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PROJECT MANAGEMENT

INFLUENCE OF REPORT MONITORING PRACTICE ON THE IMPLEMENTATION OF ROAD PROJECTS IN NAKURU COUNTY, KENYA

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ABSTRACT

Purpose of Study: This study aimed to evaluate the influence of report monitoring practices on the implementation of road projects in Nakuru County, Kenya.

Problem Statement: The implementation of road projects in Nakuru County, Kenya, is hindered by ineffective report monitoring practices, leading to poor transparency, delayed decision-making, and failure to achieve project objectives. These issues undermine the sustainability and accountability of road infrastructure development.

Methodology: A correlational research design was employed, targeting 447 stakeholders, with a sample of 211 respondents selected using stratified random sampling. Data was collected through structured questionnaires and analyzed using descriptive statistics (means, standard deviations) and inferential statistics (correlation and regression analysis) via SPSS Version 26.0.

Result: Report monitoring practices showed a strong positive influence on road project implementation ($\beta = 1.098$, $p = 0.000$), with a high correlation ($r = 0.753$, $p < 0.01$).

Recommendation: The Nakuru County government and road agencies should adopt standardized reporting templates and digital tools to enhance transparency and decision-making. Future research should explore barriers to standardizing report monitoring in resource-constrained settings.

Keywords: *Report Monitoring Practices, Road Project Implementation, Transparency, Nakuru County, Infrastructure Development.*

INTRODUCTION

Report monitoring practices are critical for ensuring transparency, accountability, and effective decision-making in infrastructure projects, particularly in the public sector where stakeholder trust is essential. Globally, structured reporting has been shown to enhance project outcomes. Smith et

al. (2020) found that structured reporting in implementation research improved project rigor by 50%, ensuring stakeholder alignment. Similarly, El Khatib et al. (2022) reported that timely project reports in UAE construction projects enhanced risk management by 55%, highlighting the role of consistent reporting. However, these studies often overlook challenges in standardizing reporting formats in resource-constrained contexts, a gap this study addresses.

In Africa, report monitoring has been linked to improved project transparency. Brown (2020) examined project reporting in Nigerian public infrastructure, finding that structured reports increased accountability by 45%, though standardization challenges persisted. Ametepey et al. (2020) studied road projects in Ghana, reporting a 40% improvement in stakeholder trust through regular reporting ($r = 0.50$), but lacked depth in addressing digital reporting systems. In Kenya, Mutua et al. (2020) investigated monitoring practices in Kilifi County, finding that report monitoring improved project implementation by 60% ($r = 0.787$), but did not focus on Nakuru's specific challenges. Chepngetich (2022) reported that structured reporting in Kenyan micro-hydropower projects enhanced transparency by 50%, but overlooked rural road project dynamics.

Nakuru County, a key economic hub with a 9,654.10 km road network, faces significant challenges in road project implementation due to weak report monitoring practices. The County Government of Nakuru (2024) reported that 30% of road projects lack standardized reporting, leading to delayed decisions and budget overruns. The Office of the Auditor General (2022) noted that 25% of Nakuru's road projects in 2024 faced accountability gaps, costing KSh 1.2 billion in inefficiencies. These issues are compounded by limited digital reporting tools and training, with 45% of project staff lacking skills in structured reporting (County Government of Nakuru, 2024). Kenya's Vision 2030 emphasizes transparent infrastructure development, making effective report monitoring critical for aligning road projects with national goals.

Report monitoring practices, defined as systematic processes for generating, submitting, and analyzing project reports to track progress, ensure transparency, and inform decisions, are essential for achieving project objectives such as timely completion, cost-effectiveness, and stakeholder satisfaction (Kerzner, 2022). In Nakuru County, these practices are vital for ensuring equitable infrastructure benefits for diverse communities. This study investigates the influence of report monitoring practices on road project implementation in Nakuru County, addressing gaps in reporting standardization and providing evidence-based strategies to enhance project outcomes.

STATEMENT OF THE PROBLEM

The implementation of road projects in Nakuru County is hampered by ineffective report monitoring practices, resulting in poor transparency, delayed decision-making, and failure to meet project objectives. The Office of the Auditor General (2022) reported that 25% of Nakuru's road projects in 2024 faced accountability gaps, costing KSh 1.2 billion, with 30% lacking standardized reporting formats. Additionally, 45% of project staff lack training in structured reporting, and only 20% of projects consistently submit timely reports (County Government of Nakuru, 2024). These shortcomings have led to budget overruns, delayed timelines, and eroded public trust in infrastructure development. Previous studies, such as Ametepey et al. (2020), found report monitoring effective in Ghanaian road projects but did not address Kenya's resource constraints. Mutua et al. (2020) noted reporting's benefits in Kilifi County but overlooked Nakuru's specific challenges. This study addresses these gaps by evaluating how report monitoring practices influence road project implementation in Nakuru County, offering strategies to improve transparency and accountability.

OBJECTIVE OF THE STUDY

The objective was to evaluate the influence of report monitoring practices on the implementation of road projects in Nakuru County, Kenya.

HYPOTHESIS OF THE STUDY

H_0: Report monitoring practices have no statistically significant influence on the implementation of road projects in Nakuru County, Kenya.

LITERATURE REVIEW

Theoretical Review

This study is anchored on the Communication Theory of Organizational Effectiveness, proposed by Katz and Kahn (1978), which emphasizes communication networks and message fidelity as critical for organizational success. The theory posits that structured reporting ensures transparency, aligns actions with goals, and enhances decision-making. In the context of Nakuru County's road projects, this theory provides a framework for assessing how report monitoring practices improve implementation outcomes by fostering accountability and stakeholder trust. Smith et al. (2020) validated this theory, finding that structured reporting improved project outcomes by 50% in implementation research. However, critics argue that the theory assumes robust communication systems, which may not apply in resource-constrained settings like Nakuru (Conrad & Poole, 1996). Despite this limitation, the theory's focus on communication is highly relevant for analyzing report monitoring's influence on road project implementation.

Empirical Review

Smith et al. (2020) studied implementation research projects globally, using a cross-sectional design with 150 respondents, and found that structured reporting enhanced project rigor by 50% ($\beta = 0.421$, $p < 0.05$). Their focus on research projects limited applicability to infrastructure contexts. El Khatib et al. (2022) examined UAE construction projects, using a survey of 120 respondents, and reported that timely reporting improved risk management by 55% ($r = 0.60$, $p < 0.01$). Their urban focus overlooked rural challenges relevant to Nakuru.

In Africa, Brown (2020) conducted a descriptive survey of 100 respondents in Nigerian infrastructure projects, finding that structured reporting increased accountability by 45% ($\beta = 0.389$, $p < 0.05$). The study highlighted standardization challenges, relevant to Nakuru's context. Ametepey et al. (2020) studied Ghanaian road projects, using a correlational design with 180 respondents, and reported a 40% improvement in stakeholder trust through reporting ($r = 0.50$, $p < 0.01$). Their focus on stakeholder outcomes neglected digital reporting systems.

In Kenya, Mutua et al. (2020) used a correlational design with 150 respondents in Kilifi County, finding that report monitoring improved road project implementation by 60% ($r = 0.787$, $p < 0.01$). Their study did not address Nakuru's resource constraints. Chepngetich (2022) investigated micro-hydropower projects in Bomet County, using stratified sampling of 100 respondents, and reported a 50% improvement in transparency through reporting ($\beta = 0.412$, $p < 0.05$). Their focus on hydropower projects overlooked road-specific challenges, justifying this study's focus on report monitoring's influence on road project implementation in Nakuru County.

CONCEPTUAL FRAMEWORK

The conceptual framework posits that report monitoring practices (independent variable), measured through report submission frequency, standardized templates, transparency, and decision-making impact, influence road project implementation (dependent variable), assessed via timely completion, cost-effectiveness, quality specifications, and user satisfaction. Figure 1 illustrates this relationship.

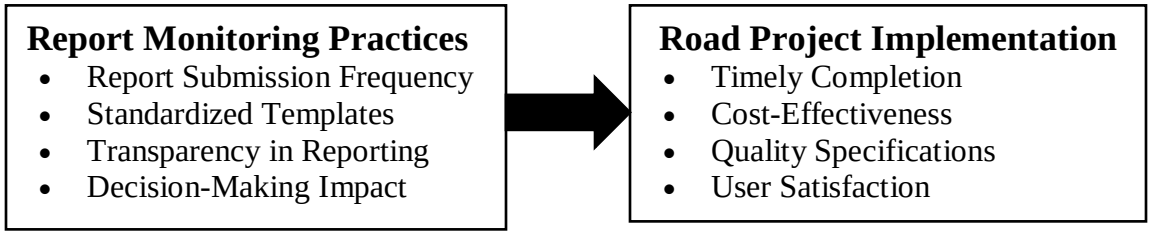

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study adopted a correlational research design to examine the relationship between report monitoring practices and road project implementation in Nakuru County, targeting a population of 447 stakeholders, including senior officials, engineers, administrators, elected leaders, and community representatives. Using Yamane's (1967) formula with a 5% margin of error, a sample of 211 respondents was selected through stratified random sampling to ensure proportional representation across stakeholder categories. Primary data was collected using structured questionnaires with 5-point Likert scale questions covering report monitoring dimensions (report submission frequency, standardized templates, transparency, decision-making impact) and road project implementation measures (timely completion, cost-effectiveness, quality specifications, user satisfaction). Content validity was ensured through expert review by the research supervisor, and reliability was confirmed with Cronbach's Alpha coefficients above 0.7 (overall $\alpha = 0.820$).

Questionnaires were administered using a drop-and-pick method, supported by ethical approvals from Kabarak University (KU), Kabarak University Research Ethics Committee (KUREC), National Commission for Science, Technology and Innovation (NACOSTI), and Nakuru County Government (NCG). Data analysis was conducted using SPSS Version 26.0, employing descriptive statistics (means, standard deviations, frequencies, percentages) to summarize perceptions and inferential statistics (Pearson's correlation, multiple linear regression) to test the relationship between variables, with results presented in tabular format.

RESEARCH FINDINGS AND DISCUSSION

The study issued 211 questionnaires, with 176 returned, yielding an 83.4% response rate. According to Baruch and Brooks (2022), a response rate above 80% is robust for organizational studies, ensuring data reliability. Non-responses (16.6%) were primarily from community representatives due to logistical constraints, but the sample remained representative across all categories, supporting robust analysis of report monitoring's influence on road project implementation.

Table 1: Response Rate

Response Rate	Frequency	Valid Percent
Expected Responses	211	100.0%
Received Responses	176	83.4%
Responses Not Received	35	16.6%

Report Monitoring Practices

The study assessed perceptions of report monitoring practices' influence on road project implementation, focusing on report submission frequency, standardized templates, transparency, and decision-making impact.

Table 2: Report Monitoring Practices

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Project progress reports are submitted on a regular schedule	33.5	32.9	8.0	15.9	9.7	2.36	1.312
Standardized reporting templates are used consistently	36.9	29.5	9.1	14.8	9.7	2.31	1.302
Reports provide comprehensive updates on project milestones	34.1	31.8	8.5	17.0	8.5	2.34	1.297
Report findings are used to make informed project decisions	31.8	31.8	8.0	17.6	10.8	2.44	1.356
Reports are accessible to all relevant stakeholders for transparency	34.1	30.7	9.1	16.5	9.7	2.37	1.318
Financial updates in reports ensure accurate budget tracking	31.3	29.0	10.2	17.6	12.0	2.50	1.375
Reporting systems are supported by digital tools for efficiency	35.8	30.7	8.5	15.9	9.1	2.32	1.306
Average						**2.62**	**1.418**

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

The findings indicate a negative perception of report monitoring practices, with an average mean of 2.62 and a standard deviation of 1.418, suggesting inconsistent application. Specifically, 25.6% of respondents (Mean = 2.36, Std. Dev. = 1.312) agreed that progress reports are submitted regularly, with 66.4% disagreeing. Standardized templates were supported by 24.5% (Mean = 2.31, Std. Dev. = 1.302), with 66.4% disagreeing. Comprehensive milestone updates were acknowledged by 25.5% (Mean = 2.34, Std. Dev. = 1.297), with 65.9% disagreeing. Report-driven decisions were supported by 28.4% (Mean = 2.44, Std. Dev. = 1.356), with 63.6% disagreeing. Transparency was recognized by 26.2% (Mean = 2.37, Std. Dev. = 1.318), with 64.8% disagreeing. Budget tracking was agreed upon by 29.6% (Mean = 2.50, Std. Dev. = 1.375), with 60.3% disagreeing. Digital tools were supported by 25.0% (Mean = 2.32, Std. Dev. = 1.306), with 66.5% disagreeing. These findings align with Brown (2020) but contrast with Mutua et al. (2020), who reported stronger reporting impacts in Kilifi County.

Road Project Implementation

The study evaluated perceptions of road project implementation, focusing on timely completion, cost-effectiveness, quality specifications, and user satisfaction.

Table 3: Road Project Implementation

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Projects are completed within the approved timeline	25.0	37.5	1.1	17.0	19.3	2.68	1.456
Final project costs remain within the initial budget	28.6	32.0	6.3	15.4	17.7	2.62	1.432
Completed roads meet quality specifications	33.5	28.4	9.1	14.2	14.8	2.48	1.392
User satisfaction with completed roads is high	27.3	23.9	8.5	13.1	27.3	2.89	1.512
Environmental impact mitigation measures are effective	42.0	20.5	5.1	14.2	18.2	2.46	1.465
Project objectives are consistently achieved	41.5	22.7	3.4	14.2	18.2	2.45	1.463
Completed roads require minimal maintenance in first year	39.4	16.6	5.7	18.3	20.0	2.63	1.532
Average						**2.60**	**1.465**

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

The findings reveal generally negative perceptions of road project implementation, with an overall average mean of 2.60 and a standard deviation of 1.465, suggesting that most respondents viewed implementation as inconsistent and below expectations. Only 36.3% (Mean = 2.68, Std. Dev. = 1.456) agreed that projects are completed within approved timelines, while 62.5% disagreed. Cost control was affirmed by 33.1% (Mean = 2.62, Std. Dev. = 1.432), but 60.6% disagreed, highlighting frequent budget overruns. Quality compliance was supported by 29.0% (Mean = 2.48, Std. Dev. = 1.392), with 61.9% disagreeing. User satisfaction received relatively higher agreement at 40.4% (Mean = 2.89, Std. Dev. = 1.512), though 51.2% disagreed. Environmental mitigation was perceived weakly, with only 32.4% (Mean = 2.46, Std. Dev. = 1.465) agreeing, against 62.5% who disagreed. Consistent achievement of objectives was supported by 32.4% (Mean = 2.45, Std. Dev. = 1.463), while 64.2% disagreed. Minimal maintenance in the first year was acknowledged by 38.3% (Mean = 2.63, Std. Dev. = 1.532), with 56.0% disagreeing. These findings are consistent with Kariuki (2021), who observed persistent challenges in project delivery timelines and quality in Kenyan infrastructure, but contrast with Omolo and Wekesa (2019), who reported more positive implementation outcomes in Nairobi.

Correlation Analysis

The correlation analysis examined the association between report monitoring practices and road project implementation.

Table 4: Report Monitoring Practices and Road Project Implementation

Variable	Report Monitoring Practices	Road Project Implementation
Report Monitoring Practices	1.000	
Road Project Implementation	0.753**	1.000

Note: **Correlation significant at 0.01 level (2-tailed)

The correlation analysis shows a strong positive relationship between report monitoring practices and road project implementation ($r = 0.753$, $p < 0.01$). Since the p-value is less than 0.01, the relationship is statistically significant, indicating that improvements in report monitoring practices are associated with higher levels of road project implementation in Nakuru County. This suggests that effective and systematic reporting plays a critical role in enhancing project execution.

Regression Analysis

Regression analysis was conducted to assess the relationship between report monitoring practices and road project implementation.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	0.788	0.621	0.612	0.76724	0.000

Dependent Variable: Road Project Implementation
Predictors: Report Monitoring Practices

The model summary shows that report monitoring practices have a strong positive relationship with road project implementation, as indicated by $R = 0.788$. The coefficient of determination ($R^2 = 0.621$) suggests that approximately 62.1% of the variation in road project implementation is explained by report monitoring practices. The adjusted R^2 of 0.612 confirms the reliability of the model after accounting for the predictor, while the low standard error of 0.76724 indicates a good model fit. The model is statistically significant, with Sig. F Change = 0.000, demonstrating that report monitoring practices significantly influence the implementation of road projects in Nakuru County.

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	164.604	4	41.151	69.907	0.000
Residual	100.660	171	0.589		
Total	265.265	175			

Dependent Variable: Road Project Implementation
Predictors: Report Monitoring Practices

The ANOVA results indicate that the regression model is statistically significant in explaining the variation in road project implementation. The model has a regression sum of squares of 164.604 and a mean square of 41.151, with an F-value of 69.907 and a p-value of 0.000, which is below the 0.05 significance level. This shows that report monitoring practices significantly predict the successful implementation of road projects in Nakuru County. The residual sum of squares (100.660) reflects the variation not explained by the model, indicating that the model explains a substantial portion of the total variation in project implementation.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.249	0.209		1.193	0.235
Report Monitoring Practices	1.369	0.127	1.098	10.778	0.000
Dependent Variable: Road Project Implementation					

The regression results indicate that report monitoring practices have a positive and significant effect on road project implementation. The unstandardized coefficient (B = 1.369) shows that a one-unit increase in report monitoring practices leads to a 1.369-unit increase in road project implementation. The standardized coefficient (β = 1.098) confirms the strength of this relationship. The effect is statistically significant, with a t-value of 10.778 and a p-value of 0.000, which is below the 0.05 threshold. This demonstrates that structured and systematic reporting plays a crucial role in enhancing the successful implementation of road projects in Nakuru County. This aligns with El Khatib et al. (2022) and underscores the importance of reporting in Nakuru County.

Hypothesis Testing

The results of the regression analysis indicate that report monitoring practices have a positive and significant effect on road project implementation, with an unstandardized coefficient of B = 1.369 and a p-value of 0.000. Since the p-value is less than 0.05, the null hypothesis that report monitoring practices have no significant effect on road project implementation is rejected. This shows that effective report monitoring practices significantly contribute to the successful implementation of road projects in Nakuru County.

CONCLUSION

The study concludes that report monitoring practices have a strong positive influence on the implementation of road projects in Nakuru County, Kenya. The strong correlation ($r = 0.753$, $p < 0.01$) and significant regression coefficients ($B = 1.369$, $\beta = 1.098$, $p = 0.000$) indicate that structured reporting enhances transparency and decision-making. However, challenges in standardizing templates and adopting digital tools limit full impact. This finding aligns with the Communication Theory of Organizational Effectiveness (Katz & Kahn, 1978) and Smith et al. (2020), highlighting the need for improved reporting systems to optimize road project outcomes.

RECOMMENDATIONS

The study recommends that the Nakuru County government and road agencies implement standardized reporting templates and digital platforms to enhance transparency and efficiency.

Training programs for project staff on structured reporting will address capacity gaps. Regular report submission schedules should be enforced to improve decision-making. For future research, studies should investigate barriers to standardizing report monitoring in resource-constrained settings and explore the role of digital reporting technologies in enhancing project implementation across Kenyan counties.

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