Fellows, (2020) did a study on the literature review on the impact of public access to Information and Communication Technologies, (ICT). The results show that there is limited conclusive evidence on downstream impacts of public access to ICTs. The evidence that does exist suggests that the public access ICT model is not living up to the expectations placed on it. This is not necessarily because public access has had no impacts, but because its impact is particularly difficult to identify and measure. As a model, public access to ICTs has experienced success and failure, leading to both reinforcement of the belief that the model should be expanded and strengthened; as well as claims that public access ICTs are ultimately ineffective or even counter-productive from the development perspective.

Ngulube, (2022) did a study on the preservation and access to public records and archives in South Africa. Based on a questionnaire survey, interviews, observation and content analysis of key documentary sources the factors that affect preservation and access to records and archives were identified. The population of the study were fourteen public archive repositories in South Africa. The units of analysis were the administrative units, that is, the archival repositories rather than the individual survey respondent. The survey data was evaluated and analyzed using SPSS. The study revealed that there was a lack of awareness concerning preventive measures, inadequate, preservation programs and limited conservation education and lack of reliable data on archival preservation activities.

## Conceptual Framework

| Public Information Access | Completion of Development Projects |
|---|---|
| ▪ Full Disclosure<br>▪ Clarity<br>▪ Minimizing conflict | ▪ Number of Successful Project<br>▪ Working within the Project Budget<br>▪ Timely Completion of Projects |

**Independent Variable**　　　　　　　　　　**Dependent Variable**

**Figure 1: Conceptual Framework**

## METHODOLOGY

The study adopted a descriptive research design, which is ideal for understanding the level and nature of public participation in development projects and its impact on project completion. The study targeted 83 project managers of county-funded projects, 83 ward administrators, and 17 sub-county administrators within Nairobi County. The study adopted slovins' formula to get a sample of 125 respondents. In addition, the study adopted stratified random sampling to get the sample of each target group using the following formula: Questionnaire was used to collect the primary data desirable for the study. A pilot-test was conducted in Kiambu, County where 13 questionnaires were issued to the respondents which represented 10% of the study sample size. Content validity was achieved by seeking expert feedback from individuals in the field, including the research supervisor. Reliability in this study was achieved by assessing the Cronbach's Alpha. For the instrument to be considered reliable the Cronbach alpha should be more than 0.7. After analysis the cronbach alpha value for all the variables was greater than 0.7 which implies that the instrument was reliable. The data that was gathered in this study was quantitative in nature. Quantitative data was analysed by utilization of Statistical Package for Social Sciences (SPSS) version 24. Descriptive and inferential statistics was employed in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involved the use of correlation and regression analysis. The analyzed data was presented table form

## FINDINGS AND DISCUSSION

### Response Rate

The researcher administered 125 questionnaires out of which, 100 were properly filled and returned resulting to an 80% response rate. According to Trex (2012), a response rate of 50% is adequate 60% is good and 70% and above very good for analysis. Therefore, for analysis 80% was appropriate.

**Table 1: Response Rate**

| Participants | Returned Questionnaires | Response Rate (%) |
|---|---|---|
| 125 | 100 | 80 |

### Years of Engagement in Community Based Project

The respondents were asked to indicate the number of years they have been engaged in community-based projects. The findings are indicated in Table 2

**Table 2: Years of Engagement in Community Based Projects**

| Length of service | Frequency | Percentage |
|---|---|---|
| Less than 5 Years | 8 | 8 |
| 5-10 Years | 33 | 33 |
| 11-15 Years | 35 | 35 |
| 16-20 Years | 13 | 13 |
| Over 20 Years | 11 | 11 |
| **Total** | **100** | **100** |

From the findings 8% of the respondents stated that they have been engaged in the community-based projects for less than 5 years, 33% stated that they have been engaged in community-based projects for 5-10 years, 35% stated that they have been engaged in community-based projects for 11-15 years, 13% stated that they have been engaged in community based projects for 16-20 years while 11% stated that they have been engaged in community based projects for over 20 years. This implies that majority of the project managers, ward administrators and sub-county administrators in Nairobi County had been engaged community-based projects for 5-10 years and 11-15 years. The findings agree with Handel, Kina, & Kolstad, (2020) who argue that longer service typically correlates with greater experience and expertise. Project management members with more years in service are likely to have a deeper understanding of project management processes, tools, and techniques. Their accumulated knowledge allows them to anticipate challenges, implement best practices, and make informed decisions, thereby enhancing productivity. Experienced team members tend to work more efficiently. They are familiar with the project lifecycle, understand how to navigate common pitfalls, and can execute tasks with greater precision and speed.

**Public Information Access on Completion of Development Projects**

The study sought to determine the effect of public information access on completion of development projects in Nairobi County. The findings are presented in Table 3.

**Table 3: Public Information Access on Completion of Development Projects**

| Statement | SA % | A % | I % | D % | SD % | Mean | Std |
|---|---|---|---|---|---|---|---|
| There are laws guiding public on information access concerning development projects | 26 | 47 | 17 | 10 | 0 | 3.887 | 0.907 |
| The information laws provide citizens with the legal right to access government-held information | 37 | 45 | 13 | 5 | 0 | 4.113 | 0.870 |
| Public information concerning project development is aired on the local medias | 55 | 42 | 3 | 0 | 0 | 4.516 | 0.565 |
| The press airs information concerning project development without censorship and or intimidation | 57 | 37 | 6 | 0 | 0 | 4.500 | 0.621 |
| Public information is accessed through digital platforms like Facebook and Instagram | 39 | 44 | 11 | 6 | 0 | 4.145 | 0.866 |

According to the findings, 26% strongly agreed, 47% agreed, 17% were indifferent while 10% disagreed that there are laws guiding public on information access concerning development projects with a mean of 3.887 and the standard deviation of 0.907. The findings also indicated that 37% strongly agreed, 45% agreed, 13% were indifferent while 5% disagreed that the information laws provide citizens with the legal right to access government-held information with a mean of 4.113 and the standard deviation of 0.870. The study findings are in line with those of Gichuki, Njeri and Waitherero, (2022)

who indicated that when community members are aware of the project details, including resource needs and allocation, they can help identify additional resources or suggest more efficient use of existing ones. This can optimize resource utilization and prevent delays caused by resource shortages or mismanagement. Accessible information allows for continuous feedback from the community. This feedback can be used to make real-time adjustments and improvements to the project plan, ensuring that it remains aligned with community needs and are implemented more effectively.

In addition, 55% of the respondents strongly agreed, 42% agreed while 3% were indifferent that public information concerning project development is aired on the local Medias with a mean of 4.516 and the standard deviation 0.565. The findings further indicated that 57% of the respondents strongly agreed, 37% agreed while 6% were indifferent that the press airs information concerning project development without censorship and or intimidation with of mean 4.500 and the standard deviation of 0.621. Moreover, 39% of the respondents strongly agreed, 44% agreed, 11% were

indifferent while 6% disagreed that public information is accessed through digital platforms like Facebook and Instagram with a mean of 4.145 and the standard deviation of 0.866. The study findings are in line with those of Papa, (2021) which showed that accessibility to information encourages active community engagement. When community members are well-informed about project goals, progress, and challenges, they are more likely to get involved, provide input, and contribute resources or support. This engagement can lead to a more collective effort toward project completion. Providing access to information ensures that community members are aware of the project's status and any decisions that need to be made. Informed stakeholders can participate in decision-making processes more effectively, leading to decisions that reflect the community's needs and priorities, thus enhancing project relevance and success.

**Completion of Development Projects**

Further, the researcher sought to assess the completion of development projects in Nairobi County. The findings are presented in Table 4

**Table 4: Completion of Development Projects**

| Statement | S A % | A % | I % | D % | SD % | Mean | Std |
|---|---|---|---|---|---|---|---|
| The number of successful projects in the County has increased for the last five years | 3 | 16 | 10 | 34 | 37 | 2.123 | 1.185 |
| The projects meet the needs and demands of the project stakeholders | 0 | 3 | 8 | 34 | 55 | 2.403 | 0.778 |
| There is value for money on all the development projects within Nairobi County | 0 | 3 | 7 | 46 | 44 | 2.307 | 0.738 |
| Development projects are completed within the projected timelines | 0 | 5 | 7 | 33 | 55 | 2.387 | 0.869 |

According to the findings 37% of the respondents strongly disagreed, 34% disagreed, 10% were indifferent, 16% agreed while 3% strongly disagreed that the number of successful projects in the County has increased for the last five years with a mean of 2.123 and a standard deviation of 1.185. Also, 55% of the respondents strongly agreed, 34% agreed, 8% were neutral while 3% disagreed that the projects meets the needs and demands of the project

stakeholders with a mean of 2.403 and a standard deviation of 0.778. According to Araba and Fellows, (2020) Government projects typically involve multiple layers of approval and decision-making, leading to delays and a lack of responsiveness to stakeholders' changing needs. The strict adherence to bureaucratic procedures can stifle innovation and flexibility, making it difficult to adapt to stakeholders' evolving demands.

Further the findings agreed that 44% of the respondents strongly disagreed, 46% disagreed, 7% were neutral while 3% agreed that there is value for money on all the development projects within Nairobi County with a mean of 2.307 and a standard deviation of 0.738. Contractors or suppliers may inflate prices for goods and services, often with the collusion of government officials, leading to unnecessary expenditure and reduced value for money. Contracts may be awarded based on factors other than merit, leading to the selection of contractors who lack the necessary skills and experience, resulting in poor-quality work and higher costs. Government agencies may lack the necessary expertise to design and implement projects that accurately reflect stakeholder needs, leading to poor project outcomes. Moreover, 55% of the respondents strongly disagreed that development projects are completed within the projected timelines, 33% disagreed, 7% were neutral while 5% agreed with a mean 2.387 and a standard deviation of 0.869. According to Wirtz, Weyerer and Muller (2022) government projects often require multiple levels of approval and oversight, leading to significant delays in decision-making and project initiation. Inadequate project planning, including incomplete feasibility studies or unrealistic timelines, can lead to delays as issues arise during implementation that were not anticipated or planned for.

## Correlation Analysis

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient (r) a measure the strength of the association between the two variables.

**Table 5: Correlation Matrix**

|  |  | Public Information Access |
|---|---|---|
| **Completion of Development Projects** | Pearson Correlation | .473 |
|  | Sig. (2-tailed) | .000 |
|  | N | 100 |

The study conducted a correlation analysis between public information access, stakeholder engagement and transparency on completion of development projects.  The study indicates that there was a positive and statistically significant correlation between public information access and completion of development projects in Nairobi County (r=0.473; p<0.05). This implies that better public information access enhances completion of development projects in Nairobi County. The study findings are in line with those of Ingrams (2020) providing public access to information related to development projects promotes transparency and accountability in project implementation. When citizens have access to project plans, budgets, timelines, and progress reports, they can hold government officials and project implementers accountable for their actions and decisions.

## Overall Model

Table 6 shows the overall significant test results for the hypothesized research model.

**Table 6: Regression Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
|  | B | Std. Error | Beta |  |  |
| (Constant) | .038 | .145 |  | .260 | .796 |
| Public Information Access | .596 | .107 | .548 | 5.578 | .023 |

The interpretations of the findings indicated follow the following regression model.

**Y= 0.038+ 0.596 X₁**

$$Y = 0.038 + 0.596 X_1$$

According to the intercept ($\beta_0$), when the four independent variables are held constant, the value of completion of development projects in Nairobi County, will be 0.038. The coefficient for public information access is 0.596. This indicates that for every one-unit increase in public information access, increases by 0.596 units, assuming all other variables remain constant. The study findings are in line with Mudashiru, (2021) who concluded that public information access promotes knowledge sharing and learning among stakeholders involved in development projects. By sharing project documents, reports, and best practices with the public, authorities can disseminate valuable insights, lessons learned, and successful approaches that can inform future project planning and implementation. This exchange of information fosters a culture of continuous improvement and innovation, leading to better project performance and outcomes over time.

**Table 7: Summary Table**

| Hypothesis | Findings (Sig) | Decision |
|---|---|---|
| **H01:  Public information access has no significant effect on completion of development projects in Nairobi County, Kenya** | . 023 | Reject Null Hypothesis |

## CONCLUSIONS AND RECOMMENDATIONS

The findings revealed that the information laws provide citizens with the legal right to access government-held information. The study also found out that public information concerning project development is aired on the local Medias. Additionally, the study found out that public information is accessed through digital platforms like Facebook and Instagram. Accessible information allows for continuous feedback from the community. This feedback can be used to make real-time adjustments and improvements to the project plan, ensuring that it remains aligned with community needs and are implemented more effectively. Providing information access helps in knowledge sharing and capacity building within the community. As members become more knowledgeable about project management and development processes, their skills and capacity to contribute to future projects are enhanced, leading to more sustainable community development efforts.

From the analysis the study concluded that public information access has significant effect on the on completion of development projects in Nairobi County. Accessible information allows for continuous feedback from the community. This feedback can be used to make real-time adjustments and improvements to the project plan, ensuring that it remains aligned with community needs and are implemented more effectively. In addition providing information access helps in knowledge sharing and capacity building within the community. As members become more knowledgeable about project management and development processes, their skills and capacity to contribute to future projects are enhanced, leading to more sustainable community development efforts.

## Recommendations of the Study

The study recommended that government authorities and agencies should enhance transparency by regularly updating project progress reports and making them accessible to the public through various channels such as government websites, social media platforms, and community meetings. They should implement robust mechanisms for public information access, including establishing information centers or hotlines where citizens can inquire about project status, budgets,

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and timeless. They should also encourage stakeholder engagement by organizing public forums, consultations, and feedback sessions throughout the project lifecycle. Actively involve community leaders, civil society organizations, and marginalized groups in decision-making processes.

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