

Stakeholder Based Evaluation and Implementation of Rural Roads Construction Projects in Mombasa County, Kenya

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ABSTRACT

The general objective of this study was to examine the influence of stakeholder based evaluation on implementation of rural roads construction projects in Mombasa County, Kenya. The study's theoretical framework included review of theory of constraints. This study adopted cross-sectional survey design for purposes of commendably addressing better data collection and analysis. This study's first level target population was sixteen (16) rural road construction projects in Mombasa County, Kenya. The second level was the accessible population made up of project stakeholders totaling 414 drawn from contractors, transport and infrastructure department of Mombasa County, the government agency in charge of rural roads and community leaders, from which a sample of 107 was derived. Stratified random sampling technique was used to select the respondents and self-administered questionnaires based on five-point Likert scale were distributed through drop and pick-up method for primary data collection. Linear regression analysis was done to get descriptive and inferential statistics. The study used F-test for the significance of the overall model while the influence of the specific variable on the dependent variable was confirmed using the beta coefficient. The study found that stakeholder based evaluation had a positive and significant influence on implementation of rural roads construction projects in Mombasa County, Kenya. The study recommended that stakeholders be fully empowered in analysis and problem-solving skills that could be used to road projects in their individual locations, as the influence of those projects are felt in a variety of local settings. This study also recommended that stakeholders be given knowledge and skills to assist them in addressing challenges on road projects in their areas of operation, in order to ensure a smooth process and overall project success.

Key words: Implementation of Rural Roads Construction Projects, Participatory Monitoring and Evaluation, Stakeholder Based Evaluation

INTRODUCTION

With growing prominence on participatory approaches towards development, there has been acknowledgement that monitoring and evaluation (M&E) should also be participatory (Morkel & Sibanda, 2022). It entails involving primary stakeholders as active participants and proposes new and more inclusive ways of assessing and learning from change while reflecting the perspectives and aspirations of those most directly affected (Goldfrank, 2020).

Participatory monitoring and evaluation is an integral component of project and closely woven into the whole cycle, although not necessarily used in all project components or activities. It provides information that can be fed back into the project immediately to improve subsequent performance (Sousa & Rocha, 2019). It emphasizes participation of the stakeholders in deciding how project progress should be measured and results acted on.

Project implementation, on the other hand, is the phase where visions and plans become reality and is the process of putting a project plan into action to produce deliverables, otherwise known as the products or services, for clients or stakeholders (Kerzner, 2022). It takes place after the planning phase, during which a team determines the key objectives for the project, as well as the timeline and budget. Implementation of

projects involves the process of coordinating resources and measuring performance in order to ensure that the project remains within its expected scope, schedule and budget.

Statement of the Problem

An important component of infrastructure growth that guides a nation's gross domestic product growth and is essential to achieving Vision 2030 is the construction of roads whereby improved connectivity between locations is made possible by the road network, which facilitates the movement of people and products and fosters the growth of an economy (Kenyatta, 2023). However, because it includes numerous parties and requires sophisticated work, building roads is a tough endeavour, especially when it comes to implementation.

The total length of the roads network in Mombasa County is estimated at 250.4 kilometers and about 60% of that network is in rural parts of the County. Most of these are unpaved and severely degraded owing to lack of maintenance with the length of rural roads in poor condition having increased from 28% to 42% between 2019 and 2023 (Omamo & Nyandoro, 2023) and implementation of the projects was seldom completed on time, budget and scope (Mathu, 2023).

Willar *et al.*, (2023) evaluated quality management of road construction projects in Indonesia through a Delphi study. Mire (2023) studied monitoring and evaluation process on road construction projects performance in Somalia. Omamo *et al.*, (2023) reviewed influence of monitoring and evaluation on road development projects in Mombasa County, Kenya. These studies concentrated on factors influencing road projects generally with no specific emphasis on thematic subsets of participatory monitoring and evaluation in rural roads construction projects, hence occasioning contextual and conceptual gaps. This study sought to fill the gap by examining the influence of stakeholder based evaluation on implementation of rural roads construction projects in Mombasa County, Kenya.

Research Objective

The general objective of this study was to determine the influence of stakeholder based evaluation on implementation of rural roads construction projects in Mombasa County, Kenya.

Scope of the Study

The study's target population was sixteen (16) rural roads construction projects in Mombasa County, Kenya, which formed the unit of analysis with the accessible population being four hundred and fourteen (414) stakeholders drawn from contracting firms, transport and infrastructure department of Mombasa County, the government agency in charge of rural roads being KeRRA and community leaders forming the unit of observation, from which a sample of 107 was derived. This study was undertaken in January 2025 and the researcher personally funded it from savings.

LITERATURE REVIEW

Theoretical Review – Theory of Constraints

Theory of constraints was founded by Goldratt (1984) and is a holistic philosophy of management that is focused on the use of logic and balanced science. TOC is mostly applied in the manufacturing sector, and holds that a production rate is largely limited by at least one constraining process and that the overall throughput can only be increased by growing the flow at the bottleneck point.

The theory of constraints figures out why projects falter and making improvements so that it takes into account all project risks and constraints that could make it more difficult to produce excellent projects, rather than just limiting variables. Lin (2023) noted that such limitations may arise from inadequate resources, insufficient team members, insufficient capacity, or other particular constraints. The theory therefore explains stakeholder based evaluation as the general objective of this study.

Conceptual Framework

A conceptual framework illustrates the connecting relationship between independent variables and the dependent variable. The objective of this study is to examine the influence of participatory monitoring and evaluation and implementation of rural roads construction projects in Mombasa County, Kenya.

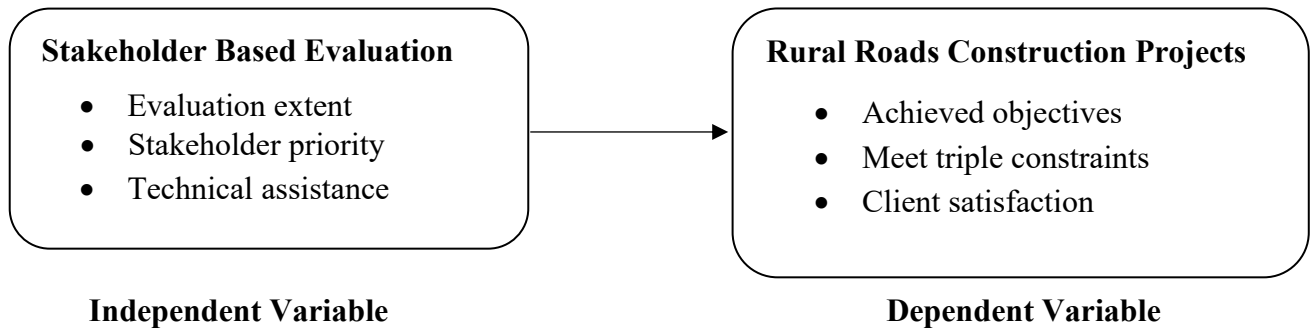


Figure 1: Conceptual Framework

Discussion of Study Variables – Stakeholder Based Evaluation

In participatory monitoring and evaluation, stakeholders evaluate while outsiders facilitate. In order to guarantee that the monitoring and evaluation process is efficient and trustworthy, this concept acknowledges the significance of giving stakeholders the latitude to take the lead in the process while simultaneously offering assistance and direction (Abdirahman, 2022).

In participatory monitoring and evaluation, stakeholders are given the authority to assess the program in light of their individual viewpoints and experiences. This makes it easier to ensure that the program's outcomes and impact are assessed using the standards that matter most to the stakeholders and that the monitoring and evaluation process is rooted in their needs and priorities (Singh, 2022).

By empowering stakeholders to take the lead in the monitoring and evaluation process and providing support and direction to ensure that the process is effective and reliable, the principle of stakeholder evaluation and outsider facilitation upholds greater ownership, transparency, and accountability in development programs (Huntington & Stevens, 2023). The principle also helps to ensure that the process of monitoring and evaluation is grounded in the perspectives and experiences of the individual stakeholders.

Implementation of Rural Roads Projects

Project implementation is the process by which visions and plans become reality, and it is the natural end of a project's evaluation, decision-making, visioning, planning, funding application, and resource discovery. The work plan must be ready and understood by all stakeholders before the implementation phase can begin. Technical and non-technical criteria must be properly stated, and the project's financial, technical, and institutional frameworks must be created in light of local realities (Chirumalla *et al.*, 2025).

Project implementation is a complex process that typically involves numerous variables such as resource management, operational systems, organizational culture, and organizational governance. Projects are created, planned, and implemented in the order specified by the project cycle (Dachasa, 2022).

Implementation of road construction projects involves several phases, including clearing, earthwork, drainage installation, subgrade preparation, and paving (Shrestha, 2025). Budget management, scheduling, quality control, and stakeholder participation are all necessary for success. Failure to manage these, particularly in complex projects, often leads to cost overruns, missed deadlines, and poor quality deliverables.

Empirical Review

Xue *et al.*, (2022) carried out a stakeholder-based framework on how policy implementation affect the

sustainability of public–private partnership projects by conducting a comprehensive analysis that was grounded in a proposed stakeholder-based framework of the public private policy implementation process. The results revealed five factors that explained the construct of public private partnership policy implementation, namely, the implementing organization’s capacity, policy quality and resources.

Zarghami and Dumrak (2021) reviewed reimagining stakeholder analysis in project management using network theory and fuzzy logic applications and proposed a model that based the salience of stakeholders on their relationships with the project as well as on their interdependencies in the project. In so doing, the study explored the potential of a fuzzy inference system to provide a comprehensive picture of stakeholder analysis, noting that stakeholder analysis model developed cast a wider net for the critical ranking of stakeholders in projects.

Okumu and Abuya (2022) reviewed monitoring and evaluation, stakeholder engagement and implementation of service-learning projects within public secondary schools in Homabay County, Kenya. The guiding objective was to investigate the influence of context, input, process and product (CIPP) monitoring on implementation of service-learning pilot projects; and the other objective was to determine the extent to which stakeholder participation moderated the link between monitoring and evaluation and the execution of service-learning pilot projects.

CRITIQUE OF LITERATURE REVIEW

Participatory monitoring and evaluation in implementation of rural roads construction projects, particularly in Mombasa County, Kenya, has received little attention locally because majority of previous studies on the topic were conducted on national roads construction projects based on majority of the literature on the subject (Maqbool *et al.*, 2022). Furthermore, while a number of studies on participatory monitoring and evaluation have been thoroughly examined in the reviewed literature, their precise impact on overall implementation of roads construction projects has mostly been indirect and not been made explicit.

Fewer studies have been done on influence of participatory monitoring and evaluation on implementation of roads construction projects, despite the fact that many more studies have been done on monitoring and evaluation in other sectors, including manufacturing, healthcare, supply chain, and education (Nyatichi & Mose, 2023). Despite having similar major requirements for monitoring and evaluation, the referenced studies might not be entirely applicable to their use in the local construction subsector.

The reviewed literature from related studies generally provide an overview and broad perspectives on analyzing monitoring and evaluation and how the same influence implementation of projects; consequently, this occasions few and dispersed research works that set the pace on participatory monitoring and evaluation subset of stakeholder based evaluation and its influence on implementation of rural roads construction projects in Mombasa County, Kenya (Kariuki, 2023).

Research Gaps

There exists a lot of literature regarding participatory monitoring and evaluation and its influence on implementation of development projects across various industries, nevertheless, the same cannot be entirely applied to the subset of stakeholder based evaluation and its influence on the sub-sector of rural roads construction projects in Mombasa County, Kenya.

Literature indicates that majority of organizations implement participatory monitoring and evaluation, however, there is a dearth of studies on precise categorization of stakeholder based evaluation elements that elucidate the necessity of doing so through fundamental thematic methods intended to enhance project implementation.

RESEARCH METHODOLOGY

A research design denotes the overall framework for carrying out a research study with a view to scrutinizing specific testable research questions. Omar *et al.*, (2020) defined a research design as a plan and procedure for

research that span the decisions from wide-ranging assumptions to comprehensive methods of data collection and analysis. This study used cross-sectional survey research design and sought to gather complete data through respondents and also seek to get data that illustrates the existing phenomena by making inquiries, identifying with individual acknowledgments and opinions.

Target population denotes all the members of a real or assumed set of people, events, or objects from which a researcher would generalize the research results. On the other hand, the accessible population entails all the individuals that can be realistically included in the sample (Shrivastava *et al.*, 2024). The first level target population for this study was sixteen (16) rural road construction projects in the six constituencies of Mombasa County, Kenya which formed the unit of analysis and the second level was the accessible population made of stakeholders from contracted firms working on the projects, applicable employees from Kenya Rural Roads Authority, employees from transport and infrastructure department of Mombasa County and community leaders in areas where the road construction projects were taking place, and these made the unit of observation.

Leavy (2022) defined a sample as a division of the population that is selected in a research endeavour to represent the whole population; it is a part of the population of interest and the basis for sampling is to have a clear understanding of the attributes espoused by the entire population centered on the characteristics of the sample. This study used Nasiuma (2000) formulae which was applied at 95% confidence level ($\alpha = 0.05$) to derive the sample as shown;

$$n = (Ncv^2) / (cv^2 + (N-1) e^2)$$

where;

n = Sample size

N = Population

cv = Coefficient of variation (take 0.6)

e = Tolerance at desired level of confidence (take 0.05 at 95% confidence level).

The substituted values in determining the sample size from the target population are;

$$n = 414 * 0.6^2 / (0.6^2 + (414 - 1) 0.05^2)$$

$$n = 149 / 1.4$$

$$n = 107$$

Questionnaires were used to collect data for analysis to support or disprove hypotheses and to confirm the evidence to be derived from qualitative and quantitative data analysis. Questionnaires are popularly used in collecting data because researchers can easily gather data in a fair manner and the responses can be coded with ease (Rahi & Ghani, 2019). Questionnaires have advantages over other instruments because they have the ability to collect data from large samples in a short period of time and they also do not allow the opportunity for bias since most questionnaires are presented in paper form but even the online ones have timelines hence achieving the same feat.

In order for the study to conform to all ethical principles relating to any research, prior authorization to carry out the study was obtained from Jomo Kenyatta University of Agriculture & Technology and a request letter was done to participating institutions requesting for their participation in the study. The researcher also wrote a request letter to participating institutions and individuals emphasizing the need for participation.

The respondents were fully appraised about the purpose and nature of the research and explanation was put forth that the responses obtainable to the applicable questions were purely voluntary. On getting the approval to proceed with the research study, pilot testing that included carrying out reliability and validity tests of the

research instrument was undertaken using a subset of the target population that constituted respondents outside the study sample.

RESEARCH FINDINGS AND DISCUSSION

Response Rate

A total of one hundred and seven (107) questionnaires were distributed to respondents who were selected to participate in the study, out of which twenty ninety seven (97) questionnaires were filled and returned representing 90.6% of the distributed questionnaires. Manyara *et al.*, (2024) noted that a response rate above 70% is considered to be appropriate for conducting analyses, making conclusions and making deductions and inferences about a population.

General Information

Descriptive statistics showed that 26.9% of the respondents were civil engineers, followed by 26.8% represented by quantity surveyors, then 22.7% being consultants and 21.6% represented community representatives. The derived statistics showed that thirty six respondents had worked on rural roads projects for between five and ten years, thirty four had worked for more than ten years whereas twenty five had worked for less than five years

Implementation of Rural Roads Construction Projects

The responses provided regarding the statements pertaining to implementation of rural roads construction projects are shown in Table 1;

Table 1: Implementation of Rural Roads Construction Projects

Statement	N	Mean	Std. Deviation
The road projects so far meet the stated needs of the community	97	3.84	.746
Our road projects are as per the objectives set by stakeholders	97	3.99	.714
Road projects in my area match the scope that was set out in the project plan	97	3.94	.719
Road projects in my area are thus far within time and cost budgets	97	4.04	.735
Quality management plans are observed in road projects in my area.	97	4.02	.645
We ensure road projects observe best practices	97	3.55	1.000
We always track the overall progress of our road projects	97	3.63	.939
Valid N (listwise)	97		

n = 97 (SD = Strongly Disagree; D = Disagree; N = Neither Agree nor Disagree; A = Agree; SA = Strongly

Agree) *Mean = (Strongly Disagree = 0 – 1.8; Disagree = 1.9 – 2.6; Neither Agree nor Disagree = 2.7– 3.4; Agree = 3.5 - 4.2; Strongly Agree = 4.3 – 5.0).

Standard deviation values for all items were less than two (< 2) signifying a general convergence of opinion and the item on road projects in most areas were thus far within time and cost budgets (M = 4.04, SD = .735). The results agreed with Willar *et al.*, (2023) who valued quality management of road construction projects

sing a Delphi study and found that the critical factor of the quality control activities of a project and the quality management roles and responsibilities of the stakeholders during road construction was the project team.

Stakeholder Based Evaluation and Implementation of Rural Roads Construction Projects

The views shared by participants about stakeholder based evaluation and its influence on implementation of rural roads construction projects are shown in Table 2:

Table 2: Descriptive Statistics for Stakeholder Based Evaluation

Statement	N	Mean	Std. Deviation
We are usually given the lead in evaluation of road projects as outsiders facilitate	97	3.99	.700
We are given the chance to comprehend the road project’s milestones and their impact.	97	4.00	.692
We are always given the authority to assess all road projects in our area	97	3.82	.791
We are always engaged to provide support and direction to road projects in our area	97	3.71	.866
We are facilitated by consultants to assess road projects in our area	97	3.88	.767
We ensure that processes undertaken in road projects are effective and reliable	97	3.72	.787
We assess all road projects based on criteria that suits our area.	97	3.58	.911
Valid N (listwise)	97		

n = 97 (SD = Strongly Disagree; D = Disagree; N = Neither Agree nor Disagree; A = Agree; SA = Strongly

Agree) *Mean = (Strongly Disagree = 0 – 1.8; Disagree = 1.9 – 2.6; Neither Agree nor Disagree = 2.7– 3.4; Agree = 3.5 - 4.2; Strongly Agree = 4.3 – 5.0).

The findings presented in Table 2 show that all items had standard deviation values under two (<2), suggesting that there was agreement among respondents around the mean, with the item on stakeholders being given the chance to comprehend the road project’s milestones and their impact (M = 4.00, SD = .692). The results concur with Jia *et al.*, (2020) who reviewed constructing an integrated stakeholder-based participatory policy evaluation model for urban traffic restriction, and found that public participation had a direct effect on effectiveness and vitality of public policy projects.

Regression Analysis

Regression analysis refers to a set of statistical techniques aimed at estimating the relationships between a dependent variable and one or more independent variables. The method evaluates the strength of existing relationships and predict future interactions between variables (Kulaylat *et al.*, 2023). The linear regression model that was applied in this study is shown;

$$Y = \beta_0 + \beta_1X_1 + \varepsilon$$

Where;

Y = Implementation of Rural Roads Construction Projects

β_0 = Constant term

β_1 = Beta Coefficient

X_1 = Stakeholder Based Evaluation

ϵ = Error term

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.724 ^a	.524	.495	.34273	2.006
a. Predictor: (Constant), Stakeholder Based Evaluation					
b. Dependent Variable: Implementation of Rural Roads Construction Projects					

According to Table 3, the correlation coefficient, represented as R was .724, indicating a strong and positive relationship between stakeholder based evaluation and implementation of rural roads construction projects in Mombasa County, Kenya. The model explained 52.4% variation in implementation of rural roads construction projects in Mombasa County, Kenya. This was supported by R square value of .524, which measured the proportion of variance in implementation of rural roads construction projects explained by stakeholder based evaluation in the regression model. The score showed a fair fit, indicating how well the model predicted the outcome. The standard error of .34273 designated the deviation from the line of best fit.

Table 4: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.260	1	9.260	105.227	.000 ^b
	Residual	8.413	95	.088		
	Total	17.673	96			
a. Dependent Variable: Implementation of Rural Roads Construction Project						
b. Predictors: (Constant), Stakeholder Based Evaluation						

Table 4 indicate that the regression model of the independent variable namely stakeholder based evaluation and the dependent variable which was implementation of rural roads construction projects was significant (F (1, 95) = 105.227, p-value = .000), demonstrating that stakeholder based evaluation was an effective predictor in the model hence the regression model fitted the data.

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.347	.323		4.170	.000
	Stakeholder based evaluation	.533	.110	.524	4.845	.000
a. Dependent Variable: Implementation of Rural Roads Construction Project						

The regression equation was represented as;

$$Y = 1.347 + .533X_1$$

Where;

Y – Implementation of Rural Roads Construction Project

X₁ – Stakeholder Based Evaluation

As shown in Table 5, the beta coefficient for stakeholder based evaluation was significant ($\beta_1 = .533$, $t = 4.845$, $p\text{-value} = .000$), inferring that for every single unit improvement in the index of stakeholder based evaluation, there was a corresponding improvement index of .533 in implementation of rural roads construction projects.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This study's general objective was to examine the influence of stakeholder based evaluation on implementation of rural roads construction projects in Mombasa County, Kenya. The study found that stakeholder based evaluation had a significant influence on implementation of rural roads construction projects in Mombasa County, Kenya. The study determined that stakeholders were given the chance to comprehend the road project's milestones and their impact, in order for them to fully understand all the aspects that were entailed in the projects under implementation.

The study concludes that stakeholder based evaluation had a significant influence on implementation of rural roads construction projects in Mombasa County, Kenya. This study concluded that stakeholders were given the chance to comprehend the road project's milestones and their impact, in order for them to fully understand all the aspects that were entailed in the projects under implementation. The study concluded that stakeholders were usually given the lead in evaluation of road projects as outsiders only facilitated, thereby giving the primary stakeholders the upper hand in managing all the important project undertakings.

The study recommends that stakeholders must be fully empowered in analysis and problem-solving which can be applied in road projects in their respective areas since the impact of those projects is to be realized in the various local set-ups. This study also recommends that stakeholders need to be given knowledge and skills to help them in resolving issues on road projects in their areas of operation to ensure a seamless process and overall attainment of project success.

This research adopted cross-sectional survey approach, which collects case data at one specific moment, despite the fact that the projects being analyzed were carried out over different time frames. In this context, making definitive conclusions regarding the causal relationships within the model may not be valid. Consequently, it is essential to interpret the associations between the variables under study with caution, resulting in a lack of a universal interpretation of the model, particularly concerning multiple regression analysis. Therefore, it would be advantageous for future studies to adopt a longitudinal research approach, where data is gathered at regular intervals over time, enabling a re-evaluation of the causal relationships among the variables being examined, in order to explore the influence of stakeholder based evaluation on project implementation.

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