THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

FACULTY OF ARTS AND SOCIAL SCIENCES

DEPARTMENT OF SOCIAL SCIENCES AND DEVELOPMENT STUDIES

STRATEGIC PLAN IMPLEMENTATION AND PROJECT PERFORMANCE IN THE PROJECT IMPLEMENTATION UNITS IN THE COUNTY GOVERNMENT OF NAIROBI, KENYA

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1064219

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT

SEPTEMBER, 2026

DECLARATION

This thesis is my original work and has not been presented elsewhere for a degree or any other award.

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DEDICATION

This thesis is dedicated to all who have supported me throughout my academic journey. I want to thank my parents for all that they have sacrificed, taught me and believed in my ability. I also dedicate this work to my children, who have always been a source of motivation and inspiration for me and I know I am blessed with their presence, love and encouragement.

ACKNOWLEDGEMENTS

I would like to extend my heartfelt thanks to my supervisors, Dr. Jennifer Wangari Wairiuko and Dr. Thomas G. Onsarigo, for their indispensable guidance, insightful feedback, unwavering encouragement, and academic support throughout the entire research journey. Their guidance, patience and dedication helped this thesis to come to a successful end and to enhance the quality of the thesis. I also owe a debt of gratitude to the Catholic University of Eastern Africa lecturers and other staff members for the knowledge, skills and professional guidance that they imparted during my studies. This study was supported both in the academic and practical settings. Special thanks to Project Implementation Units in the County Government of Nairobi for collaborating, supporting and participating in the process of this study. Their invaluable insights and contributions were instrumental in the successful completion of this research. I would like to extend my heartfelt thanks to my family and friends for their steadfast encouragement, understanding, patience, and moral support throughout this academic endeavor. They were encouraging and believed in me and so I carried on to complete this work. I gratefully acknowledge the work of all the scholars, authors and researchers who have made available published works that have informed this study. This thesis benefitted from their contributions to knowledge, which provided inputs to the development of this thesis, and thus contributed to the academic quality of this thesis. I would like to extend my heartfelt gratitude to everyone who contributed, in any way, to making this study possible.

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ABBREVIATIONS AND ACRONYMS

BDF	Budgeted Development Fund
CG	County Government
CS	Cabinet Secretary
GoK	Government of Kenya
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoPSYGA	Ministry of Public Service, Youth and Gender Affairs
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
OAG	Office of the Auditor General
PFM	Public Financial Management
PIU	Project Implementation Unit
PMO	Project Management Office
PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
SPSS	Statistical Package for the Social Sciences
USAID	United States Agency for International Development

ABSTRACT

Public-sector projects are important for improving socio-economic development in Kenya. Nevertheless, many projects implemented through Project Implementation Units (PIUs) in the County Government of Nairobi face delays, cost overruns and failure to attain intended goals. This study examined the relationship between strategic plan implementation and project performance in Project Implementation Units within the County Government of Nairobi, Kenya. Specifically, the study examined the relationship between leadership commitment, stakeholder involvement, change management practices, organisational culture, and project performance. The study was anchored on Strategic Leadership Theory, Strategic Fit Theory, and Dynamic Capabilities Theory and adopted a convergent parallel mixed-methods research design. The target population was 215 employees working in PIUs from which a sample of 140 respondents was obtained through stratified and simple random sampling techniques. A questionnaire and semi-structured interview guide were used to collect primary data. Descriptive statistics, Pearson correlation, and multiple regression analysis were used to analyse the quantitative data, while thematic analysis was used to analyse the qualitative data. The results indicated low levels of leadership commitment and project performance, and moderate levels of stakeholder involvement, change management practices, and organisational culture. Leadership commitment ($r = -0.099$, $p > 0.05$), stakeholder involvement ($r = 0.035$, $p > 0.05$), and organisational culture ($r = -0.003$, $p > 0.05$) were not statistically significantly related to project performance. In contrast, change management practices had a positive and statistically significant relationship with project performance ($r = 0.211$, $p < 0.05$). Also, multiple regression analysis showed that change management practices had the only statistically significant individual regression coefficient ($\beta = 0.201$, $p = 0.036$) of the independent variables. The qualitative results supported the important function of communication, stakeholder engagement, staff adaptability, accountability, and well-defined change management processes in facilitating project implementation. The study concludes that while leadership commitment, stakeholder involvement and organizational culture were perceived to be important for project implementation, the quantitative analysis did not establish statistically significant relationships between these variables and project performance. Change management practices showed the only statistically significant individual relationship with project performance among the study variables, although the overall regression model was not statistically significant. The study therefore recommends strengthening change management practices within Project Implementation Units including staff training, communication of changes, clear change management procedures and mechanisms for managing resistance to change.

DEFINITION OF KEY TERMS

Change Management Practices: Refers to the systematic approaches, methods and strategies used by PIUs to prepare, support and help individuals and teams make organizational changes (strategic, structural, technological or procedural) during project implementation.

Leadership Commitment: Extent to which the top and middle level management in PIUs actively support, resource, provide policy guidance, supervise and hold themselves accountable for the implementation of strategic plans and projects.

Organizational Culture: Shared values, norms, beliefs and behavior patterns of PIUs that influence the way employees relate, decide, react to change and perform project related tasks.

Project Implementation Units (PIUs): are specialized administrative units within public sector institutions in Nairobi County mandated with the coordination, management and supervision of the implementation of development projects emanating from strategic plans.

Project Performance: It is the degree of achievement of desired objectives of projects implemented by PIUs in terms of time, cost, scope, quality and stakeholder satisfaction. In this study, project performance is the dependent variable and is measured by indicators including timely completion, budget adherence, quality of service, and overall project outcomes.

Stakeholder Involvement: The degree to which key stakeholders including government officials, beneficiaries, partners, contractors and community representatives are involved in the planning, decision-making, implementation, monitoring and evaluation of projects within PIUs.

Strategic Plan Implementation: This is the method by which prepared strategic plans are converted into concrete programs, projects, policies and operational activities in Project

Implementation Units (PIUs) in Nairobi County: In this study it covers leadership commitment, stakeholder involvement, change management practices and organizational culture as key drivers of implementation effectiveness.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the studies related to the implementation of strategic plans and the success of projects. This includes the study's rationale, description of the problem, goals and aims of the study, the research questions and hypotheses. Further, the chapter introduces some background information regarding the significance of the study, the rationale for the study and the boundaries of the study and concludes with the organising of the thesis.

1.1 Background to the Study

Modern businesses are facing a host of challenges, such as increased competition, emerging product development, sustainability efforts, and rapid technological development, globalization, and economic turmoil, to name a few. Thus, there should be systematic management and planning in both the public and commercial domains. Organizations gain benefits from strategic planning that involves them establishing future vision and goals, leveraging resources to their fullest potential, preparing for shifts in their environment, and connecting daily tasks and operations with the goals they've set for the long term. As a result, strategic planning has become more meaningful as a management tool that can be used to enhance the effectiveness and efficiency of any organization anywhere in the world (Mutisya & Maende, 2025; Mwangi & Omwenga, 2022). All across the globe, though, governments are making strides to increase transparency, enhance services, and streamline project execution. In today's world none of the government agencies can do without strategic planning. Other nations such as the US, UK and other European countries have institutionalized strategic planning through processes such as performance management, sub-unit project management offices, and implementation, literally making the policy goals a reality. But, Crawford (2021) and Hayat et al. (2023) point out that such proper processes do exist, but remain missing right now.

In industrialized countries even public sector projects suffer such problems like increasing costs, bureaucracy and sluggish decision-making procedures that can cause project delays until 2022. This means if the right procedure and approach is not being followed to establish a strategic plan, project performance will be unsuccessful. South Korea, China and India, among other Asian nations, have noted major strategic planning accomplishments in the areas of public service modernization, infrastructure development and building. The strategic planning for competitiveness and strengthening socio-economic development programmes in these countries is a key element. Empirical studies, however, show that implementation challenges such as the resistance to change, policy conflicts and coordination of stakeholders remain a constraint in the execution of projects and outcomes (Stanitsas et al. 2021). As is illustrated by the above examples, strategic management involves a formulation of strategies, and the development and implementation of the way to conduct strategic planning. The importance of strategic planning is gaining greater and greater relevance amongst African countries in order to increase the efficiency of public sector activities and to achieve their national development goals. In some countries, such as South Africa, Nigeria and Uganda, development projects have been deliberately designed with the involvement of both donors and governments.

However, limited resources, poor stakeholders' involvement, and poor capacities and leadership commitment are still a challenge for many African countries. The outcome is that public sector projects are often delayed, have increasing budgets and compilers (Muriithi, 2022). The main aim of this study is to identify the factors affecting strategic plans implementation as well as finding the relationship between the implementation of strategic plans and project performance. In Kenya, increased transparency, accountability and better service delivery has led to more effective and strategic planning by the public institutions concerned. The Strategic Plans of the Government ministries, county governments, State owned enterprises and development agencies need to be consistent with Kenya Vision 2030 and other national development aspirations. For instance, the study in Kenya indicates that strategic plans correlate with utilisation of the resources, performance of the institutions and efficiency in their operation (Musyoki et al. 2025).

However, there is still a problem in public sector projects because of lack of leadership support, poor stakeholder involvement, lack of acceptance of innovation and organizational issues. This is an indication of the need to have strong strategic planning, both in the development of the plan as well as in the public institution's implementation. County PIUs are a critical part in the process of turning strategic goals and priorities into project products. PIUs are special institutional units established to coordinate, supervise and monitor and to manage the implementation for government or donor funded projects. The tasks can be coordinate procurement, financial management and control, monitoring and evaluation, technical monitoring and supervision, reporting and conformance with standards. County governments are therefore turning to the use of PIUs as a key instrument in tackling their development priority areas identified by their Strategic and County Plans, via projects. The Project Implementation Units (PIUs) play a very important role in Nairobi County Government which is responsible for a wide cross section of development programmes ranging from infrastructure to health, housing, water and urban services. They tend to be large-scale, complex and multi-faceted, workable only if co-ordinated effort, allocation and monitoring of resources and implementation with multiple institutions and stakeholders is undertaken. Yet implementation of development initiatives in Nairobi County remains is remains marred by delays, stakeholders' non-coordination and gaps in monitoring and mismanagement of resources.

Partnership Integrating Units (PIUs) play a key role in Nairobi County, particularly in the implementation of urban development projects, which are contained in the County Integrated Development Plan (CIDP III) (2023–2027), and overlap with infrastructure, health, housing, water and urban services. They need to work in different and appropriate ways on large and complex projects in various forms of projects to collaborate and implement. The County Integrated Development Plan (CIDP) 2023 – 2027 is a broad umbrella planning document encompassing program and project planning, budgeting, funding, execution, monitoring and evaluation of broad development issues confronting the County's populace. The areas of economic development are: Poverty reduction and expansion of opportunities for increased income generation, job creation, service delivery and corporate development.

The county is also aligning the implementation of CIDP III with the implementation of Africa's Agenda 2063 and Kenya's Vision 2030 (4th MTPA), and the different global agendas such as the United Nations' 2030 Agenda for Sustainable Development. It remains a strategic area as delays in project activities, misuse of resources and improper coordination of project stakeholders in Nairobi County are still prevalent and lack monitoring mechanisms exacerbating these problems. In January 2026, a review of the work done by the contractors of KISIP (Kenya Informal Settlements Improvement Project) for key infrastructure projects in Kayole Soweto, Kahawa Soweto, Embakasi and Matopeni showed a horrendous 27. The completion level for Lot 1 was 3% while the target was 98%.The completion for Lot1 was 3% with the target being 98%. Phase 2 is geared towards 5% advancement in Majengo, Huruma and Mathare. Kimambo (2022) also mentioned that the literature indicates that leadership support or engagement, change management and organization culture play an important role in the implementation of a project and its success. This study was set both to investigate the implementation of the strategic plans, as well as the performance level of projects in Project Implementation Units of County Government of Nairobi, Kenya. In particular, it explores the influence of such factors as Leadership Engagement, Stakeholder Engagement, Change Management, and Organisational Culture on the achievement of Strategic objectives and Project results in the PIUs. Therefore, the research aims to disseminate knowledge about the transformation of strategic goals to the outcomes of projects in the context of County government.

1.2 Statement of the Problem

Nairobi County has formed Project Implementation Units (PIUs) and undertaken strategic planning and poor project execution is a challenge. Delays in development projects, over-budgeting, lack of collaboration and deliveries continue to problematisize. The strategy plan's ability to achieve the County Government's objectives in the PIUs is compromised by concerns such as this. The fresh outcomes of the development projects in Nairobi County; define the extent of the problem. The top income earner is predicted to be the Nairobi City County Government with a revenue of Kshs 48,986,600,000. in addition to a development budget of 14,261,963,393. 00 Kshs for the fiscal year of 2025/26. It has set up Project Implementation Units (PIUs) to implement the Vision 2030 agenda, which includes CIDPs, and other county development plans.

However, the challenges attached to project execution remain. On 19th February 2025, the Auditor-General presented a report to Parliament, outlining details of the Ksh 1 blocked projects by Nairobi City County Executive (CCE) during the period under audit. Ksh 36 Billion worth of health infrastructure projects and Ksh 68 Billion worth of development projects. By no means all 062 billion contracts are completed. The consequences of the County Government, its partners and project beneficiaries have thus been manifest in the slow service delivery, sub-optimal use of public resources and the inability to produce development outcomes.

The unfinished and abortive work illustrates the challenges involved in getting the development priorities to fruition and success. These challenges account for important factors in the distribution of public sector resources and services. Devolved administrative system of the government of Kenya has been adopting strategic planning to enhance performance, accountability and service delivery. Nairobi City County administration created Project Implementation Units (PIUs) so as to make sure everything that is set to happen in a particular area of development is done according to the goals of the County. However, the issues faced in executing the projects indicate that these two will not guarantee project success. In addition, it is noted that there have been staggering delays in development projects in Nairobi Country even when the actual causes are unknown. Road building projects are one such project and the records of their late completion rates are highly varied, some are very high and others very low (Wandiri & James, 2020; Department of Transport, Roads and Public Works, 2020). Focusing on project performance, and the implementation of strategic plans, the Project Implementation Units (PIUs) of Kenyan County Governments have generally received less attention. The topics of leadership, stakeholder engagement, change management and organizational culture have previously been studied. However, there is a dearth of studies that investigate the connections between these factors and project performance, especially in Public-Infrastructure Units (PIUs). Further, little research has been done on Nairobi County with its unique project context and vast range of conflicting stakeholders' expectations. The research therefore reveals that County Government's Project Implementation Units (PIUs) lack some important aspects of information on the factors that guide a successful implementation of strategic plans and its corresponding effects on the project's performance.

This research will focus on leadership commitment, change management approaches, stakeholder involvement and organizational culture to gain understanding of the County Project Implementation Units on how the County Government of Nairobi, Kenya implements their strategic plans and the quality of projects that result.

1.3 General Objective

The main objective of this research was: Analysis of Project Implementation Units under Nairobi County Government in Kenya with a view of establishing the effects of projecting of strategic plans on individual project success.

1.3.1 Specific Objectives of the Study

1. To examine how leadership commitment influences project performance in Project Implementation Units (PIUs) in County Government of Nairobi, Kenya.
2. To assess the influence of stakeholder involvement on project performance in PIUs in County Government of Nairobi, Kenya.
3. To assess the relationship between change management practices and project performance in PIUs in County Government of Nairobi, Kenya.
4. To evaluate the relationship between organizational culture, and project performance in PIUs in County Government of Nairobi, Kenya.

1.4 Research Questions

1. How does leadership commitment affect project performance in Project Implementation Units in County Government of Nairobi, Kenya?
2. To what extent does stakeholder involvement influence project performance in Project Implementation Units in County Government of Nairobi, Kenya?
3. How do change management practices affect project performance in Project Implementation Units in County Government of Nairobi, Kenya?

4. What is the relationship between organizational culture and project performance in Project Implementation Units in County Government of Nairobi, Kenya?

1.5 Significance of the Study

This report will come in handy for various stakeholders including Project Implementation Units (PIUs) and County Government of Nairobi. The results offer the empowerment that is necessary for the implementation of the strategic plan and the performance of its projects in PIUs. Perhaps the results will result in the use of better project management at the PIU level, greater involvement with stakeholders, more effective use of resources, and the initiation of county-level projects for development.

The study offers something useful to both the county administration and policy setters, as well as to those in the federal administration and policy setters. The findings provide valuable insights on leadership commitment, stakeholder engagement, change management approach and company culture, which are all needed to ensure strategic plans are effectively implemented and projects succeed. Better collaboration, decision-making, and project execution could arise from development partners' and funders' heightened understanding of the institutional and managerial factors impacting project success, which might be a consequence of the findings.

The results of this research have the potential to be applied in the fields of strategic management, public administration and project planning. It provides evidence that devolved government's Project Implementation Units (PIUs) function better when strategic plans are developed and put into action. The research findings can provide feedback on the performance of strategic plans and projects in County government and other public sector organizations.

Lastly, activities of the county can have indirect but potentially significant benefits to the public and local communities through improvements in the execution and performance. Well-executed projects can lead to faster socioeconomic growth, better use of public resources, increased accountability and enhanced service provision. Thus the study reveals that strategic plan needs to be applied to the execution of public sector projects.

1.6 Justification of the Study

The study's underlying assumption would be that public sector projects in the County Government of Nairobi continue to underperform even with the adoption of establishment of Public Sector Institutional Units (PSIUs) and strategic plans. Several county initiatives are still hampered by delays, the lack of adequate management of resources, slow progress and poor coordination. The implementation challenges are mainly focused on the management and organisation issues related to the execution of PIU projects and strategic plans. In the fiscal year 2023–2024, Nairobi County only used 9% of development funding, according to the Office of the Auditor-General (OAG) (OAG, 2024, p. 5). To ensure that county governments make the most of development resources and money, the Controller of Budget has also requested that they improve their project planning, monitoring, and execution procedures (Controller of Budget 2024). Good procedures are needed to move development goals into projects that are able to be completed and have a measurable outcome, as research demonstrates.

There is very little research that considers the influence of leadership, stakeholder involvement, change management and culture on project performance in the context of a PIU and no studies have been conducted on the relationship between strategic management and organizational performance. In addition, there is limited evidence on how the County Governments have implemented strategic plans, especially one that focuses on the Nairobi County Government. This launches a world that needs to be explored in the right light. Further rationales for the project are based on the problems experienced in the implementation of road rehabilitation projects in Nairobi County. Previous studies have mostly focused on the reasons behind road building project delays and cancelations (Wandiri & James, 2020). From 2015/2016 to 2019, the department of transport, roads and public works (2020) reported on the incompletion of road building projects in Nairobi County which fluctuated and weakened.

This is the eighth draft adding information from the Kenya Urban Roads Authority (KURA) and an assessment of Nairobi's roads in 2024 that highlights the persistent issues along the roads and the completion of projects (Some & James, 2026). The project performance aspects some of which those problems further emphasize are important to incorporate into the implementation frameworks of the County.

Consequently, the aim of this study is to offer empirical data that is specifically contextual to the context, the implementation of strategic plans and project performance in Project Execution Units (PEUs) of the Nairobi County Government. Leadership support, stakeholder participation, change management tactics, and company culture may all be improved with the help of the findings, which may provide crucial recommendations for county, project, and policy management. As such, County development initiatives may be implemented more effectively, public funds allocated more efficiently, accountability improved.

1.7 Scope and Delimitations of the Study

Nairobi County Government's Project Implementation Units (PIUs) were the sites of the research. The PIUs were chosen for study due to its specific responsibilities with regard to the management of projects funded by the public and/or donors. As a result, they were granted to be used in measuring the effectiveness of project/strategy implementation. The County Government of Nairobi was selected as it centres on the economic and political hub of Kenya, is endowed with a wide array of development projects as well as having project implementation units. The study examined the following factors that influenced the success or failure of the project: leadership buy-in, stakeholder involvement, change management strategies, and corporate culture. Timeliness, cost-effectiveness, stakeholder satisfaction, and the number of deliverables fulfilled are some of the evaluation measures used to evaluate project success. The study was conducted for the 2020–2025 period.

This was deemed appropriate as it reflected existing approaches on strategic management, in the development program of a continually County and in the development of strategic plans in the context of a devolved government. Although all 47 County Governments in Kenya are mandated to come up with long-term plans, the geographical focus of this study was the Project Implementation Units of Nairobi County Government. The aim of this research was to study Nairobi County more specifically and not county governments in general.

1.8 Limitations of the Study

The researcher faced a number of constraints during the conduct of the research. The researcher was employed to work full-time at Kenya Pipeline Company (KENPRIP) and was schoold part-time. Therefore, it was not possible to process the investigation as wished. However, with the time at his disposal the researcher made his enquiry as best he could.

Second, there was a reluctance on the respondents' part to give much information about some of the themes. Given concerns for confidentiality, some of the respondents may have been self-censoring in answering questions around project execution and organisation processes. The researcher therefore ensured the participants that their data would not be made public but would only be used for academic study thus binding them to this restriction.

Thirdly, delayed response data and non-response data were both possible. In an attempt to solve this challenge, the researcher has changed the data collecting time, and reminder messages are also sent.

1.9 Conceptual Framework

Project Execution Units of the Nairobi County Government can see how the different parts of the strategy plan relate to project success thanks to the conceptual framework. The paradigm assumes that factors like stakeholder involvement, change management approaches, organizational culture, and leadership commitment would have a strong positive impact on the effectiveness of strategic plans, which in turn affect project performance.

In this research project performance is taken as a dependent variable. The pieces of evidence for determining project performance involve completing the project on time, on budget, with quality finished products and with satisfied stakeholders. Independent factors are: leadership commitment, stakeholder engagement, change management strategies, and corporate culture.

Leadership commitment is characterized by the level of leadership engagement in project execution, communication of strategic vision and goals, providing required resources and continual monitoring and evaluation of projects. Stakeholder participation can be measured through consultations with stakeholders, feedback channels and the frequency of stakeholder's engagement in project activities. Staff adaptation, resistance management, staff training, change communication, responsiveness to change are all important factors in assessing change management strategies. Corporate culture characteristics are: Team work, responsibility, learning, creative, openness, risk-taking.

The framework suggests that the broader institutional context – such as policy support from the Government, resources, and the institutional structure – can affect the outcomes of the strategic objectives and the success of the project. In this setting, the strategic plan may come to fruition and the projects can be completed.

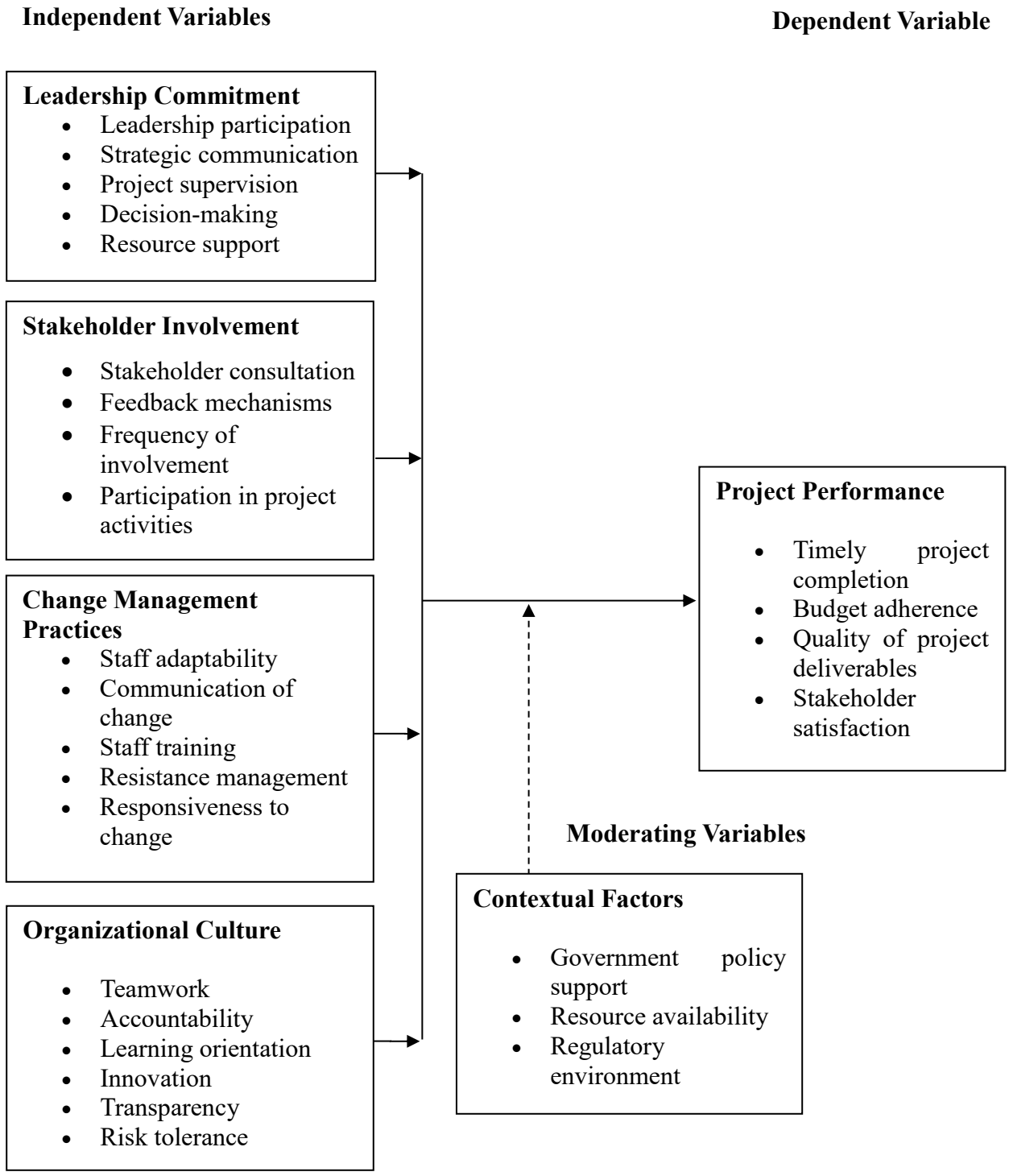

Figure 1.1: Conceptual Framework

1.10 Organization of the Study

Five chapters make up the thesis. The introduction includes conceptual framework, significance of the study, study rationale, boundaries/delimitations, constraints, and background. The objectives and the goals are general and specific. The second part of the book is dedicated to literature review and presents concepts such as the implementation of the strategic plan, how the project is expected to be performed and theoretical and empirical literature review. Chapter 3 discusses the method of research. These include: study design, population of interest, sampling strategy, sample size, data collection instruments, pilot testing, validating, data collection method, data processing, reporting, and ethical considerations. The result, evaluation, interpretation and debating of the results of the study are presented in chapter four. Some of these are the following: number of responses, characteristics of the respondents, descriptive analysis, reliability, assumptions validation in statistical analysis, inferential analysis, and combination of the qualitative and quantitative results. Chapter Five summarizes the results and discussion, as well as their theoretical and practical consequences for the researcher's program, drawbacks, recommendations, recommendations for future study and contribution to the existing body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature analysis of the topic of public sector enterprises' strategic plan execution and project performance. The theoretical basis of this study is presented in this chapter. Then, as regards the empirical literature, we discuss the aims of the study. The empirical study focuses on leadership buy-in, stakeholder input, change management strategies, company ethos and project outcomes. In addition, the contribution of the study to fill the specific research need is pointed out. Also in this chapter, a summary of the key points made on research of relevant literature is also available.

2.1 Theoretical Framework

Here we will go over the hypotheses that were used to direct the research. The research will be based on three theoretical approaches: strategic leadership, strategic fit and dynamic capabilities.

2.1.1 Strategic Leadership Theory

From the work related to the Upper Echelons Theory, Hambrick and Mason created the Strategic Leadership Theory (1984). The Upper Echelons Theory states that the Upper Echelons affect the outcomes of their organizations, and the qualities, beliefs, experiences and strategic course of action have huge impact. Boal and Hooijberg (2000) expanded the concept of what it takes for effective strategic leaders to function well in volatile and fast-changing times in the four pillars: strategic vision, cognitive flexibility, social intelligence, and behavioral complexity. It's the strategic leaders' duty to set a direction, mobilize resources, communicate a vision, and create an enabling environment for achieving the vision. Strategic Leadership Theory suggests that the commitment of strategic leaders has a strong influence on the performance of their organizations because they influence decision making, resource allocations, employee motivation and the ability of the organization to coordinate to the organization's purpose in practicing strategies.

The concept continues that leaders must possess certain skills in adapting to change and building future organizational adaptability and that those skills are all related to learning, adapting and applying management insights. It has three interdependent constituents with which to analyse the field. The first is Absorbtive Capacity, which is the capacity of a group or an organization to recognize the value of new knowledge, absorb it and use it in order to derive a strategic or economic benefit. Adaptive capacity is the ability to think creatively, and change perspectives when faced with an unexpected and rapid change in one's environment. The managerial wisdom is how the manager can see not only the what, how and when but the why and know when looking at conflicting ideals, ambiguity and contradiction in order to make decisions. This is based on the premise that companies functioning in unpredictable environments need leaders capable of foreseeing change, navigating complexity, and building institutional capacity for long-term success.

The relevance of the theory is enormous to public sector organizations, as attaining strategic objectives requires constant support from the leadership as well as numerous parties working together. Research (Kurzhals et al., 2020) indicates a positive influence of strategic leadership on the performance of organisations and projects. As an example, Kurzhals et al. (2020) pointed out that strategic leadership acts as a moderator between strategic planning and the performance of organizations. Kim and Yoon (2022) found that a company's strategic leadership can play a pivotal role in innovation and consequently its competitiveness. Most studies have been at private sector firms as opposed to governmental organisations where responsibility, political influence and bureaucracy may be greater. Further, a rethinking of the possibility of application of the theory at Project Implementation Units is recommended at the county level. Nevertheless, there are a few caveats to the Strategic Leadership Theory.

This approach puts an emphasis on top-down leadership, without considering organizational structure, institutional culture, and outside the environment factors. So as an insult to injury, often the political, legal and administrative circumstances under which the options are made by heads of public sector organizations are opaque to these players. As one of the independent variables being examined in this study is leadership commitment, this theory is relevant to this study.

The Project execution Units of the Nairobi County Government have the responsibility to oversee and coordinate financial, planning and management inputs, project execution and accountabilities. The application in project results from the leadership's commitment in the actualization of the Strategic Plan needs a good grounding from the theory.

2.1.2 Strategic Fit Theory

A theory in the field of strategic management, the Strategic Fit Theory was proposed by Henderson and Venkatraman (1993) and mostly attributed to Venkatraman (1989). This theory states that a business' success is dependant on the degree of fit between its strategy, internal resources and external environment. Theories of strategic alignment and contingency theory suggest that companies are more likely to succeed when they are aligned internally in terms of systems, resources, and procedures with those of the external environment. A firm has to use its resources effectively and come up with strategies that are appropriate for the competitive environment if it wants to succeed, according to Porter (1985). Strategic Fit Theory assumes that the performance of an organisation is better when there is a good fit between strategic objectives, internal capability, operational processes and external environment. If the alignment doesn't even happen, it can result in lower productivity, poor resource allocation, a lack of coordination, and redundant work (Saebi, Lien and Ross, 2017).

Strategic Fit Theory has been employed and tested empirically to enhance organizational performance. Ghonim et. al (2022) found that a company's internal procedures were in line with its strategic direction, which resulted in higher outcomes. Similarly, manufacturing organizations' innovation performance was increased when technical skills were linked to strategic objectives (Zhang and Zhu, 2021). Ofori et al., (2023), researched. Schooling in the Ghanaian context: The research on Strategic Alignment and Enterprise Competitiveness. Most studies aimed at the private sector companies, as public institutions have different issues concerning governmental involvement, political restraint and conflict of interests among the various stakeholders. That is, you will have to have an understanding of the concept of a Project Implementation Unit for county government. Although Strategic Fit Theory has numerous strengths, it has some drawbacks as well.

Those who are against the strategy argue that it offers an idealized perception of organizational fit that ignores business responses to a changing business environment. In addition, measuring organizational fit is challenging because of the many characteristics that are connected with it. Due to this, testing strategic fit in an experimental manner can often prove difficult. In dynamic settings, companies with ‘true' strategic alignment are notable. Organizations need a synergy of their goals, resources, and culture to beat the competition, access new markets and overcome unforeseen obstacles. The first step is to determine whether or not the strategic goals will result in the specific project execution units if the goals are compatible with the firm's capabilities, institutions, stakeholder expectation and external operating environment. Therefore Strategic Fit Theory is a good match with the research. Project Implementation Units coordinate the project development activities of the Nairobi County Government, which involves coordinating the many parties, allocating the limited resources and ensuring that policy and law are adhered to. The theory, therefore, offers a likely approach to explain how strategic alignment will lead to an increase in successful projects.

2.1.3 Dynamic Capabilities Theory

The Dynamic Capabilities (DC) Theory is a result of the research of Teece and Pisano (1994) as well as Teece, Pisano, and Shuen (1997). The theory is intended to offer understanding into how firms are able to gain long-term success through internal and external resource adaptations to new situations. This concept is critical to an organization's success because it can help them predict hazards and opportunities, catch the opportunities and be able to re-engineer themselves to adapt the danger as they move forward. These characteristics help businesses adjust to their new surrounding conditions and boost outputs over time. Dynamic Capabilities Theory (DCT) postulates that operating in a dynamic environment is better for a company as it means the company is able to make continual adjustments in their resources, processes and competencies to their internal and external situation. The approach identifies three core competencies: capturing of opportunities and risks, which is a prerequisite for fast decision-making and the mobilization of resources; quick decision making/seizing of opportunities is a prerequisite for innovation and

continuous improvement; and changing of organizational processes to support innovation and continuous improvement. The firms with the following characteristics will be more apt at adjusting to a new setting or situation and do well. Dynamic skills may boost organizational performance, according to the theories. The companies that fared the best when adapting to their surroundings were those who had the highest adaptive capabilities, explains Chiarelli (2021). When reconfiguration of resources and processes was straightforward, a company's organisational performance and competitive position were both enhanced (Das et al., 2025). Empirical research has focused on the private sector, mainly in the IT, industrial and retail sectors. These businesses are in a different world than the public sector, filled with its bureaucracy, political influence, and its expectations of responsibility. Therefore, it is necessary to do research on how the theory might be used in county government's Project Implementation Units. Dynamic capabilities include an organization's ability to respond effectively to a changing environment, reconfigure resources, and foster innovation, change and organizational learning. Indicators of an organization's ability to maintain performance in a changing environment may be found in these characteristics.

Dynamic Capabilities Theory does have certain limits, however. Others have claimed that this concept is too abstract and vague to be consistently defined and operationalized in study. There are also academics who argue that high-performing firms have dynamic capabilities by default: if they don't, then that is the reason why they are not performing well. The theory can be applied to the current study because the Project Implementation Units within Nairobi County Government are based within a context of constant changes in policy, stakeholder expectations, organizational financial limitations and technology. Therefore, implementation of the strategic objectives requires strategic capability for change, learning and continuous adaptation. This theory agrees to the Strategic Leadership notion as it helps in understanding how the leadership in an organization can make it adaptive. The similarity with Strategic Fit is the organization's resources and procedures are in line with the ever changing external circumstances. Therefore Dynamic skills Theory can be used to explain the relevance of flexible skills to improve project performance in the process of implementing a strategic plan.

2.1.4 Integration of the Theories

The three theories together contribute to the understanding of the relationship between strategic plan execution and project performance in Project execution Units (PIUs). The Strategic Leadership Leadership commitment is important in the theory as it pertains to the communication of the company's goal, directing resources, and overseeing the execution of projects. This is done from a strategic fit perspective perspective, which says that if project(s) have to be successfully executed, then harmony between organization's strategic goals, internal/external structures, resources, stakeholders' expectations, and external environment needs to be obtained. Organizations, according to Dynamic Capabilities Theory, need to continuously learn, adapt, and rearrange their resources and processes to meet the ever-changing demands of the outside world if they want to keep their projects running well.

Each of these ideas combines for a comprehensive foundation for the research. Dynamic Capabilities Theory can explain how an organization can adapt and make adjustments in the changing circumstances during project implementation, Strategic Fit Theory can explain how an organisation can enhance performance once project is put in action and Strategic Leadership Theory gives attention to the human aspects having a significant role in project implementation and forming them with dedicated leadership. As a result, the theories when applied to the Project Implementation Units of the County Government of Nairobi provide a holistic theoretical framework for both researching and investigating how feasibility factors such as leadership commitment, stakeholder engagement, change management practices and organizational culture influenced the Project Implementation Units' performance.

2.2 Empirical Review

The literature review for this section will be in context of your study aims. This empirical study aims at establishing the relationship between leadership commitment, involvement of stakeholders, strategies for change, culture, and project success.

2.2.1 Strategic Plan Implementation and Project Performance

Project results are better likely to succeed when strategic planning is in place due to better allocation of resources, better coordinating, and meeting organizational goals. Research in industrialized countries shows that strategic integrated planning puts a project into a much greater opportunity of getting the job done on time, under budget and on schedule. Alnawafleh et al., (2022) confirmed that the private sector companies have proven to significantly improve their performance by using strategic planning and project management techniques. The research only covered the private sector, so it does not reveal anything about the public sector Project Implementation Units. Studies in the emerging markets also have demonstrated a strong correlation between strategic planning and successful completion of projects. Rukundo, Dushimimana and Mudakemwa (2019) conducted a study in Rwanda that discovered projects' planning techniques had positive effects in aspects of time scheduling and resource allocation. The mixed-method research did not focus on Project Implementation Units and other similar types of entities that implemented many projects. In the Isiolo County, Kenya, Mbecha (2022) noted that USAID-supported projects were effective when there was inclusion, an environmental assessment, and performance monitoring.

The research was interested in the strategic planning methodologies; this was implemented into a rural community, through the use of donor finance and was less interested in the way the planning is to be implemented. The results could only be used for urban county management that encountered more difficult situations for implementation. According to Kemboi and Misango (2021), the strategic planning process has an impact on how well the Baringo County government in Kenya operates. Based on the project performance, the practice of monitoring frameworks, stakeholder involvement, proper objectives and strategic planning were responsible for bringing improvement in Trans Nzoia County as cited by Soita and Oteki (2023). The study process and organisational performance was the focus in both studies, not the process of project execution done in structured units. Strategic planning has been proven to enhance organization results, as well as project results.

The emphasis of this research has not been on implementation of strategies, but on development of strategies; not on the effectiveness of projects, but on effectiveness of the organisations; not on single projects, but on PIUs. Although Nairobi City County has a complex administrative system, it has an intricate structure including Project Implementation Units (PIUs) with no empirical study looking into theirability to operationalize strategy plans. The availability of limited data and background information led to the current study which focused on how Counties of Nairobi, Project Execution Units of the county government of Kenya, deal with the impact of implementation of strategic plans on Project performance.

2.2.2 Leadership Commitment and Project Performance

Strategic planning creates greater chances of project results being successful because resources are allocated optimally, coordination is better managed, and organisations goals are achieved. Industrialised countries have conducted research that has demonstrated that strategic integrated planning improves the probability that a project is finished on time, within budget and on schedule. Alnawafleh et al. [10] have studied the performance of Businesses in the private sector has significantly increased in 2022 using project management and strategic planning techniques. The research only covered private sector companies and thus did not provide information on public sector Project Implementation Units. Studies in emerging markets have also established that there is a strong association between strategic planning and a successful project. The Rwandan study by Rukundo, Dushimimana and Mudakemwa (2019) revealed that project planning methods positively affected the project performance regarding the project schedule and the allocation of project resources. No effort was made to focus the mixed-method research especially on project implementation units or similar organisations that conducted a lot of projects. Mbecha (2022) identified that carrying out USAID-funded interventions in Isiolo County, Kenya, with stakeholder engagement, environmental evaluation and performance monitoring were helpful. The research was about strategic planning methods rather than about what was done in the plan, and was conducted in the rural environment, using donor funding. The findings, therefore, can only be applied to urban county administrations with more complex implementation situations.

Strategic planning has a bearing on the operational performance of Baringo County government in Kenya as according to Kemboi and Misango (2021) the strategic planning process has an impact on how well Baringo County government with kenya operates. In Trans Nzoia County, the implementation of monitoring frameworks, stakeholder involvement, suitable objectives, and strategic planning resulted in better project outcomes (Soita and Oteki 2023). Both studies highlighted the processes of strategic planning and the performance of organizations and not project execution with structured units. Strategic planning has been proven to enable organizations and projects to perform better. This research has been done more in terms of strategy than execution, more about organisation efficiencies than projects for a specific initiative, and more at the level of PIUs than at the individual initiative level. In Nairobi City County, the administrative structure is very complex with Project Implementation Units (PIUs), however, there is limited empirical research on how the county implements strategy plans. The lack of data and background information led to the current study on the approaches that County Government of Nairobi, as the implementing Project Execution Units (PEU), take when dealing with the impact of implementing strategic plans on project performance.

2.2.3 Stakeholder Involvement and Project Performance

Engaging stakeholders is a key success element for initiatives identified. Many, many persons are working on public sector projects, and they all have different objectives and points of view. Ongoing dialog, participation and collaboration during decision-making in the project could enable more transparency, accountability, ownership and buy-in to project results. Involving all stakeholders – beneficiaries, government entities, contractors, development partners and community members – results in the timely, efficient and longterm achievement of project outcomes (Freeman et al., 2010). Research from industrialized countries has shown that project performance is enhanced through stakeholder's involvement because it helps to improve communications and co- operations when making decisions. The results revealed that stakeholder management is important and that companies with comprehensive stakeholder management strategies are more likely to have successful projects.

However, most of this information comes from commercial projects and situations that are quite different from that of public sector PIUs. The experience of many development countries also shows, that involving the stakeholders has a positive effect on project outcomes. Stakeholder participation in pinpointing agricultural initiatives contributes to their relevance and sustainability and optimises resource use as explained by Mbugua and Waruguru (2025). Having said that, the research did not go beyond the project identification stage. While it did stress the need of stakeholders' participation, it did not discuss their function throughout the phases of implementation, monitoring, or evaluation. By engaging stakeholders in participatory decision-making, the timeliness, quality and cost of housing projects in Nairobi, Kenya, was enhanced (Wasonga, Owino and Nyamweno, 2024). Health sector initiatives were successful as stakeholders were engaged through open communication, shared monitoring and participatory decision-making (Tangara Wanzala, Kibuine and Akwalu, 2025). If the planning of public hospital equipment procurement initiatives is done with the participation of stakeholders, then service delivery improves (Rotich and Chege, 2024).

Although the studies are all interested in the stakeholder's involvement in a project, the involvement of stakeholders tended to be at specific points in the project implementation rather than over the whole life of the project. The findings by Wambua and Tumuti (2024) indicate that school building projects in Nairobi are positively associated with community participation in terms of quality, cost-effectiveness, and timeliness. The study included community involvement, but exclude the formal approaches used by the county governments' Project Implementation Units for engaging with stakeholders. The empirical research shows a positive relationship between stakeholder involvement and successful project. However, most research has focused on either one aspect of the project lifecycle (either lifespan, initiation or handover), one sector or one informal stakeholder engagement approach. Project Implementation Units' systematic involvement with stakeholders has received little attention. Also, while the study in this paper uses only single dimension performance indicators to analyze project performance, multi-dimensional indicators could be utilized.

Very little information is available regarding stakeholder involvement in Nairobi City County Project Implementation Units (PIUs). The current investigation was motivated by the limited literature that addressed the empirical and contextual aspects relating to the influence of stakeholder engagement on the project performance in the project execution units of Nairobi County Government in Kenya.

2.2.4 Change Management Practices and Project Performance

Research indicates that change management approaches are a good predictor of project success or failure. As such, businesses can adjust to new laws, new technologies, new organization and new ways of doing business. Well-handled change management makes it easier to make the changes necessary to achieve strategic goals, reduces employee resistance to change and boosts employee readiness for change. Key elements of change management are outreach, providing education, engaging stakeholders, and providing support. Systematic approaches to managing change are beneficial to organizations (Maleka, 2023). For developed countries, change management is planned, and thus their agility towards change has reduced resistance to change, leading to better project and organisational performance. Companies are more likely to achieve their strategic objectives if they have strong communication systems, skilled employees, and efficient execution techniques, according to research. The results were not used by the public sector and even less by the Project Implementation Units. Most studies have been conducted on the private sector companies. Besides, less developed countries also have demonstrated that change management techniques enhance their effectiveness as organizations. Change management tactics, such as feedback systems and ongoing staff training, have lowered resistance to change and enhanced organizational flexibility, according to Maleka (2023). The emphasis of the study was on Change Management as key to successful project, not just project success. It on the other hand, handled organizational performance in general and did not establish Project Implementation Units. The study in Kenya indicates that employee involvement in an organizational change is associated with improved quality services, improved timeliness and improved cost management.

The study however has focused primarily on the role of employees and some aspects of change management, such as communication, training, and handling resistance in project implementation were overlooked. Matiku and Kimencu, (2025) reports that the banking sector has witnessed a remarkable shift for better in terms of organizational performance through an improvement in communication, workers' training and resistance management. Improved effectiveness and conformity in the Kenya Revenue Authority was also attributed to the introduction of change management as noted by Mule (2024). These assessments were not at the PIUs, however, and were more oriented towards the institutions than the projects. As Omukoko and Njuguna (2024) reiterated, the envisaged change management strategies positively influenced the delivery of services and the satisfaction of the stakeholders in the communications industry. Hasan (2025) looked on the correlation between good change management and company success in several industries.

Information on the implementation of strategic plans by county governments is scare since the studies were done independently from the public project implementing unit. Organizational and project performance are both improved by change management strategies, according to empirical research. Two areas of change management that have been studied extensively are staff training and employee participation. This type of study, commonly carried out on the back of private sector projects or on specific industries, usually focuses on business performance and not project success. There has been no empirical study to consider the performance of Project Implementation Units (PIUs) in various combinations of communication, people training, resistance management and organizational adaptability. Kenya has a lot in Nairobi County. This study sought to investigate the various approaches of change management on the project outcomes of the Project Implementation Units (PIUs) in Nairobi County Government in Kenya. The problem arose because of the disagreement between the empiricists and the contextualists.

2.2.5 Organisational Culture and Project Performance

Orgnizational culture has significant impact on the project performance as it influences the behaviour, decision making, team working, responsibility and commitment of employees to the organisation. To promote employee buy-in and project successes, a positive company culture is key. The best companies have a culture of shared values, collaboration, creativity, accountability and enjoyment of learning. These companies, when they work to develop a positive company culture, are more likely to have a successful outcome in the project completion for all stakeholders (on time, on budget, high quality, and to the satisfaction of the people involved). In industrialized countries, studies indicate that organizational culture has a positive impact on the performance of projects. Research in 2024 by Ackon et al. revealed that both clan and adhocracy cultures are positively associated with customers' satisfaction, timeliness of projects, and cost management. Both the decision-making speed and organizational flexibility are characterized by hierarchical cultures. The research is theoretical and it can only go as far as to make the conclusions as only limited data was gathered from private construction companies and not adequate from the public sector Project Implementation Units. This can also be observed in research that investigates project success in developing countries and culture within the company.

A shared vision amongst healthcare institutions and a unified culture that promoted open communication, shared values, and involving patients in decision-making were associated with the successful implementation of projects, according to Kakumanua (2025). The major focus of the research was not project performance, but rather project portfolio management. This study didn't specifically examine major performance indicators for projects, such as budget compliance, quality and satisfaction of the stakeholders. In Nairobi County (NKC) Kenya project outcomes of non-governmental organizations (NGOs) correlated positively with organizational cultures in which collaboration and innovation were promoted. More responsive stakeholders, a more pleasant overall experience, and collaborative cultures, are some of the reasons.

Although there are parallels between the governance of county governments and their Project Implementation Units and NGO's, the results may not necessarily be translated to the governance structure and atmosphere of NGO's which are distinctly different than that of Project Implementation Units" (2020, p. 159). Corporate cultures that foster innovation, ongoing education, and empowerment of employees have a direct impact on the performance of projects in a construction company (Sultan, 2025). Matiku and Kimencu (2025) explained that company culture has a positive effect on employee engagement in the banking sector and their overall performance. The studies were not concerned with the performance of Project Implementation Units, but only with the special organizational situation of the industry under study and the overall organizational performance. Based on scientific literature organizational culture will have a positive influence on business and project success. Although there has been a lot of research that has focused on sector specific entities such as construction companies, healthcare institutions, NGOs and banks, project execution units within county governments have been surprisingly under studied. Finally, all existing literature has focused on cross-sectional study designs, and the literature lacks any study that examined the impact of organizational culture on the multi-dimensional criteria of project performance, such as budget cost, quality, stakeholder satisfaction and on-time delivery. Moreover, there is no empirical research on the relationship between the organizations of PIUs and the project results of these in Nairobi city County. Further, the study that sought to explore the influence of organisational culture on project performance in the Project Implementation Units (PIUs) of County Government Nairobi (CGN), Kenya were motivated by the need to bridge the contextual perspective and the empirical perspective.

2.2.6 Project Performance

Project performance is an important measure in the public and commercial sectors in assessing the performance of projects. Kimambo (2022) demonstrates how the project has achieved the expectations of collaborators in relation to the time, budget, scope, and quality, within set periods. Traditionally, the Iron Triangle for measuring the success of a project is based on the project, procedure and final result.

The best method with which to predict performance for analyzes is the Iron Triangle method. The Iron Triangle Method is one of the ways to know if a project was successful or not, that involves analysing the project, the method and the outcome. The study concerned, however, is aware of the requirement that project success needs to not only be measured in terms of happy stakeholders, but also on long-term impacts and wider social and economic effects. Research done in developed countries suggests that certain strategies like strategic management, efficient resource utilization and risk management can help improve project effectiveness. Their research identified various specialized concepts used by companies with good project management capabilities, such as integrated strategies, management of resources, and the presence of its risk management system. Further, Nweke-Eze (2024) revealed that projects that clearly outlined the method of how to do their work, achieved their objectives in terms of time, cost and quality. Although useful information was gained from these studies, they failed to consider the broader issues and concentrated on the effect of management techniques rather than the problems of implementing the strategy plan. Strong leadership, transparency and buy-in from all relevant parties is a well understood prerequisite to public sector initiatives to be successful.

The public sector effort ought to utilise efficiency measures such as time and money to explore the delivery of services, satisfaction of the stakeholders and socio-economic results (Wangari and Minja, 2021). The public sector enterprises operate under a complex framework with several stake holders, legal boundaries, political jurisdictions, accountability provisions etc. This more holistic approach shows these multi-dimensional aspects. A wealth of Project performance data is available there. Some blanks must be completed, however, certain blanks need to be filled in. Second, a lot of studies focus on just basic performance measures such as time and money invested — total factors of success such as stakeholder satisfaction or quality are ignored. Two, the most important thing is that previous studies have looked at project performance as the dependent variable, but not the unique approaches to implementing strategy that impact project success. Lastly, leadership commitment, stakeholder participation, change management techniques, and organizational culture were investigated with formal implementation frameworks (Project Implementation Units, PIU) to understand the impact on successful project implementation.

The county government's Project Implementation Units (PIUs) have not been the subject of much research about project performance. This is especially the case in projects managed by City County of Nairobi where there is a complex institutional setup and multiple project-based organizational stakeholders. This study seeks to reconcile that gap between empirical and contextual studies. Project performance is interpreted in this study as a multi-faceted phenomenon and this is measured by many means such as: on-budget, quality of supplied items, stakeholder satisfaction, and on time completion of projects. The study intended to answer the question, 'How is County Government of Nairobi, Kenya's Project Implementation Units (PIUs), doing with respect to the implementing of strategic plans?

2.3 Research Gap

Project performance can be measured to monitor how well projects are being executed in both public and commercial organizations. It demonstrates to stakeholder what the project has delivered in terms of time, cost, scope and quality within the time stipulated as per Kimambo (2022). Traditionally the project's performance has been assessed in the three areas of project, process, and product. The Iron Triangle method is the best way to predict performances in the analyzes. A good method to check up if a project was successful is the Iron Triangle Method that involves examining the project, the method, and the outcome. Yet, the relevant study is aware that the success of the project should not only be gauged by making the piñonero smile, but also by the long-term results, and by the social and economic implications. Strategic management, effective use of the resources and risk management may influence the effectiveness of projects, based on research undertaken in developed countries.

According to their research, companies with good project management capabilities include those with all of their strategies integrated, effective use of resources, and with comprehensive risk management system (Hillson, 2024). Furthermore, Nweke-Eze (2024) has demonstrated that those projects that had well planned means of how to implement it were more likely to achieve their scheduled plan, cost, and quality.

Although these studies were handy, they lacked the larger picture and focused on the impacts of a number of management techniques rather than issues surrounding the implementation of the strategy plan. Public sector initiatives are known to fail without a good sense of leadership, transparency and buy-in from all concerned parties. In the public sector, applying efficiency indicators such as time and monetary indicators to explore service provisioning, satisfaction of stakeholders, and socio-economic outcomes should be used (Wangari and Minja, 2021). This more complete perspective will reveal the varied nature of organisations that operate in a context of a plethora of stakeholders, regulatory constraints, political boundaries, and accountability demands. Much data on the projects' performance is stored there. But there are some blanks that need to be completed. For one thing, a lot of studies focus solely on time and money – they give no consideration to more complex markers of success, such as stakeholder happiness and quality measurements. Two, the most important thing is that previous studies have looked at project performance as the dependent variable, but not the unique approaches to implementing strategy that impact project success. Third, in a structured implementation arrangement such as a Project Implementation Unit (PIU) there is still a lack of empirical evidence to show how combined efforts from a sharing, supportive and committed leadership, stakeholder participation, change managing measures and organizational culture contribute to successful implementation.

There is a lack of research of the effectiveness of project implementation units (PIU) in the county governments. This is especially the case for projects under the administration of Nairobi City County, where there are a complex set of institutional structures and project-based organizing stakeholders. This study is an effort to fill the gap between studies which are empirical and contextual. In this study the concept of project performance is treated as a multi-faceted construct, which can be judged in various ways, such as: keeping to budget, quality of products delivered, satisfaction of project stakeholders, project completion on time, etc. The present study aimed at addressing the question "How does the County Government of Nairobi - the Project Implementation Units of the Republic of Kenya perform in the implementation of strategic plans?

Table 2.1: Summary of Research Gaps

Author (Year)	Title	Key Findings	Research Gap
Soita and Oteki (2023)	Strategic Planning and Project Performance in Trans Nzoia County	Strategic planning improved project performance through target formulation, stakeholder involvement, and monitoring mechanisms.	The study focused on strategic planning rather than strategic plan implementation and was conducted in Trans Nzoia County, limiting applicability to Project Implementation Units in Nairobi City County.
Rukundo, Dushimimana and Mudakemwa (2019)	Project Planning and Project Performance in Rwanda	Project planning practices such as scheduling and resource allocation positively influenced project performance.	The study examined individual projects rather than structured Project Implementation Units responsible for implementing multiple projects.
Mbecha (2022)	Strategic Planning and Project Performance in USAID-supported Projects in Isiolo County	Environmental scanning, stakeholder involvement, and performance monitoring improved project performance.	The study focused on donor-funded rural projects and strategic planning rather than strategic plan implementation in county government Project Implementation Units.
Kemboi and Misango (2021)	Strategic Planning and Organizational Performance in	Strategic planning positively influenced	The study measured organizational performance rather than project

Author (Year)	Title	Key Findings	Research Gap
	Baringo County Government	organizational performance.	performance and did not examine Project Implementation Units.
Maleka (2023)	Change Management and Organizational Performance	Change management practices improved organizational flexibility and employee commitment.	The study focused on organizational performance instead of project performance and did not examine Project Implementation Units.
Mutimba and Juma (2020)	Organizational Culture and Project Performance in Non-Governmental Organizations	Collaborative organizational cultures enhanced project performance.	The study was conducted in non-governmental organizations whose governance structures differ from county government Project Implementation Units.
Current Study	Strategic Plan Implementation and Project Performance in Project Implementation Units of the County Government of Nairobi, Kenya	Examines the influence of leadership commitment, stakeholder engagement, change management practices, and organizational culture on project performance within Project Implementation Units.	Addresses the empirical gap by examining the combined influence of the four strategic plan implementation factors on project performance within Project Implementation Units and addresses the contextual gap by focusing on the County Government of Nairobi, where project

Author (Year)	Title	Key Findings	Research Gap
			implementation is characterized by greater complexity and multiple stakeholders.

2.4 Chapter Summary

In this chapter, the literature found regarding strategic plan execution and project performance was discussed both theoretically and empirically. The theories that supported the research and relevant empirical findings were examined, which identified the gaps on the contextual, conceptual, and empirical that were filled in the current research in relation to the set of study goals. The next chapter outlines the study methodology – the study design, population of interest, sampling techniques, data gathering tools and methods of data analysis – and ethical considerations brought up in the literature in the chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology in this chapter outlines the procedure of analyzing the implementation of the strategic objectives of the Project Execution Units (PIUs) in the Nairobi County Government, Kenya and the extent to which the projects were completed. In this section the study framework, population of interest, sampling strategy, sample size, data gathering instruments, pilot study, data gathering procedures, data processing approaches and ethical considerations are discussed.

3.2 Research Design

Therefore, the very first step for addressing research issues is the formulation of research design which provides a plan for collecting, analysing and processing information (Dubey and Kothari, 2022). This was a convergent parallel mixed methods study in which the qualitative and quantitative data were collected and analyzed independently, and then synthesized during interpretation. Higher levels of stakeholder engagement, leadership commitment and change management processes, along with an organization's culture, were all statistically analyzed to see how they can affect project success. Project Implementation Unit (PIU) participants' perspectives, feelings, and background knowledge about the execution of strategic plans were elicited via a qualitative component.

The study's goal was to find statistical connections and provide contextual explanations for the variables, hence a convergent parallel design was used. During the interpretation stage, results of quantitative and qualitative data were evaluated separately and the points that agree, disagree and complement each other were combined. The qualitative findings were used to elucidate and bolster the quantitative findings in cases where the results were congruent. The data was analyzed and validated in comparison with the existing literature or research studies when discrepancies were found, to have a holistic picture of the project performances at the Project Implementation Units.

The design of the study was convergent parallel research with the aim of methodological triangulation to increase the validity of the data. It also helped to understand the implementation of strategic objectives in the County Government of Nairobi and measures used to measure project success (Pandey & Pandey, 2021).

3.3 Target Population

A study's target population is the whole group or set of individuals whose characteristics are of interest to the researchers (Dubey and Kothari, 2022). The study sample comprised of persons working in Kenyan government of County Nairobi (City County) Project Implementation Units (PIUs) and directly involved in implementation of the strategic plan and project implementation processes. The Nairobi County Government has set itself up with Project Implementation Units on 10 priority sectors to speed up development projects in the county. The municipalities are: Boko and Health Matatu, Green Nairobi (Economy, Water, Environment and Agriculture), Boko and Built Environment and Urban Planning, Boko and Talents, Skills Development and Care, Boko Administration and Personnel, Business and Hustler Opportunities, Health, Wellness and Nutrition, Opportunity Sector for Innovation and Digital Economy and Opportunity Sector for Trade and Enterprise Development and Financial and Economic Planning Affairs. When directing the research, staff groups were involved whose responsibilities were most closely associated with the variables being studied. Project managers are responsible for managing and implementation of a project's resources; Strategic planning officers are responsible for updating plans, making sure they are consistent and aligned with the future; Administrative and operational support staff support a project's execution, whereas implementation supervisors manage and track the project's day-to-day operational activities. The selected categories have demonstrated proficiency in the following categories: Project performance, Corporate culture, Change management, Stakeholder involvement, and Leadership commitment. Two hundred and fifteen people employed by the Nairobi County Government's Project Implementation Units made up the study's population. In total, 108 project stakeholders were reached with 47 project managers, 36 strategic planning officers, 31 monitoring and evaluation officers, 53 supervisors of implementation and 48 members of other related support staff.

The target population by PIU/sector groupings is highlighted in table 3. 1. The respondents had been considered appropriate for their specific duties as they possess a vast experience and knowledge in monitoring project performance and the implementation of the strategic plan in the County Government of Nairobi.

Table 3.1: Target Population

Category	**Population**
Project Managers	47
Strategic Planning Officers	36
M&E Officers	31
Implementation Supervisors	53
Support Staff	48
Total	**215**

Table 3.2: Distribution of Target Population by Project Implementation Unit (PIU) by

PIU/Sector	Population
Mobility and Works	28
Green Nairobi (Environment, Water, Food and Agriculture)	24
Built Environment and Urban Planning	22
Talents, Skills Development and Care	18
Boroughs Administration and Personnel	20
Business and Hustler Opportunities	19
Health Wellness and Nutrition	30
Finance and Economic Planning Affairs	16
Innovation and Digital Economy Sector	18
Business and Hustler Opportunities (Trade and Enterprise Development)	20
Total	**215**

Source: County Government of Nairobi Human Resource Records (2026)

3.4 Sampling Design and Sample Size

A sampling design is a process that can select a sample of a population from which to make inferences. Sample size and sampling procedures were very critical so that the findings of this study would represent the samples as a representative sample of the object being studied and could be expanded later. Stratified sampling was adopted in this research so as to represent all groups of staff. Simple random sampling technique was used for the selection of respondents within each stratum. Under Taro Yamane's (1967) method, by using 5% margin of error, the sample size was determined.

$$\boldsymbol{n = \frac{N}{1 + N(e2)}}$$

Where n is the sample size N is preferred sample size and e is the error = 0.05

$$\boldsymbol{n = \frac{215}{1 + 215(0.05\ )2}}$$

= 140

Table 3.3: Sample Size

Category	Population	Sample
Project Managers	47	31
Strategic Planning Officers	36	23
M&E Officers	31	20
Implementation Supervisors	53	35
Support Staff	48	31
Total	**215**	**140**

Thus the research focussed on those 140 participants (about 65.1% of the initially planned number of 215 workers). The number of samples in each group of staff was distributed proportionately as shown in Table 3. 3 above.

25 participants were selected for the semi-structured interviews: 10 Bachelor's, 10 Diploma and 5 Certificate, from various PIUs.

Table 3.4: Reliability Analysis Results

Category	Population	Sample
Project Managers	47	31
Strategic Planning Officers	36	23
M&E Officers	31	20
Implementation Supervisors	53	35
Support Staff	48	31
Total	**215**	**140**

3.5 Data Collection Instruments

The data has been obtained through the media of a survey and interview guidelines for semi-structured interviews. The choice of these instruments was based on the approach of the mixed method research by collecting both quantitative and qualitative data so as to have a full understanding of the material studied.

A key tool for collecting quantitative data from the PIU staff was the questionnaire. It was a low cost approach of getting many to complete the survey quickly. The use of standardized questions minimized researcher bias, ensured uniformity of answers, and facilitated easier coding and statistical analysis, employing IBM SPSS Statistics software. The respondents were assured that they would be anonymous as well as being provided ample time to consider their answers prior to filling in the survey.

The survey was completed in 6 sections: A, B, C, D, E, and F. Part A was a basic information section about the individual. In Section B we explored how the strategy plan was implemented. The level of commitment of leadership was assessed in Section C. The concept of change management and organizational culture was discussed in Section E. There was a discussion on stakeholder communication and engagement in Section D. We examined the effectiveness of the project. To gage the extent to which respondents agreed, the questionnaire mostly made use of a five-point Likert scale. One of the questions were open ended so that people's ideas could be heard.

Project managers, officers in charge of strategic planning and administration, and twenty-five other important informants were interviewed using semi-structured interview guidelines to collect qualitative data. The interviews were helpful in gaining insight into the respondents' thoughts, feelings, and experiences that the survey may not have captured. In addition, the researcher was able to go over the replies and look for other explanations and background information.

The data was obtained in two ways namely quantitative through questionnaires and qualitative by semi-structured interviews. The triangulation of the study's data involved merging the data obtained from the two instruments in order to give a good picture of how the strategy plan was executed and how the project was successful.

3.6 Pilot Study

The instruments used to collect the data were pilot tested prior to collecting the actual data. During the process of pre-testing, items which could be interpreted in multiple ways and questions and instructions that could have multiple errors were located, as well as possible errors in the instruments' design and administration. We were also able to evaluate and enhance the questionnaire's and interview guide's validity and reliability via the pilot research. The Research equipment were calibrated before commencement of the major inquiry and the numbers of information collection techniques were evaluated in the Pilot Study for their viability. The pilot answers were assessed using frequencies, percentages, averages and standard deviations as descriptive data. All three criteria were explored in the pilot research: time taken to complete the survey, response consistency and item clarity.

The results served as the basis on which to determine what to fix or clarify before the main data was collected. Just fourteen people out of a total of one hundred forty-four employees participated in the pilot survey. Pilot testing of the research instrument should be conducted with a sample of 10% – 30% of the target population of the study as suggested by Mugenda & Mugenda (2003). The public sector project execution environment is similar in the two counties and therefore the Project Execution Units (PIUs) in Kiambu County were selected to be part of the pilot study. The county was excluded from giant survey, but included in smaller county since the responses from residents in Kiambu County could be repeated. Most of the 14 questions were presented to the participants to be answered individually through an internet link. Descriptive statistics were calculated to determine frequencies, percentage, means and standard deviations of the pilot responses. Hypotheses were not tested in the research, rather, the time to finish the questionnaire, the consistency of responses, and the clarity of the items were examined. By providing feedback on the pilot questionnaire, we were able to find and fix items that were either too complicated, didn't make enough sense, or were repeated. Following that, the interview guide and questionnaire were adequately amended prior to conducting the primary research (Clark-Kazak, 2023).

3.6.1 Validity of the Instruments

The term "validity" describes how well a measuring instrument evaluates the target construct. The aim of the study was primarily on the content validity aspect such that the interview guide and questionnaire addressed every aspect with regard to project performance, strategic plan execution and so on.

The contents of the instruments of study were validated by Professors in the department of Social Sciences and department of Development Studies and the researcher's supervisor. Completed and well organized, clear and unambiguous ideas that addressed the research questions were sought by reviewers. They also determined whether the instruments were suitable for measuring the key variables of the research: the level of dedication of the management, involvement of stakeholders, methods used in managing changes, and company culture as well as project outcomes.

The reviewer's comments was used to enhance the instruments. Appropriate parts were added to the questions based on consideration of what needed to be measured in order to effectively understand the study factors, the language making up the questions was removed if it was unclear, and clarifications were made. Panday and Pandey (2021) state the instruments are improved in accuracy, trustworthiness and appropriateness of data collection).

3.6.2 Reliability of the Instruments

An instrument of research can be said to be reliable when it is consistent and is able to measure the variables it is supposed to measure. In this research, Cronbach alpha coefficient was used to demonstrate internal consistency of the questionnaire. With the coefficient, they could observe the relationship of the items which measured the same construct.

When the Cronbach's alpha value was used as an indication of excellent internal consistency, a value of 0.70 or more was considered to represent excellent internal consistency (Mugenda & Mugenda, 2003). The results of the pilot research was used to assess the reliability of the questionnaire in IBM SPSS Statistics.

Items with low item-total correlation, or ambiguous wording, or that did not contribute significantly to the dependability of their scales were considered prior to the primary data collection, and transformed or deleted as appropriate. The efforts that had been made to increase the consistency and reliability of the instrument used can make the results of the execution of strategic plans and the success of individual projects be relied upon more confidently.

Table 3.5: Reliability Analysis Results

Variable	Number of Items	Cronbach's Alpha	Interpretation
Leadership Commitment	10	0.821	Good Reliability
Stakeholder Engagement	10	0.803	Good Reliability
Change Management Practices	10	0.856	Good Reliability
Organizational Culture	10	0.834	Good Reliability
Project Performance	10	0.847	Good Reliability

Source: Research Data (2026)

The results of the reliability analysis revealed that all constructs in this study enjoyed excellent internal consistency (Table 3.4). Cronbach's Alpha measures for the leadership commitment, stakeholders, organizational culture, change management practice, and project performance were found as 0.821%, 0.803%, 0.856%, 0.834%, and 0.847% respectively. Change Management Practices had the greatest reliability value ($\alpha = 0$. Stakeholder Engagement had the lowest ($\alpha = 0$. 803). After conducting statistical processes (Multiple regression analysis, correlation analysis, etc.) the result of all scale measures were determined that their scales were reliable enough to use (scale coefficients > 0.70).

3.7 Data Collection Procedure

Before data collection, the researcher had to obtain an introduction letter to the university, an approval from NACOSTI to research and permission from the manager of the Project Implementation Units (PIUs) to research within the County Government of Nairobi.

Once permission was granted the researcher checked with potential participants to ascertain the researcher's purposes and invited the participants to join the study. When the researcher told the respondents it was entirely voluntary and they could be sure that the information they provided would be treated confidentially. Only for scholarly use would the data obtained be used for any reason.

Besides being sent to respondents in their e-mail, the surveys were also provided to the respondents on a number of online platforms. We've provided both a paper and electronic copy to make it convenient. The surveys were grouped to the participants along with a time limit of 2 weeks. Subsequent actions were made via e-mail, telephone calls and house visits to boost the number of responses and participation.

The key informants including administrators, planning officers, and project-managers were sampled and interrogated through semi structured interviews. Interviews can be conducted either face-to-face or by phone (as the participant chooses) and could take place at the participant's time.

The right to privacy of the participants was respected by keeping the interview tapes and questionnaires in a safe place until they collected them.

3.8 Data Analysis and Presentation

3.8.1 Quantitative Data

The quantitative survey results were reviewed, updated and coded, then analyzed by being analyzed into IBM SPSS Statistics. Tables and summary statistics were used to display the data.

Descriptive statistics of the participants and variables were used. This included means, standard deviations, percentages and rates. Means and standard deviations for the agreement levels of the respondents were summarized according to leadership commitment, stakeholder participation, organizational culture, shared project performance, shared change management tactics and shared project.

Inferential statistics were used for analysis of the research variables and their relationship. Pearson Product-Moment Correlation was used to determine both direction and magnitude of linear correlation between continuous variables. The use of composite indices derived from Likert-scale items as measuring variables for the research was thought to be appropriate, as such items were analyzed as continuous data.

Also, to measure the overall relationship from independent factors to project performance and to know the individual contribution of each independent factor to the dependent factor, it was attempted to perform multiple linear regression analysis. Horoscedasticity, independence of errors, multicollinearity, normality of residuals, linearity assumptions were made and checked before running the regression analysis on the model: These assumptions are explicitly stated in version 8, as an aid to validation.

In this study, a significance level of 0.05 was set. The data were presented in tables along with ANOVA results, regression coefficient, p value and R square value.

Regression Model

The multiple regression model used in the study was:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where:

Y = Project Performance

$\mathbf{X_1}$ = Leadership Commitment

$\mathbf{X_2}$ = Stakeholder Involvement

$\mathbf{X_3}$ = Change Management Practices

$\mathbf{X_4}$ = Organisational Culture

$\boldsymbol{\beta_0}$ = Constant

β_1–β_4 = Regression coefficients

ε = Error term

In the regression analysis, numerous assumptions were made, such as those of linearity, multicollinearity, residual normality, and errors independence and an assumption that was not expressly stated in the input. Homoscedasticity test assumes the linear relationship between independent and dependent variable. If the relationship between project performance and variables is not linear, a linear regression model would not reveal the real relationship between the project performance and variables.

Multicollinearity occurs when there is considerable correlation between the independent variables. Unstable regression coefficients and increased difficulty in interpreting the relative contributions of individual predictors are consequences of high multicollinearity. Requirement of Multi Collinearity is explicitly mentioned and must be determined when using in version 8.

The residuals of a regression model should be normally distributed. It is the residuals, not the study variables, that are the main focus of the assumption. This difference is most apparent in Version 8.

In order to have objective estimates of the regression parameters and statistical conclusions, the residuals must be mutually independent.

Homoscedasticity is that the variance in the residuals is nearly the same for every expected value. Residual variance can change significantly with regression estimations and hypothesis testing emanating from these.

3.8.2 Qualitative Data

Semi-structured interviews were carried out and subsequently organised, coded and transcribed. Then, we employed a content analysis approach focused on themes to search for similarities among the answers, such as ideas, patterns and experiences that emerged while implementing the project and the strategic plan.

The analysis process involves getting acquainted with the interview data, grouping the data into categories, gathering similar answers and identifying patterns and interpretations. Issues discussed: culture, organizational flexibility, cooperation of the stakeholders, challenges in leadership.

To ensure that the themes identified reflected the interviewees' perspectives, the themes were compared with the interview transcripts to ensure that the findings were a substantive representation of the interview data and made the qualitative results more convincing. In order to better understand the results, we sought out peer review or supervisor comments as necessary.

Narrative presentations of the qualitative results were made using summaries and relevant verbatim word-for-word quotes. Subsequently, the quantitative and qualitative data were integrated to offer background information, enable use of triangulation and offer the complete picture of the Project Implementation Units (PIUs) of the Nairobi County Government project implementation.

3.9 Ethical Considerations

All the basic rights, dignity, autonomy and privacy of the participants were respected and protected during conducting the research; it was done in an ethical way and this was respected too. To ensure that data collection was started, the researcher had to get an introductory letter from the institution, Research Approval from NACOSTI, and clearance from the relevant authorities in the Project Implementation Units (PIUs) of the County Government of Nairobi.

Prior to the participants agreeing to participate in the study, the researcher explained the aims, methodology, length of study, and responsibilities for everyone who would be involved in the study. The informed consent was obtained verbally on the spot or in writing or via electronic means from all subjects. Participants were informed of the possibility to opt out of the research and/or opt out of the publication without any negative consequences.

At all times, participants' identities and personal information were kept secret throughout the research. Interviewees and survey respondents were anonymous in the research reports, interview transcriptions and surveys. Data were captured using pseudonyms or codes for data organization. Confidentiality and stationary use of the data was assured by all parties.

All electronic data (completed surveys, notes taken during interviews, etc.) were stored in password protected computers and/or in secure storage facilities. Once the retention period has expired, the data was securely removed from our systems. It was kept for academic reasons only. The researcher applied integrity, objectivity and respect towards the participants throughout the research process consistent with rules of study and research ethics.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

In this chapter the results of the study, analysis of the obtained results are presented. This chapter provides an outline of the study aims, the demographic of respondents, the results of the study both descriptive and inferential based on the study aims, and a brief account of the salient points in the study.

4.2 Response Rate

A total of 215 workers were drawn from the County Government of Nairobi (CGoN) Project Implementation Units (PIUs) with a sample size of 140 workers. There were 87.9% returns which totalled 123 out of 140 survey questionnaires. 17 surveys were missing / not returned and have been excluded.

The response rate was deemed adequate to carry out statistical analysis and interpretation of the study's results. Survey research response rates of 70% and above are considered to be very favourable (Mugenda & Mugenda, 2019). Of the 25 KIs surveyed, 21 were able to adequately respond to the semi-structured interview questions. The response rate was 84%. Based on this two Field Missionaries responsible for the Project Implementation Units under the County Government of Nairobi analyzed the strategic plan implementation with 87.9% response rate and project performance with 84% return of the questionnaires.

Table 4.1: Response Rate

Category	Frequency	Percentage (%)
Questionnaires Distributed	140	100.0
Questionnaires Returned	123	87.9
Questionnaires Not Returned/Incomplete	17	12.1
Total	**140**	**100.0**

Source: Field Data (2026)

4.3 Demographic Characteristics of Respondents

In order to set the stage for the research and establish whether the participants had the right traits to provide trustworthy feedback on the execution of the strategic plan and the success of the project, we looked at the demographic information of the respondents. Demographic characteristics examined were gender, age, level of education, and length of time in the workforce. To properly understand the study's results and evaluate the respondents' representativeness, it is crucial to have a firm grasp of these features.

4.3.1 Gender Distribution of Respondents

The majority of the respondents were male with 78.0%, whereas 22.0% of the respondents were female. This indicates that, although the research did include perspectives from both sexes, the Project Implementation Units within the Nairobi County Government were mostly manned by male personnel.

The gender distribution check by position indicates that there is less women in leadership and managerial position in the Project Implementation Units. This disconnect could negatively impact corporate governance, innovation, employee welfare and company performance. Inclusive, timely

and balanced decision making is essential for strategic direction, learning and successful plan execution and is facilitated by gender balance in the workplace (Chakraborty, P., & Serra, D., 2019). The lack of gender diversity can impact productivity, organizational development, talent acquisition, employee retention, and the overall reputation of the institution (Fine et al., 2020). Ultimately, these may impact the implementation of the plan. The findings show that more men are employed as managers – meaning there's a need to recruit and promote more women to reach equal gender representation – as required by law.

Table 4.2: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	96	78.0
Female	27	22.0
Total Valid Responses	**123**	**100.0**

Source: Field Data (2026)

4.3.2 Age Distribution of Respondents

The age distribution of the study's participants is shown in Table 4.3.

The results showed that the highest percentage (43.9%) of the sample was represented by those aged 36 – 45. The 26-35 year old age group accounted for 19.5% of the respondents and the 46-55 age group accounted for 33.3% of the respondents. The smallest fraction, at 3.3%, was comprised of respondents aged 56 and above. The findings of the study indicated that all the respondents in the Project Implementation Unit of the County Government of Nairobi were at the pink of the sector when the study was conducted and thus were able to give informative feedback regarding implementation of strategic plans and the success of projects.

Table 4.3: Age Distribution of Respondents

Age Group (Years)	Frequency	Percentage (%)
26-35	24	19.5
36-45	54	43.9
46-55	41	33.3
56 Years and Above	4	3.3
Total	**123**	**100.0**

4.3.3 Highest Level of Education of Respondents

The result indicates that 52.8% of the respondents had a Bachelor's or Higher Degree which is the largest percentage followed by 44.1% and 15.4% who held Associate Degree and On-the-job Training respectively. Of the responders, 29.3% were Diploma and 17.9% Certificate qualified. From the data it appears that majority of the staff working at the Nairobi County Government was from the class of those with both bachelor's and diploma. By their academic backgrounds the number of people who responded, it appears that many of them had some form of formal education that provided a degree of understanding on the need to develop a strategy and to monitor the progression of a project.

Table 4.4: Highest Level of Education of Respondents

Education Level	Frequency	Percentage (%)
Bachelor's Degree	65	52.8
Diploma	36	29.3
Certificate	22	17.9
Total	**123**	**100.0**

Source: Field Data (2026)

4.3.4 Years of Experience of Respondents

The respondents as per count of years that they had served in the Project Implementation Units of County Government of Nairobi were presented in table 4.5 below. The findings showed that the largest percentage of respondents (28.5%) had 11-15 years of experience. Then 25.2% of the respondents had 16-25 years of experience. 17.9% of the respondents had between one and two years of related experience, 16.3% had related experience between six and 10 years, and 12.2% had 21 years or more of experience.

The results show that many of the respondents have extensive expertise implementing projects in the workplace. From the respondents' experience, it appears that many of them were given opportunities to observe implementation process of strategic plans and project activities at the County Government of Nairobi. Hence they were able to give insightful opinions on the research variables.

Table 4.5: Years of Experience of Respondents

Years of Experience	Frequency	Percentage (%)
1-5 Years	22	17.9
6-10 Years	15	12.2
11-15 Years	35	28.5
16-20 Years	31	25.2
21 Years and Above	20	16.3
Total	**123**	**100.0**

Source: Field Data (2026)

4.4 Descriptive Analysis of Study Variables

The descriptive analysis of the research variables is provided in this section which were analyzed from the respondents from the Project Implementation Units of the Nairobi County Government on the implementation of the strategic plan and success rates of the various projects implemented. Descriptive statistics (mean and standard deviations) were used to summarize the survey findings.

The five point likert scale employed in this study had the following meanings: 1 - Very Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree. Composite mean ratings of all items were used for overall agreement ratings. On a scale from 1.00 to 1.80, we find Strongly Disagree, 1.81-2.60, 2.61-3.40, 3.41-4.20, and 4.21-5.00, we get Neutral, Agree, and Strongly Agree, respectively.

We used standard deviation to illustrate the variation of the respondents' views. Given a low SD, it was concluded that the responses of the respondents were fairly consistent, and for a large SD, it was concluded that there were many variations in the opinions.

Leadership commitment, stakeholder involvement, organizational culture, change management methods, and project performance were the study's goals, and the results are presented in accordance with these. For each Goal, descriptive results are analyzed and discussed with regard to pertinent empirical literature and the theories used to support the research.

4.4.1 Leadership Commitment and Project Performance

Table 4.6 indicates that in Project Implementation Units (PIUs) the mean score for leadership commitment was 2.54 (SD = 1.09) and therefore the majority of the respondents generally believed the level of commitment in the PIUs to be quite low. The figures show that there are gap areas for leadership involvement, strategic communication, resources allocation and monitoring within the project operations.

The mean score on this variable was 1.69 (SD = 0.87); the vast majority (87.0%) disagreed that project leaders were actively involved in solving the problems of the project. Similarly, 85.4% responded that project leaders did not actively monitor the status of implementation and 86.1% responded that the project's objectives were not well-supported by senior management (M = 1.73, SD = 0.85). Based on these findings, leadership is not involved with the activities that need to be performed to complete the project.

In addition, 63.4% of the respondents (mean=2.39, stdev=1.12) believed project managers lacked adequate resources to execute the project. Also, 63.4% didn't think that project managers dealt with problems that arose throughout the course of a project quickly enough (M = 2.32, SD = 1.16). Such findings suggest resources allocation challenges and limited ability to react swiftly to issues that may occur in the project's implementation process.

The highest mean score (M = 3.81, SD = 1.03) was given to the statement "There is poor communication of the project's strategic vision" to which 74.0% nodded in agreement. Additionally, almost half of the respondents (44.7%) agreed that sometimes major project decisions were postponed because of lack of leadership involvement (M = 3.02, SD = 1.31), and almost half of the respondents (46.3%) agreed that high-level management did not provide enough support for project

work (M = 3.09, SD = 1.24). Data from these results show that the issues for the PIUs include timely decision making, leadership support and strategic communication.

The qualitative findings of key informant interviews complemented the quantitative findings. A participant noted:

"When project leaders actively follow up on implementation activities, challenges are identified and resolved much faster, which helps projects remain on track." (Key Informant 1)

Another respondent noted:

"Projects tend to perform better when management takes a keen interest in monitoring progress and supporting project teams during implementation." (Key Informant 3)

Interviews also indicated that concerns with communicating strategic objectives resurfaced. One participant reported:

"At times, project staff are not fully informed about management expectations, making it difficult to align implementation activities with the overall strategic direction." (Key Informant 2)

Quantitative and qualitative research showed that leadership communication, monitoring, the allocation of resources, prompt decision making and management support were salient aspects of a successful project launch. It is important to note that the following are the findings from a qualitative and descriptive study, and that inferences were drawn. The Pearson correlation test ($r = -0.099$, $p = 0.274$) and regression coefficient results ($\beta = -0.065$, $p = 0.494$) indicate that leadership commitment has a modest negative correlation and coefficient relationship with project performance, but the association of these two variables is not statistically significant. In light of this, we cannot draw the conclusion that leadership commitment much affected project performance within the parameters of this research based on the data we have.

The results are in line with what Cândido and Santos (2019) found: that when leaders are committed, it improves operational effectiveness by making sure that organizational strategy and performance are more aligned. Maleka (2023) found that specific leadership leads to greater employee engagement and on-time delivery of projects. This is confirmed by these data. The results were in contrast with Ali and Anwar (2021) and Lai et al., (2020) that leadership had a very high level of effect on increasing the performance of an organization. The shortfall could also be due to the fact that the aforementioned studies have been conducted in private sector organisations which are different from the County Government institutional environments.

This research lends credence to the claims of Strategic Leadership Theory that sees committed leaders influencing the organization's directions, priorities, strategizing for future, and bring resources and followers together to achieve the vision. The results in this study indicated that same County Government of Nairobi had a low level of perceived leadership commitment in its Project Implementation Units. There may be weaknesses in leadership involvement, strategic communication, monitoring and resource allocation that may lead to poor implementation of strategic plans and consequently poor project performance.

Table 4.6: Descriptive Statistics for Leadership Commitment

Statement	SD n (%)	D n (%)	N n (%)	A n (%)	SA n (%)	Mean	Std. Dev.
Project leaders are actively involved in resolving project issues	68 (55.3)	39 (31.7)	8 (6.5)	6 (4.9)	2 (1.6)	1.69	0.87
Top management demonstrates strong commitment to project objectives	65 (52.8)	41 (33.3)	9 (7.3)	6 (4.9)	2 (1.6)	1.73	0.85
Project leaders actively monitor implementation progress	67 (54.5)	38 (30.9)	10 (8.1)	6 (4.9)	2 (1.6)	1.73	0.89
Project managers allocate adequate resources for implementation	31 (25.2)	47 (38.2)	18 (14.6)	20 (16.3)	7 (5.7)	2.39	1.12
Leaders promptly address challenges affecting projects	36 (29.3)	42 (34.1)	17 (13.8)	21 (17.1)	7 (5.7)	2.32	1.16
Leadership decisions are aligned with the strategic plan	25 (20.3)	44 (35.8)	21 (17.1)	25 (20.3)	8 (6.5)	2.57	1.15
Leadership rarely monitors project implementation progress*	18 (14.6)	29 (23.6)	22 (17.9)	39 (31.7)	15 (12.2)	3.03	1.27
Project decisions are often delayed due to weak leadership involvement*	20 (16.3)	30 (24.4)	18 (14.6)	38 (30.9)	17 (13.8)	3.02	1.31
There is poor communication of the project's strategic vision*	6 (4.9)	12 (9.8)	14 (11.4)	58 (47.2)	33 (26.8)	3.81	1.03

Statement	SD (%)	n D (%)	n N (%)	n A (%)	n SA (%)	n	Mean	Std. Dev.
Top management provides inadequate support for project activities*	17 (13.8)	28 (22.8)	21 (17.1)	41 (33.3)	16 (13.0)		3.09	1.24
Composite Mean/SD							**2.54**	**1.09**

Note: * indicates negatively worded statements. These items were reverse-coded when computing the composite Leadership Commitment score so that higher scores consistently represented stronger leadership commitment.

Source: Field Data (2026)

4.4.2 Stakeholder Engagement and Project Performance

Table 4.7 shows that there was little involvement of stakeholders in the Project Implementation Units (PIUs) of the County Government of Nairobi. Generally, stakeholders scored slightly in terms of their involvement in the project's execution (mean = 2.71; SD = 0.23). The overall means that respondents provided to the items appear to have very little variation, indicated by the relatively low standard deviation.

According to the findings, 58.6% of people think that stakeholders are involved in the project implementation process on a regular basis, and 58.0% think that there are effective ways to get stakeholder feedback. However, 66.6% of the respondents disagreed, with 18.7% agreeing stakeholders were actively involved in project activities (M = 2.24, SD = 1.08). Although there were some consultation tools, there does not appear to be any evidence that stakeholders felt their activity in projects was wide.

As far as the communication and information sharing process were concerned, 59.4% of the respondents did not think there was effective communication between the two (PIUs & stakeholders) (M = 2.50, SD = 1.12).

The findings also highlighted concern with regard to the effectiveness of PIU-stakeholder communication given that 43.9% of respondents indicated that there was poor communication between the PIU and stakeholders (M = 2.98, SD = 1.28).

As far as community participation being perceived as contributing to project results/performance, the most positively evaluated statements did deal with the issue. The two statements related to community participation obtained average scores of 3.76 (SD = 1.05) and 3.95 (SD = 0.96), respectively, that community participation is likely to improve project performance, and that community participation is likely to lead to positive project outcomes. Further, 72.9 percent of the survey respondents believed that community involvement led to more successful projects, and 72.3 percent believed that stakeholder involvement helped projects to become more efficient. The results showed that the majority of the respondents had a good comprehension of the importance of stakeholders' involvement in a successful project.

Qualitative data collected through key-informant interviews supported quantitative data. Respondents say that project ownership, acceptability and sustainability are increased when involving stakeholders. One participant reported that:

"When stakeholders are involved from the beginning, they develop a sense of ownership, which makes project implementation smoother and more successful." (Key Informant 1)

Similarly, another respondent observed:

"Regular consultation with stakeholders helps identify potential challenges early and enables project teams to respond appropriately." (Key Informant 4)

Communication also emerged as an important theme during the interviews. One respondent noted:

"Continuous communication with stakeholders helps build trust and ensures that project activities meet the expectations of the intended beneficiaries." (Key Informant 2)

Another interviewee added:

"Projects experience fewer conflicts when there are clear channels for communication and feedback." (Key Informant 5)

The interviews further revealed concerns regarding the utilisation of stakeholder feedback. One participant explained:

"Although stakeholders are consulted, there are instances where their views are not adequately considered during project implementation." (Key Informant 6)

The importance of stakeholder engagement in project execution was highlighted by both qualitative and descriptive data. Various feedback, communication, participation and consultation methods were used to highlight the importance of stakeholders. The inferential results found that there was no relationship between stakeholder participation and project success that could be seen as statistically significant. Engagement of stakeholders was not a significant predictor of project success ($\beta = -0.006$, $p = 0.950$) and it was also weakly positive but was not statistically significant ($r = 0.035$, $p = 0.700$). Hence within the paradigm of the study, stakeholders would not be able to find sufficient statistical evidence to justify the significance of stakeholder involvement in improving the performance of the project, although the pragmatic effects are acknowledged.

Wasonga, Owino and Nyamweno (2024) found that housing projects implemented with stakeholders in the decision-making process were more efficient, on time and of quality. According to Tangara Wanzala, Kibuine and Akwalu (2025), stakeholder participation facilitated project completion, as additional people contributed to its monitoring, communication, and decision-making process. In line with past studies, this research supports the notion that the involvement of stakeholders leads to better service delivery in initiatives led by the public sector (Rotich and Chege, 2024). The current research found a modest amount of stakeholder involvement, which may indicate that PIUs have not completely institutionalized continuous stakeholder participation all the way through a project's life cycle.

The results back up Strategic Fit Theory, which states that for an organization to function well, its strategies need to be in sync with what stakeholders want and how the outside world works. Project performance in Project Implementation Units (PIUs) of County Government of Nairobi can be limited because of lack of alignment between project implementation and stakeholder needs, lack of participation, communication, and feedback from stakeholders. This, despite the views of stakeholders being important factors in successful projects.

Table 4.7: Descriptive Statistics for Stakeholder Engagement

Statement	SD n (%)	D n (%)	N n (%)	A n (%)	SA n (%)	Mean	Std. Dev.
Stakeholders are regularly consulted during project implementation	27 (22.0)	45 (36.6)	18 (14.6)	26 (21.1)	7 (5.7)	2.52	1.09
There are effective mechanisms for collecting stakeholder feedback	25 (20.3)	46 (37.4)	17 (13.8)	28 (22.8)	7 (5.7)	2.56	1.08
Stakeholders actively participate in project activities	40 (32.5)	42 (34.1)	18 (14.6)	18 (14.6)	5 (4.1)	2.24	1.08
There is effective communication between the PIU and stakeholders	30 (24.4)	43 (35.0)	17 (13.8)	25 (20.3)	8 (6.5)	2.50	1.12
Stakeholder engagement improves project performance	8 (6.5)	12 (9.8)	14 (11.4)	56 (45.5)	33 (26.8)	3.76	1.05
Community input contributes positively to project outcomes	5 (4.1)	9 (7.3)	12 (9.8)	59 (48.0)	38 (30.9)	3.95	0.96
Stakeholders are rarely involved in key project decisions*	18 (14.6)	31 (25.2)	20 (16.3)	39 (31.7)	15 (12.2)	3.02	1.25
Feedback from stakeholders is often ignored*	19 (15.4)	29 (23.6)	19 (15.4)	40 (32.5)	16 (13.0)	3.04	1.27
There is poor communication between the PIU and stakeholders*	20 (16.3)	31 (25.2)	18 (14.6)	39 (31.7)	15 (12.2)	2.98	1.28
Stakeholder engagement has little influence on project outcomes*	6 (4.9)	10 (8.1)	15 (12.2)	61 (49.6)	31 (25.2)	3.82	0.97
Composite Mean/SD						2.71	0.23

*Negatively worded statements.

Source: Field Data (2026)

4.4.3 Change Management Practices and Project Performance

Table 4.8 indicates that the Project Implementation Units (PIUs) of Nairobi County government possessed a little expertise in change management techniques. The respondents' attitudes towards change management strategies during project management were moderate with mean value of 2.64 (SD = 0.22). The overall mean impression of the respondents appears to be quite uniform, with a low standard deviation, indicating little variety in the impressions.

The results showed that 66.7% of the respondents indicated that staff was lacking the flexibility to adapt to the changes of the plans for the project (M = 2.25, SD = 1.07), which indicated that there were problems with staff adaptation during the project implementation. Equally, 54.4% believed that they were under-trained with the project's new needs (M = 2.63, SD = 1.12) and 51.2% that they were under-informed about what was going on with the project (M = 2.71, SD = 1.12). From these results, some staff issues were identified related to staff readiness to change, communication, and training issues that might affect how the change is accomplished in the project, such as the following:

With respect to the management of opposition to change, 53.6% of respondents were in disagreement (M = 2.63, SD = 1.09). This reflects lack of certainty by the PIUs regarding some of the strategies that were being implemented to control resistance. Also, 47.2% indicated that the units fail to react properly when unexpected changes (M = 2.81, SD = 1.12) occurred during the course of a project's execution, suggesting that the institution needs to be better equipped to change along with new development.

The highest mean score area was the "how changes will impact the project implementation" (M = 4.01; SD = 0.91). Interpretation of this survey item applied to reverse coding of survey and final score. In a similar vein, 78.9% of those who took the survey believed that the PIUs had formal systems in place to handle changes to the project (M = 3.95, SD = 0.95).

It was found that qualitative data from key informant interviews supported the quantitative data. Respondents identified flex was extremely important in project scenarios where there are continual changes in needs and never-ending challenges. According to one person who took part:

"Projects operate in dynamic environments, and staff must be flexible enough to adapt to emerging requirements and unexpected challenges." (Key Informant 2)

Another respondent observed:

"Teams that embrace change are usually able to maintain project momentum even when implementation conditions change." (Key Informant 5)

Training and capacity building also emerged as important themes. One participant noted:

"Training equips staff with the skills and confidence needed to implement new procedures and project requirements effectively." (Key Informant 1)

Similarly, another interviewee explained:

"Resistance to change is often reduced when employees understand the reasons behind the changes and receive sufficient support during implementation." (Key Informant 4)

Communication was also identified as an important factor in implementing change. One respondent stated:

"Clear communication ensures that everyone understands the nature of the changes and their expected roles during implementation." (Key Informant 3)

Another participant added:

"Many implementation challenges can be avoided when project teams are informed about changes early enough." (Key Informant 6)

The qualitative and descriptive analysis findings indicate the need for change management techniques to support implementation, particularly regarding resistance to change by team members, communication, and training, as well as having formal processes for managing change. Staff adaptation, communication and training were identified as missing areas although formal change management processes were identified.

Additional evidence was found in inferential results indicating a low, but statistically significant correlation between project success and change management approaches ($r = 0.211$, $p = 0.019$). The results of the regression analysis showed that the individual coefficient of change management methods was positive and statistically significant ($\beta = 0.201$, $p = 0.036$). However, the whole regression model was insignificant ($F = 1.510$, $p = 0.204$). Although this conclusion is not supposed to imply that change management practices are the only ones that have a significant impact on overall projects' performance, it does indicate that statistically none of the other independent variables has a regression coefficient statistically different from zero.

These results are in line with those of Maleka (2023), who found that proactive change management strategies, such as providing ongoing feedback and training to employees, effectively decreased resistance to change and increased organizational performance. Omukoko and Njuguna (2024) found that structured change management techniques contributed to higher satisfaction of the service delivery, while communication, staff training and resistance management were able to improve the performance of organization according to Matiku and Kimencu (2025). Thus, the existing findings support the previous empirical studies which positivised the role of good change management for starting projects.

Dynamic Capabilities Theory argues that a firm improves performance through continuous changes to internal and external context through adaptations of resources, processes and capabilities. These results lend further evidence in support of this theory. Institutionalized change management processes are indicators of institutional responsiveness to change. Project execution Units have been deficient in these areas: staff adaptation, communication, training, and resistance management, where dynamic competencies are developed lack in some degree to ensure the

efficient execution of the strategic plan. The regression results indicated that only change management techniques actually proved significant in predicting success of the project, so, improving the competencies should be beneficial to the success of the projects.

Table 4.8: Descriptive Statistics for Change Management Practices

Statement	SD n (%)	D n (%)	N n (%)	A n (%)	SA n (%)	Mean	Std. Dev.
Staff are adaptable to changes in project plans	38 (30.9)	44 (35.8)	18 (14.6)	18 (14.6)	5 (4.1)	2.25	1.07
Management effectively manages resistance to change	24 (19.5)	42 (34.1)	20 (16.3)	29 (23.6)	8 (6.5)	2.63	1.09
Adequate training is provided for new project requirements	26 (21.1)	41 (33.3)	19 (15.4)	28 (22.8)	9 (7.3)	2.63	1.12
The unit responds effectively to unforeseen changes	20 (16.3)	38 (30.9)	21 (17.1)	34 (27.6)	10 (8.1)	2.81	1.12
There are clear procedures for managing changes	5 (4.1)	9 (7.3)	12 (9.8)	58 (47.2)	39 (31.7)	3.95	0.95
Staff are well informed about project changes	23 (18.7)	40 (32.5)	20 (16.3)	30 (24.4)	10 (8.1)	2.71	1.12
Staff resist changes introduced during project implementation*	19 (15.4)	30 (24.4)	19 (15.4)	38 (30.9)	17 (13.8)	3.03	1.28
There is inadequate training to handle project changes*	18 (14.6)	29 (23.6)	21 (17.1)	39 (31.7)	16 (13.0)	3.05	1.25
Change management processes are unclear and poorly structured*	17 (13.8)	30 (24.4)	20 (16.3)	40 (32.5)	16 (13.0)	3.09	1.24
Changes disrupt project implementation significantly*	4 (3.3)	7 (5.7)	10 (8.1)	60 (48.8)	42 (34.1)	4.01	0.91
Composite Mean/SD						2.64	0.22

Negatively worded statements.

Source: Field Data (2026)

4.4.4 Organizational Culture and Project Performance

The County Government of Nairobi (CGN) Project Implementation Units (PIUs)' organizational culture was rated as moderate as can be seen from Table 4.9. The composite mean score for Teamwork, Responsibility, Creativity, Transparency and Engagement of employees was 2.85 (SD = 0.26) indicating a moderate impression of the organizational culture. The standard deviation is relatively small, indicating that there does not appear to be a great variance in the "overall impressions" from the respondents.

express their ideas' was one of the best rated (M = 3.95, SD = 0.93) and 79.7% agreed, which was an issued invitation from staff. Furthermore, the average rating of 3.85 (+/- 0.97) indicates that 75.6% of respondents saw the project level focusing on getting results. Employee involvement, idea exchange, and results-oriented project execution seemed to get some support from respondents, according to these data.

However, the outcomes revealed issues in both the feelings of openness and creativity. In particular, 65.0% of those who took the survey did not think that the PIUs fostered an environment that supported innovation (M = 2.28, SD = 1.08), and 64.2% did not think that the PIUs fostered an environment that promoted transparency in project operations (M = 2.29, SD = 1.10). Although the staff were encouraged to come up with ideas, the study reveals that there was not much encouragement towards creativity and openness for the project implementation.

Ambiguous findings related to responsibility. A large percentage of people felt accountability was lacking during the execution of the project (M = 3.83, SD = 1.01) while 38.2% said that the PIUs encouraged responsibility and accountability. This indicates that procedures for ensuring accountability are not uniformly implemented throughout all units and initiatives.

Interviews with key informants yielded qualitative data which complemented the quantitative data. Respondents felt the value of collaboration and cooperation to ensure effective project execution was important. According to one person who took part:

"Projects are more successful when employees work together and support each other in achieving common objectives." (Key Informant 2)

Similarly, another respondent observed:

"Strong teamwork improves communication and helps project teams address challenges more effectively." (Key Informant 5)

Accountability also emerged as an important theme during the interviews. One participant noted:

"When staff are held accountable for their responsibilities, project activities are completed more efficiently and with greater commitment." (Key Informant 1)

Another respondent remarked:

"A culture of accountability encourages employees to focus on results and maintain high standards of performance." (Key Informant 6)

Innovation and employee participation were also highlighted by respondents. One interviewee explained:

"Employees often have practical ideas that can improve project implementation, but management must create an environment where those ideas are welcomed." (Key Informant 3)

Similarly, another participant observed:

"Innovation is important because project environments are constantly changing, requiring new approaches to solving problems." (Key Informant 7)

Transparency was also identified as an important element of organisational culture. One respondent stated:

"Transparency promotes trust and reduces misunderstandings, which ultimately supports project success." (Key Informant 4)

However, some participants expressed concerns regarding inconsistencies in the implementation of accountability and transparency practices. One respondent observed:

"While policies promoting accountability exist, their implementation is sometimes inconsistent across project teams." (Key Informant 8)

The qualitative and descriptive findings revealed that the respondents thought that cooperation, responsibility, idea sharing, creativity and transparency are known determinants in successful project implementation that emanate from the organization's culture. However, frequent innovations, transparency and accountability practices did find some loopholes.

Based on the result of the inferential test, there was no statistically significant correlation between company culture and project success. The regression analysis result showed that there was no significant difference between the organizational culture and the success of the project ($\beta = 0.013$, $p = 0.890$) and the Pearson correlation result showed that there is a very weak negative and statistically insignificant relation between organizational culture and the success of the project ($r = -0.003$, $p = 0.977$). Although project performance respondents indicated that organizational culture was important for the success of these projects, statistical evidence did not support that organizational culture has a significant impact on project performance in the County Government of Nairobi, PIUs.

The findings corroborate the findings of Ackon et al (2024) who discovered that projects completed in time, at low budget cost and with satisfied customers were more likely to occur under a favorable corporate culture. There was less delay in project delivery, more teamwork and more responsiveness to stakeholders in collaborative organizational culture, demonstrated by Mutimba and Juma (2020), while cohesive organizational cultures were found to have strengthened communication management and participatory decision-making demonstrated by Kakumanua (2025). In the current research, techniques such as innovation, transparency and accountability that will make the project successful are not fully institutionalized in the Project Implementation Units indicated by the score of shift towards moderate organizational culture.

Both Strategic Fit Theory and Dynamic Capabilities Theory find support in the results. The first emphasizes the importance of contextualizing the organizational systems and processes relative to strategic goals and the latter emphasizes learning, innovation and adaptability in organizations in dynamic contexts. Project Implementation Units' strongest attributes were collaboration, commitment of employees and results-oriented culture; however, their lowest were innovation, transparency and accountability – which showed that the work climate has yet to become suitable for successful projects for strategic plans. This might account for why the result that organizational culture and project performance are favorably related in the inferential analysis, even though the relationship is not statistically significant. So, the County Government of Nairobi should come up with a better performance from their strategic plans and projects if they strive to enthuse these cultural aspects.

Table 4.9: Descriptive Statistics for Organizational Culture

Statement	SD n (%)	D n (%)	N n (%)	A n (%)	SA n (%)	Mean	Std. Dev.
The organization promotes teamwork and collaboration	18 (14.6)	36 (29.3)	20 (16.3)	38 (30.9)	11 (8.9)	2.90	1.12
There is emphasis on achieving project results	5 (4.1)	11 (8.9)	14 (11.4)	60 (48.8)	33 (26.8)	3.85	0.97
Innovation is encouraged within the PIU	39 (31.7)	41 (33.3)	18 (14.6)	20 (16.3)	5 (4.1)	2.28	1.08
The PIU promotes accountability and responsibility	20 (16.3)	38 (30.9)	18 (14.6)	36 (29.3)	11 (8.9)	2.84	1.16
Staff are encouraged to share ideas	4 (3.3)	9 (7.3)	12 (9.8)	62 (50.4)	36 (29.3)	3.95	0.93
Transparency is promoted in project activities	40 (32.5)	39 (31.7)	18 (14.6)	20 (16.3)	6 (4.9)	2.29	1.10
There is poor teamwork among staff*	18 (14.6)	30 (24.4)	22 (17.9)	37 (30.1)	16 (13.0)	3.02	1.26
Employees are discouraged from sharing new ideas*	3 (2.4)	8 (6.5)	10 (8.1)	63 (51.2)	39 (31.7)	4.03	0.89
There is weak accountability in project implementation*	5 (4.1)	12 (9.8)	15 (12.2)	58 (47.2)	33 (26.8)	3.83	1.01
Organizational culture does not support project performance*	35 (28.5)	41 (33.3)	20 (16.3)	21 (17.1)	6 (4.9)	2.37	1.11
Composite Mean/SD						2.85	0.26

Negatively worded statements.

Source: Field Data (2026)

4.4.5 Project Performance

The opinion of the Project Implementation Units (PIUs) of the County Government of Nairobi on project performance was poor as shown in table 4.10. Overall, respondents had negative impressions of the project's performance, as the composite mean score was 2.25 (SD = 0.26). Based on the tiny standard deviation, it seems that there is not much difference in the general impressions of the respondents.

Results showed that 66.6% of people didn't think projects were finished on time (M = 2.24, SD = 1.08), and 62.6% didn't think the project's outputs were up to par (M = 2.37, SD = 1.11). Similarly, 72.4% of the respondents indicated poor belief that initiatives delivered intended outcomes (M = 2.07, SD = 1.10) which suggested there were significant barriers to securing desired outcomes.

Other findings revealed that only 63.4% of the respondents indicated that they were satisfied with the project results (M = 2.33, SD = 1.11). As to the cost performance of the projects, 33.3% indicated that they were completed under budget and 50.4% indicated that it was not (M = 2.72, SD = 1.12). What we can observe is that a budget was deficient, another problem that also arose during the implementation of the project.

Having the highest mean score (M = 3.87 and SD = 0.95) was the assertion that the project's results were in line with the company's strategic goals, with 76.4% of people agreeing. This indicates that, despite difficulties in turning this strategy alignment into good project results, projects were usually seen as being in line with the strategic aims of the County Government.

Developing qualitative data by the means of key informants' interview has supported quantitative data. Even though the majority of initiatives were created to back up strategic aims, respondents admitted that they often struggled due to difficulties in implementing them. A single observer:

"Most projects are aligned with county strategic priorities, but implementation challenges sometimes prevent them from achieving the expected outcomes." (Key Informant 3)

Another respondent noted:

"Project success depends not only on planning but also on effective execution, stakeholder support, and timely decision-making." (Key Informant 5)

Interview participants also highlighted the importance of communication, stakeholder involvement, leadership support and effective change management in project implementation. One respondent remarked:

"Projects perform better when stakeholders are involved, resources are available on time, and management provides adequate support throughout implementation." (Key Informant 2)

Another interviewee stated:

"Many delays and implementation challenges arise when changes are not properly managed or when communication between project teams and stakeholders is weak." (Key Informant 6)

The descriptive and qualitative results show that, overall, people thought the PIUs' project performance was poor, even if the projects seemed to be in line with the strategic goals. The greatest challenges were timely completion, adherence to budget, quality deliverables, achieving goals and meeting stakeholder expectations. The outcomes provide some insight into these background information which are important for the subsequent regression and correlation studies.

Inferential analysis showed that there was a small significant positive correlation between change management techniques and project success ($r = 0.211$, $p = 0.019$) and an inferential analysis of individual regression coefficient was performed, and the result revealed that the regression coefficient ($\beta = 0.201$) was valid and statistically significant at $p = 0.036$. However, the results were not found to be significant with regard to its association with project success versus leadership commitment or stakeholder participation or organizational culture.

Although in the qualitative data, a number of points were identified as critical for project implementation, statistical evidence was limited only to the individual relationships between the methods of change management and project success. However, the significance of the total regression model was not found ($F = 1.510$, $p = 0.204$).

As Kimambo (2022) suggest, project success should be measured in terms of timely completion, adherence to budget, quality and satisfaction of stakeholders. The results are in line with this argument. The findings support the arguments of Hillson (2024) and Wangari and Minja (2021) that the performance of public sector projects ought to be measured on the efficiency of the project, the quality of services delivered to the project stakeholders and the extent that risks are mitigated adequately. The alignment of projects in this research are strategic but the element of poor performance depicts that there are certain drawbacks in the implementation of the projects that are needed to be addressed to achieve the desired goals.

Given the results, the theoretical model used as a foundation of this investigation is supported. According to Strategic Leadership Theory, in order to effectively execute a strategy and provide direction, it is crucial to have dedicated leadership. Dynamic Capabilities Theory puts the emphasis on the importance of organizational flexibility in the face of changing implementation context, while Strategic Fit Theory calls attention to the need for fitting organizational resources, structures, and stakeholder expectations based on strategic objectives. The findings show that poor performance of the Project Implementation Units for the County Government of Nairobi is likely because of the lack of leadership commitment, stakeholder buy-in, organisational culture and the approach to change management particularly, within the County.

Table 4.10: Descriptive Statistics for Project Performance

Statement	SD n (%)	D n (%)	N n (%)	A n (%)	SA n (%)	Mean	Std. Dev.
Projects are completed on schedule	40 (32.5)	42 (34.1)	18 (14.6)	18 (14.6)	5 (4.1)	2.24	1.08
Projects are completed within budget	22 (17.9)	40 (32.5)	20 (16.3)	32 (26.0)	9 (7.3)	2.72	1.12
Project deliverables meet quality standards	35 (28.5)	42 (34.1)	18 (14.6)	22 (17.9)	6 (4.9)	2.37	1.11
Projects achieve intended objectives	50 (40.7)	39 (31.7)	14 (11.4)	15 (12.2)	5 (4.1)	2.07	1.10
Project outcomes align with strategic plans	5 (4.1)	10 (8.1)	14 (11.4)	61 (49.6)	33 (26.8)	3.87	0.95
Stakeholders are satisfied with project outcomes	37 (30.1)	41 (33.3)	18 (14.6)	21 (17.1)	6 (4.9)	2.33	1.11
Projects are frequently delayed*	18 (14.6)	30 (24.4)	20 (16.3)	39 (31.7)	16 (13.0)	3.04	1.26
Projects often exceed their budgets*	23 (18.7)	32 (26.0)	18 (14.6)	35 (28.5)	15 (12.2)	2.89	1.28
Project outputs fail to meet quality standards*	20 (16.3)	34 (27.6)	18 (14.6)	37 (30.1)	14 (11.4)	2.93	1.25
Stakeholders are often dissatisfied with project outcomes*	21 (17.1)	33 (26.8)	17 (13.8)	37 (30.1)	15 (12.2)	2.93	1.27
Composite Mean/SD						2.25	0.26

Negatively worded statements.

Source: Field Data (2026)

4.5 Test of Assumptions

4.5.1 Normality Test

Normality assessments were performed prior to conducting inferential analyses to determine if the multiple regression model's residuals were normal. Because the normalcy assumption of multiple linear regression is focused on the distribution of the model residuals, the evaluation focused on the residuals of the regression and not on the variables in the study.

Normality of the regression residuals was tested by Shapiro-Wilk test. The results are shown in table 4.11. The Shapiro-Wilk test statistic was 0.990 with a significance level of 0.526. Since the p value was not below 0.05 we failed to reject the null hypothesis of normalcy. What this means is that there was no perceptible violate of a normal distribution in the regression residuals. Thus this data didn't violate the normalcy assumption and it could proceed to the inferential analyzes.

Table 4.11: Shapiro-Wilk Test for Normality of Regression Residuals

Variable	Shapiro-Wilk Statistic	df	Sig. (p-value)
Regression residuals	0.990	123	0.526

4.5.2 Linearity

In order to make sure each independent variable was linearly related to project performance, a test for linearity was tested. The test was performed using Deviation from Linearity (called Test of Linearity). If the resulting significance value is larger than 0.05, then the linearity criteria is met, that is there is no statistically significant deviation from linearity.

Table 4.12 shows that none of the independent variables had statistically significant differences from linearity. The F-value for deviation of Leadership commitment is 1.182 and its significance level is 0.308. The significance levels of stakeholder participation (0.671) and change management

approaches (1.418) belong to the F value of stakeholder participation and change management approaches, respectively. The F value of corporate culture is 1.625 and the significance value is 0.095.

Since none of the significance values are less than 0.05, we can assume that the relationship between the project's success and the independent variables is linear. Pearson correlation and multiple linear regression analysis could be performed as the assumptions of linearity were met. This indicated that the linkage between leadership commitment, stakeholder involvement, change management practices, organisational culture, and project performance were adequate enough.

Table 4.12: Test of Linearity

Independent Variable	F-value	Sig. (p-value)	Decision
Leadership Commitment	1.182	0.308	Linear
Stakeholder Involvement	0.671	0.787	Linear
Change Management Practices	1.418	0.175	Linear
Organisational Culture	1.625	0.095	Linear

4.5.3 Multicollinearity

Multicollinearity was checked between the independent variables to determine if high correlation existed before multiple regression analysis was performed. The sources for the evaluation were the Tolerance and Variance Inflation Factor (VIF) data.

If however the VIF is less than 10 and the tolerance is greater than 0.10, then there is no problem of multicollinearity. Results showed that the VIFs of all the independent variables were close to

1.0. VIF scores about the organizational culture were given as: Leadership Commitment: 1.103, Stakeholder Involvement: 1.102, Change Management Practices: 1.113. These numbers were well below the suggested cut-off of 10. All four of the related tolerance values—0.907, 0.899, 0.950, and 0.907—were higher than the bare minimum of 0.10.

Table 4.13: Multicollinearity Diagnostics for the Independent Variables

Independent Variable	Tolerance	VIF	Decision
Leadership Commitment	0.907	1.103	No multicollinearity
Stakeholder Involvement	0.907	1.102	No multicollinearity
Change Management Practices	0.899	1.113	No multicollinearity
Organisational Culture	0.950	1.053	No multicollinearity

4.5.4 Homoscedasticity

The variance of the residuals of the regression was found to be nearly constant relative to the fitted values of project performance which means that the errors are homoscedastic. The assumption is important in multiple linear regression because of the implications it has in determining the size of the residuals and the reliability of the standard errors and tests of statistical significance if the assumption is violated.

Breusch-Pagan test was used to determine if the regression model had heteroscedasticity. If the significance level is greater than 0.05, then the assumption of homoscedasticity is adopted and there is no statistically significant evidence of heteroscedasticity. No statistically significant results ($\chi^2(4) = 6.561$, $p = 0.161$) were obtained from the Breusch-Pagan test as illustrated in Table 4.14. However, because the p-value for this was greater than 0.05, heteroscedasticity was not thought to be important to the regression model.

The homoscedasticity criteria was met because it was assumed that the variance of the standardized errors about the predictions would be reasonably constant across the range of predictions. The second inferential study therefore, was appropriate for the regression model.

Table 4.14: Breusch-Pagan Test for Homoscedasticity

Test	Chi-Square	df	Sig. (p-value)
Breusch-Pagan Test	6.561	4	0.161

4.5.5 Independence of Errors

To determine if the multiple regression model's residuals were independent, a plot of the residuals was generated and independence of errors was assessed. The Durbin-Watson statistic was used for this objective. Residuals are said to be "almost uncorrelated" if the DW value is near 2.0; DW values much less than 2 suggest that the residuals may be positively autocorrelated, and DW values much more than 2 suggest that the residuals may be negatively autocorrelated. The result of the Durbin-Watson is presented in Table 4.15 and equal to 1.642. This is a close value to 2.0, so there is unlikely to be much autocorrelation in the regression residuals. The regression model was deemed suitable for further inferential analysis since the assumption of independence of errors was met.

Table 4.15: Durbin-Watson Test for Independence of Errors

Test	Statistic	Decision
Durbin-Watson	1.642	**Independent errors**

4.6 Inferential Analysis

4.6.1 Correlation Analysis

Table 4.16: Pearson Correction Coefficients Study-Related to Project Outcomes. Small but statistically significant correlation between Change Management strategies and Successful implementation of the project (r = 0.211, p = 0.019) was found. The more the change management methodologies the better is the project's performance at the Project Implementation Units for the County Government of Nairobi.

Regarding the relationship between leadership commitment and project performance, it was determined to be statistically insignificant and weak, but negative (even so, r= -0.099, p= 0.274). Likewise, there was a slight negative correlation between organizational culture and project success (r = -0.003, p = 0.977) but this was not statistically significant. A small positive correlation was found between stakeholder participation and project performance (r=0.035, p=0.700) but this correlation was not significant. This implied that out of four total independent variables only change management strategies was statistically significant as a bivariate correlation with project performance.

Modest positive correlation (r = 0.201, p = 0.026) was proven by the study between leadership commitment and organizational culture. Organizational culture score is associated with higher commitment from leadership. Moreover, the relationship between stakeholder involvement and change management implementation can be seen in the research environment, which there was an insignificant positive relationship between stakeholder participation and change management implementation with the correlation value of r = 0.235 and P value of 0.009 which means the inclusion and implementation of stakeholders in changes in the research environment must be carried out.

Majority of the correlation coefficients were less than 0.30 which showed very weak or weak relationships between study variables. Change management approaches and project performance were moderately, but significantly, related to each other. So, having determined which independent

variables had the highest probability of affecting the success of the project, we performed several regression analyses, to visualize how all these variables would interact.

Table 4.16: Pearson Correlation Analysis Results

Variable	Leadership Commitment	Stakeholder Engagement	Change Management	Organizational Culture	Project Performance
Leadership Commitment	1	0.121	-0.182*	0.201*	-0.099
Stakeholder Engagement	0.121	1	0.235**	0.125	0.035
Change Management Practices	-0.182*	0.235**	1	-0.008	0.211*
Organizational Culture	0.201*	0.125	-0.008	1	-0.003
Project Performance	-0.099	0.035	0.211*	-0.003	1

Correlation is significant at $p < 0.05$

**Correlation is significant at $p < 0.01$*

Source: Research Data (2026)

4.6.2 Multiple Regression Analysis

The multiple correlation coefficient (R=0.221) yielded by the model summary results in Table 4.17 shows that the independent variables, Leadership Commitment, Stakeholder Involvement, Change Management Practices and Organizational Culture have a weak positive relationship with the project performance.

The results for the four independent variables (R2 = 0.049) indicated that the four factors accounted for 4.9% of the variance in the model of Project Implementation Units (PIUs) of the County Government of Nairobi (KW). The unused 95.1% is the amount of variation in project performance not accounted for by the regression variables in this analysis.

The independent variables were able to explain approximately 1.6% of the variation in project success with an adjusted R^2 of 0.016, however, there were numerous independent variables in the model. This means that perhaps there are some other factors other than those we studied that exist to explain the differences in the success of projects if there are any.

Overall, it was found that the four implementation criteria of strategic plans had little prediction that projects achieved. The large unexplained spread indicates other administrative, financial, technical and environmental factors can also affect the success of the project in PIUs. This is in line with the analysis of variance which showed that statistically, the entire regression model was not relationship ($F = 1.510$, $p = 0.204$).

Table 4.17: Model Summary

Statistic	Value
R	0.221
R Square	0.049
Adjusted R Square	0.016
Std. Error of Estimate	0.26214

Ref. 4.18. The multiple regression model's overall statistical significance is shown in the ANOVA table. The result of this regression model was not statistically significant ($p = 0.204$). The statistical results with the higher p-values than the significance level of 0.05 showed that four CI factors—Leadership Commitment, Stakeholder Involvement, Change Management Practices, and Organizational Culture—failed to explain the difference in project performance results.

Also, the results showed that the four independent factors didn't do much to explain the variance in how well the Project Implementation Units of the Nairobi County Government performed their projects. For this reason, it can be seen that only 4.9% ($R2 = 0.049$) of project performance could be explained by this model indicating that there are additional factors contributing to project performance that were not modelled as well as some random variation.

To identify the various regression coefficients all the model's output is needed. Total regression model including all practices did not show any statistical significance, but the individual regression coefficient presented for Change Management Practices was statistically significant ($\beta = 0.201$, $p = 0.036$). Therefore, it can be assumed that the entire model is not statistically significant on the relative efficacy of various change management practices. All four variables individually did not

statistically signify the model; however, the change management techniques did have a statistically significant coefficient.

Table 4.18: ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.415	4	0.104	1.510	0.204
Residual	8.109	118	0.069		
Total	**8.524**	**122**			

The effect of each independent variable on the success of the project is demonstrated in Table 4.19 that shows values of the regression coefficients. The results showed that Change Management Practices had Positive and Statistic Signification at β=0.201 and p=0.036 level. As can be seen, when all other independent variables are equal, this demonstrates that the performance of Project use Units' projects correlates with utilizing more change management tactics.

The results of the regression analysis showed that regression coefficient of Organizational Culture (β = 0.013), leadership commitment (β = 0.065) and stakeholder involvement (β = 0.006) were no significant relationship. While leadership commitment and stakeholder participation had negative coefficients, corporate culture had a positive one. At the 5% level of significance, all the coefficients turned out to be insignificant.

There was no statistical significance in the whole regression model (F=1.510; p=.204). Each of the four independent variables (Change Management Practices included) was found to have statistically significant regression coefficients, but the total amount of evidence in the model was too weak to infer that the independent variables accounted for the variation in the project

performance. It is thus important to regard the result for change Management Practices with caution and not to consider that this result can explain project success alone.

Table 4.19: Regression Coefficients

Variable	B	Beta	t	Sig.
Constant	1.755	-	3.767	<0.001
Organizational Culture	0.013	0.013	0.138	0.890
Leadership Commitment	-0.071	-0.065	-0.685	0.494
Stakeholder Engagement	-0.007	-0.006	-0.063	0.950
Change Management Practices	0.238	0.201	2.125	0.036

Regression Equation

Using the unstandardized coefficients, the regression model can be expressed as:

$$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where:

Y = Project Performance

X_1 = Leadership Commitment

X_2 = Stakeholder Involvement

X_3 = Change Management Practices

X_4 = Organizational Culture

β_0 = Constant

β_1–β_4 = Regression coefficients

ε = Error term

4.7 Chapter Summary

This chapter presented, evaluated and interpreted the results obtained from the study in regards to the performance of the Project Execution Units' (PIUs) and the implementation of strategic plans within County Government of Nairobi. The demographics of the respondents, such as gender, age, level of education and number of years in the workforce, were provided in the first section of the chapter. Results indicated that most of the respondents were males holding bachelor's degree and had a huge experience on production of the project activities; thus, they were appropriate to submit information concerning the project plan implementation as well as the project performance.

In addition, the research factors, leadership commitment, participation of stakeholders, organizational culture, change management methodologies and project success were described in this chapter statistically. It was determined that the level of leadership dedication and project success was below average, while the practices in stakeholder engagement, change management and corporate culture were intermediate. We conducted a reliability test to see that the scales of measurements were internally consistent. The correlation analysis was conducted to find direction and amplitude of the association between the variables in the research. The outcomes of the correlation analysis revealed that there was a good and significant relationship between change management strategies and project performance. The relationship between leadership commitment, stakeholder involvement, and company culture and project success was weak and nonsignificant.

Multiple regression analysis (MRA) was also carried out to discover the overall relationship between the independent variables and the project performance. It was noted that it explained 4.9% of the project's variance ($R2 = 0.049$) but the overall regression in this case was not statistically significant. With the exception of change management strategies, all the other individual regression coefficients failed to prove to be statistically significant in predicting project success. This involves leadership commitment, the involvement of key stakeholders and organisational culture.

Key informant interviews were also conducted and the qualitative findings presented in the chapter. Qualitative analysis indicated that leadership buy-in, stakeholder participation, change management strategies and company culture were the leading enablers to success and completion rates for projects. The most important elements to successful project outcomes, as mentioned by the interviewees, were communication, stakeholder engagement, flexibility, collaboration, accountability, innovation and decision-making speed. In order to complete the quantitative data, the qualitative results were used in an interpretative way.

One combination of the quantitative and qualitative results improved the understanding of the execution of the strategic plan by the PIUs and the successful execution of their projects. A single regression coefficient that had statistical significance was obtained, and an investigation of correlation showed that the change management strategies had a significant correlation with the project performance. However, the overall regression model was not statistically significant. Therefore, the findings were used to lay a foundation for analysis and commentary relevant to the purposes of the study and about the existing empirical literature.

The findings and recommendations discussed in Chapter Five are based on the data given in this chapter.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter, we provide the study's results and discussion, its theoretical and practical consequences for the researcher's program, our conclusions and recommendations, as well as our suggestions for future research and knowledge additions. This chapter provides a synopsis of the qualitative and quantitative data collected from the Project Execution Units (PIUs) of the Nairobi County Government in Kenya about the correlation between the successful implementation of strategic plans and the outcomes of individual projects. Findings are examined and presented based on the four themes of the inquiry: leadership commitment, stakeholder involvement, change management approaches and organisational culture. At last, the chapter wraps up with a review of the results and some suggestions for moving forward with policy and practice within the Nairobi County Government and its Project Implementation Units.

5.1 Summary of Findings

5.1.1 Leadership Commitment and Project Performance

The first part of the study was the Project Implementation Units (PIUs) in the Nairobi County Government, Kenya, aimed at knowing the influence of leadership commitment to project performance. The level of involvement of the leader was assessed in the project implementation, dissemination of project goals, monitoring progress, decision-making, and resource and support. Perceived commitment to leadership seems to be poor, according to the data. The quantitative data showed a weak negative association ($r = -0.099$, $p = 0.274$) between the level of commitment from leadership and the success of the project. Further, from a multiple regression analysis, leadership commitment ($\beta = -0.065$, $p = 0.494$), did not significantly predict project success. Thus, evidence from the quantitative data was insufficient to support the theory that leadership commitment has a significant effect on project success in PIUs.

However, based on qualitative data development of projects depends on a strong commitment of the leadership. Participants highlighted the importance of active leadership in project monitoring, communication, prompt decision making, coordination, problem solving and resource allocation. The study revealed a number of constraints to the project being implemented, including delays in decision-making and lack of communication overall. Based on the results, commitment of the leadership was one of the important components in achieving successful projects to the participants. In this particular research scenario, however, the quantitative analysis failed to show a correlation between leadership commitment and project success. Because there are numerous organizational, financial, operational, and conceptual factors that could affect project implementation, it is only logical that leadership involvement alone does not guarantee to make the difference in the outcome of projects. So we don't have any statistical proof that a project that is successful is because the leadership team was devoted. Qualitative data can be used to support improving project performance in practice.

5.1.2 Stakeholder Involvement and Project Performance

The second objective was to establish the County Government of Nairobi's Kenya's Project Implementation Units' (PIUs') performance in the face of stakeholders' engagement in the project. The stakeholders were assessed based on stakeholder consultation, stakeholder participation in project activities, stakeholder feedback channel, communication efficacy, and stakeholder participation in project decision making. There was limited stakeholder involvement in the PIUs at best, guided by the data. There was a positive correlation between stakeholder participation and project performance and a statistically insignificant value was obtained ($r = 0.035$, $p = 0.710$). Again, stakeholder participation did not have a statistically significant impact on project performance (the multiple regression analysis, $\beta = -0.006$, $p = 0.950$). The quantitative data from this study suggests that stakeholder's engagement had no significant effect in the project success within the context of this study. Key informants in the qualitative research, however, considered stakeholder involvement crucial to the success of the project.

The outcomes that Participants related to meaningful stakeholder engagement were Project ownership, Improved communication, Identification of problems, Involvement in decision-making and accepting project results. Several participants pointed out that sometimes perspectives of those concerned were not taken into account when decisions were made on the project. Though the quantitative analysis failed to find a statistically significant correlation between stakeholder participation and project success, it was nonetheless seen to be helpful in easing the project's implementation. The results showed that the present stakeholders need to be more heavily and consistently engaged throughout the project lifecycle, especially during the following project stages: consultation and feedback, project execution, monitoring and decision making.

5.1.3 Change Management Practices and Project Performance

The third research question included; can the Project Implementation Units (PIUs) of Nairobi County Government in Kenya improve its project performance by utilization of change management strategies? The methods of change management that were studied included those that dealt with staff assimilation, change dissemination, training, resistance to change, and current change protocols. The results showed that change management practices were used to some extent by PIUs. Results of the quantitative analysis showed that there was a positive correlation level between the change management strategies and project success that was determined by the value of $r = 0.211$, $p = 0,019$, which shows a strong correlation level. The results of the multiple regression demonstrated a positive and significant effect of change management methods (with $\beta = 0$). 201 and a p-value of 0. 036. A statistically significant individual regression coefficient was only found for the change management techniques out of the four independent variables that were studied. Qualitative findings were used to validate the quantitative data. Important considerations for effective change management and opposition management as cited by key informants were well established procedures, communication and staff adaptability and training. They found that when clear procedures were established to manage the changes, it facilitated project continuity, reducing disruptions and delays, and robust communication and training encapsulated individuals in their new roles and circumstances.

Change management methodologies were found to be the most influencing factors towards the success of a project when analyzing the factors. But overall the multiple regression model was not significant. Therefore, instead of performing the strong relationship between change management approaches and project performance results in isolation, it is required to incorporate the strong relationship within the overall model's context.

5.1.4 Organisational Culture and Project Performance

The fourth study question was aimed at understanding the effect of organizational culture on project performance at the Project Implementation Units (PIUs) of Nairobi County Government in Kenya. To determine conclusions on company culture, respondents' openness, creativity, accountability, transparency and cooperation were determined during the project execution process. The results indicated that the level of organizational culture of the PIUs was moderate. An inverted very low correlation ($r = -0.003$, $p = 0.977$) was obtained between Organizational Culture and Project Success, which is not statistically significant. This term did not also emerge as a strong predictor of project success in multiple regression analysis ($\beta = 0.013$, $p = 0.890$). Therefore, no statistically significant correlation with the quantitative data was found between company culture and project success. However, qualitative data confirmed the views of the respondents that organizational culture is an important enabler for the project execution. Key informants highlighted the importance of collaboration, open mind, creativity, accountability, transparency and cooperation as necessary elements to address implementation challenges and organize project activities. It was also revealed that accountability and transparency mechanisms could affect various context of implementation. Culture within a company can impact project completion, but it didn't do anything to influence the success of the project. Thus, the effect of culture might be a second order effect or might relate to other factors not considered in this study, for example management style, budget and external environment.

5.2 Theoretical Implications

The results impact the study's three underpinning theories: Strategic Leadership Theory, Strategic Fit Theory and Dynamic Capabilities Theory. This aim is addressed by the results, which reveal the extent to which the County Government of Nairobi, Kenya's Project Implementation Units (PIUs) are grounded in theory, and thus recognize the importance of the theory for the results of the implementation of strategic plans and project outputs/outcome.

5.2.1 Strategic Leadership Theory

Strategic Leadership Theory is explored through the prism of strategy formation, resource mobilization, decision-making, and direction. Five dimensions of leadership involvement were investigated: leadership commitment, sharing of goals to the strategy, monitoring of initiatives, decision making and support for resources. In the quantitative study, there was a weak negative relationship between leadership commitment and project success ($r = -0.099$, $p = 0.274$). A lack of significance between leadership commitment and project success was shown by the regression model ($\beta = -0.065$, $p = 0.494$). However, qualitative data showed that the participation of the leadership is crucial for efficient communication, decision making process, project supervision and distribution and allocation of resources and for quick decision making process according to the opinion of important respondents. The Strategic Leadership Theory has some acceptance. The results of the qualitative data indicated that leadership in academic institutions is very beneficial. But because the correlation is not statistically significant, it's possible that PIU project success is due to factors other than leadership's dedication. Thus, other organisational and context factors affecting the implementation of a strategic plan may interact with strategic leadership practice.

5.2.2 Strategic Fit Theory

When an organization's strategy, internal capabilities, resources, structure, and external environment are all in harmony, according to the Strategic Fit Theory, the result is peak performance. This approach is pertinent to the study's findings because, in addition to having well-defined strategic goals, the success of PIU-based initiatives might hinge on how well-supported

organizational processes and resources are for putting those plans into action. Quantitative data showed that change management methodologies were the only criteria that individually predicted the success of changes in the project ($\beta = 0.201$, $p = 0.025$), with the remaining criteria not being considered to predict the success of changes in the project. 036). It may be necessary to develop organizational procedures to enable institutions to follow implementation according to new needs and adapted practices. This will enable them to achieve strategic goals. The results demonstrated that the performance of strategic plans is not separable from the organizational context within which it is played out and thus offered contextual validation to Strategic Fit Theory. Having said that, only four were explained by the whole regression model. 9 percent of the variation in project performance, indicating there are possibly other significant managerial, environmental, financial, and operational variables that affect project performance.

5.2.3 Dynamic Capabilities Theory

The Dynamic Capabilities Theory (DCT) has identified the ability to change, modulate, adapt and restructure resources and processes to adjust to new information and conditions as one of the most relevant to an organisation's performance. It is also relevant in the context of the results of change management strategies. With statistical analysis, it was found the only independent variable that had a meaningful correlation to project success was change management tactics. A statistically significant and positive relationship was found in the correlation analysis ($r = 0.211$, $p = 0.019$), and a similarly significant and positive relationship was found in the regression analysis ($\beta = 0.201$, $p = 0.036$). The qualitative results highlighted some key elements of project execution such as staff adaptation, training, communication, coordinated change processes, and resistance management. In order to understand how county government Project Implementation Units (PIUs) put strategic plans into action, this study's results highlight the relevance of Dynamic Capabilities Theory. They believe that project implementation teams' flexibility to new situations and change management ability could help to make the project more successful. Nevertheless, it is important to use care when interpreting the high individual coefficient, given the whole regression model did not show statistical significance.

5.3 Implication to the Programme Pursued by the Researcher

The results indicated the implementation of the strategy of applying Management by Project Principles in Public Sector program has positive impacts, and hence it had an important implication for the researcher's program. The County Government of Nairobi's Project Implementation Units (PIUs) are currently dealing with real-life problems and this is an opportunity to link classroom theory with practice. It takes more than just figuring out what you want to achieve strategically, according to the study's results. It requires organisational culture, good change management, supportive stakeholders and buy-in from top of the organisational management. Given the strong statistical correlation between the margin for success of change management strategies, it is evident that organizations and people need to improve their ability to adapt to the changing requirements of projects. Such research should also help address the lack of knowledge about successes or failures of public sector efforts when applied to strategic management processes. The results show the importance of empirical data in the analysis of management strategies rather than assuming activities deemed essential would have a statistically significant impact on the project results. As it supports the application of research methodology, statistical analysis, concepts of strategic management and evidence-based decision making in order to address organisational issues, this is especially relevant to the curriculum. In addition, participants will exit with actionable knowledge they can implement immediately in leading and implementing public sector initiatives. The information collected could be helpful for organizational practices, frameworks for implementation, change management, how to involve stakeholders, monitoring systems and much more. As a result, the research helps devolved government units better use what they learn in the classroom to solve problems with strategic management and project performance.

5.4 Conclusions

The target group of this research was Project Implementation Units of Nairobi County Government in Kenya, to find out the correlation between performance of Project Implementation Units (PIU) with the successful implementation of strategic plans. Results are based on quantitative and qualitative sources and are presented based on the four research questions.

5.4.1 Leadership Commitment and Project Performance

The study did not find any significant relationship between leadership commitment and project performance within the PIUs. Based on the quantitative data, there was not enough evidence to prove a significant relationship, whilst qualitative results did show that leaders appreciated being involved with the monitoring of projects, communications, decision-making and allocating resources. The findings of this research however, did not make it possible to turn their eyes to the relationship between leadership commitment and project performance statistically, despite that commitment is seen to create a supportive environment required for implementing the project.

5.4.2 Stakeholder Involvement and Project Performance

According to the research, stakeholder participation and project performance proved to have no significant relationship. While this quantitative study did not find any significant association, the qualitative views indicated that stakeholder consultation, communication, feedback, and engagement were important in promoting ownership and acceptability of project results. Based on the results, it was concluded that by itself, the current stakeholder involvement techniques and levels within the PIUs would not be enough to make major strides in project performance.

5.4.3 Change Management Practices and Project Performance

Results of the study revealed that a statistically significant relationship exists and reveals a favorable relationship between change management strategies and project performance. The results showed adaptation, communication of changes, training, structured processes of change, and resistance management are factors affecting the project execution. However, it may be important to exercise caution in reaching this conclusion because the whole regression model was not significant. Therefore, it is not claimed in the research that every project should be only a result of applying the change management methods.

5.4.4 Organisational Culture and Project Performance

The model's results were not able to support the hypothesis that there was a relationship between company culture and the success of the project. Though everyone is agreed on the importance of teamwork, open exchange of knowledge, responsibility and innovation in a successful project launch, quantitative studies did not prove it to have strong positive relationship. The results may thus create an implementation friendly climate as a consequence of the organizational culture, but what this study has not considered is that it could have a secondary impact on project success, or that it might be combined with other factors. Overall, the research indicated that change management strategies were statistically most associated with project performance out of the four factors that were considered. Leadership commitment, involvement of stakeholders and business culture were not statistically significant. As indicated by the low explanatory power of the regression model, the choice of the variables likely to affect the successful implementation of a PIU project in Nairobi County is not exhaustive as other variables may exist.

5.5 Recommendations

The report includes detailed recommendations with those required to take action, key areas that need policy or management focus, and the specific activities to implement as a consequence of the study's findings and conclusions. County Government of Nairobi's Project Implementation Units (PIUs) are responsible for strengthening implementation of the strategic plan and project performance. This should be the objective of the suggestions.

5.5.1 Leadership Commitment

It is essential that the PIU management and the appropriate County agencies make stakeholder involvement a standard procedure all through the project lifecycle. This would involve defining who is involved in the project from the planning phase to the performing phase and the evaluating phase, and asserting clear priorities for integration of stakeholders' views; procure regular feedback channels and organized dialogues with stakeholders during the project. Qualitative results showed a potential for enhanced project ownership and communication and increased acceptability of

project results by means of real stakeholder involvement, although no statistically significant conclusions could be drawn.

5.5.2 Stakeholder Involvement

Stakeholder involvement is key and must become a normal part of the PIU management and the relevant County agencies' process throughout the project's duration. This would involve setting a clear agenda for involving stakeholders in the project throughout the planning, execution and evaluation stages, and creating feedback mechanisms as well as structured stakeholder dialogues. The results from the stakeholder participation were not statistically significant; however, the qualitative results indicate that if there were real participation, the ownership of the project, communication, and acceptance of outcomes could be enhanced.

5.5.3 Change Management Practices

The need to improve formal change management processes within PIUs falls on the County Government of Nairobi and is to be handled by the relevant human resource function, involving the relevant County Chief Officers and PIU managers. Under this, workers should be formally trained regularly, communication about changes should take place in time, workers must know instruments to confront and deal with resistance to change; and procedures need to be established to manage changes. Project performance, as an independent variable was found to have a statistically significant correlation with the variable of change management practices alone. As a result, it is critical that employees be able to quickly adjust to new project needs.

5.5.4 Organisational Culture

The county government and the leadership of the PIU should promote a culture of collaboration, accountability, opening, creativity and sharing the information. This is achieved through aspects of the project activities that focus on collaboration, bonuses for successful and innovative ideas, ample opportunity for project staff to input on the project, and open communication. Qualitative results showed that aspects of the company culture tended to create a favorable environment to make projects successful, although the culture factors were not significant.

5.5.5 Policy and Practice Recommendations

In order to implement the strategic plan, the Nairobi County Government and the project's senior management team in charge of the project must have clear implementation procedures, better monitoring and evaluation techniques, and adequate resources (human, technical, and financial) to accomplish the project. Also, the County Government should periodically monitor implementation of the strategic plan to identify issues that might arise and resolve them before they turn into a big issue. The somewhat restricted explanatory power of the regression model indicates that there are other project success factors that need to be incorporated into management's assessments of project success, including other organizational, financial, operational, and contextual factors.

5.6 Suggestions for Further Research

In light of its results and caveats, this study suggests a number of directions that need more research. Future studies should replicate this analysis in other county governments in Kenya, to validate the findings in the different devolved government contexts in Nairobi. Results of studies in different counties can be compared to better understand the relationship between implementing a strategy plan and a project's success. Secondly, as the variables that were considered in this study only accounted for a fraction of the total variation in project performance, other factors that might impact project performance should be explored in future studies. Issues such as adequate funding, technical knowledge, human resources, management systems, frameworks for monitoring and evaluation, political climate, and the external operational environment are all examples of issues that could be considered. Thirdly, in order to measure the long-term effects of strategies on project performance, researchers in the future should use a longitudinal study design. With a longitudinal approach, researchers can follow the success of a project over a sequence of several projects to observe the effects on project success across a series of different stages of implementation, leadership methods and stakeholder involvement, approaches to change management, and organizational culture. Finally, it would be interesting to make comparisons across county governments, national agencies, and state-owned enterprises to examine how variation in regulatory environment, institutional capacity and governance would affect the relationship between strategic plan implementation and

project results. Finally, focus should be placed on future research that uses a mixed methods approach, integrating qualitative and quantitative analysis methods, to further understand the context and organisation factors that affect the delivery of strategic goals. These studies can highlight why certain practices of strategic plan implementation will lead to improved project performance in public sector organizations than others, and can increase knowledge about project performance within these organizations.

5.7 Contribution to the Body of Knowledge

This study adds to the knowledge about the role that decentralized units of the government, called Project Execution Units (PIUs), place in successful outcomes of strategic plans to complete projects. This research contributes to the existing knowledge by studying the leadership dedication, stakeholder participation, change management and organizational culture for the County Government of Nairobi. First, the research contributes to the literature by giving information that was gathered from the Public Investment Units (PIUs) of the county government of Nairobi. Prior research has only looked at the correlation between strategic management and project success at the industry or overall company level. The findings from this research give insights into the difficulties encountered by county governments in the attempt to implement projects in complex regulatory, administrative and stakeholder environment. Secondly, since all traits are studied at the same time, it is an empirical work. There was no statistically significant relationship between Leadership commitment, stakeholders participation, company culture and project success. The results of the study revealed that all the methods of the change management techniques positively and statistically significantly contributed to the final outcome. It is an indication that the different parts of a strategy sometimes don't play a like part in the outcome. Last, the application of a convergent parallel mixed-methods design to the study's findings adds to the methodological literature. The mixing of quantitative findings with qualitative data acted as statistical validation of relationships and contextual knowledge of functioning of the identified management approaches within PIUs.

Finally, the research offers some practical information by turning “change management” into an area in which managers require additional efforts. Staff flexibility, communication, training, formal change processes and resistance management are tools that enable strategic plan and project implementation in county government agencies. This study contributes to the understanding of Project performance—this is a multi-dimensional result. It is measured by stakeholder satisfaction, quality of work products, time and budget adherence. The results indicate that little or no variation in project performance can be accounted for by the four components that were studied. This highlights the need for public sector implementation considerations to go beyond ascribing success to projects to a more full explanation. The research is directed towards broad strategic plan implementation and management of projects within a context, and is empirical, methodological and practical in nature. This is a stepping stone towards more in-depth research in the effects on the environment, working, economics as well as an organization of the governmental bodies to which the government has devolved the responsibility for assessing the results of projects handled.

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APPENDICES

Appendix I: Introduction Letter

LAMIK ROTICH

Catholic University of Eastern Africa

P.O. Box 62157 - 00200 Nairobi - KENYA

Dear Sir/ Madam,

RE: REQUEST FOR DATA

I am a Master student in the **Faculty of Arts and Social Sciences, Department of Social Sciences and Development Studies** carrying out research on *the relationship between strategic plans implementation and project performance: a case of project implementation units in County Government of Nairobi, Kenya*. The purpose of this letter is therefore to kindly request your voluntary participation in this study by objectively filling the attached questionnaire. The information gathered shall be treated confidentially and shall be used for this research only.

Yours sincerely,

LAMIK ROTICH.

Appendix II: Questionnaire

Section A: Demographic Information

1. What is your gender? Male [ ] Female [ ]
2. How old are you?

Age (years)	Below 25	26-35	36-45	46-55	Above 56
Response					

3. What is your highest level of education?
   Doctorate [ ] Masters [ ] Degree [ ] Diploma [ ] Certificate [ ]

Others Specify ……

4. How many years of experience do you have in Project Implementation Unit?

Below 1 year [ ] between 1-5 [ ] between 5-10 [ ] above 10 years [ ]

SECTION B: Leadership Commitment

Please indicate the extent to which you agree with the following statements on leadership commitment in Project Implementation Units (PIUs) in Nairobi County. *Scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree*

No.	**Statement**	**1**	**2**	**3**	**4**	**5**
1	Project leaders are actively involved in resolving project issues.					
2	Top management demonstrates strong commitment to project objectives.					
3	Project leaders actively monitor implementation progress.					
4	Project managers allocate adequate resources for implementation.					

No.	Statement	1	2	3	4	5
5	Leaders promptly address challenges affecting projects.					
6	Leadership decisions are aligned with the strategic plan.					
7	Leadership rarely monitors project implementation progress. (R)					
8	Project decisions are often delayed due to weak leadership involvement. (R)					
9	There is poor communication of the project's strategic vision. (R)					
10	Top management provides inadequate support for project activities. (R)					

SECTION C: Stakeholder Involvement

Please indicate the extent to which you agree with the following statements on stakeholder involvement.

No.	Statement	1	2	3	4	5
1	Stakeholders are regularly consulted during project implementation.					
2	There are effective mechanisms for collecting stakeholder feedback.					
3	Stakeholders actively participate in project activities.					
4	There is effective communication between PIU and stakeholders.					

No.	Statement	1	2	3	4	5
5	Stakeholder engagement improves project performance.					
6	Community input contributes positively to project outcomes.					
7	Stakeholders are rarely involved in key project decisions. (R)					
8	Feedback from stakeholders is often ignored. (R)					
9	There is poor communication between the PIU and stakeholders. (R)					
10	Stakeholder engagement has little influence on project outcomes. (R)					

SECTION D: Change Management Practices

Please indicate the extent to which you agree with the following statements on change management practices.

No.	Statement	1	2	3	4	5
1	Staff are adaptable to changes in project plans.					
2	Management effectively manages resistance to change.					
3	Adequate training is provided for new project requirements.					
4	The unit responds effectively to unforeseen changes.					

No.	Statement	1	2	3	4	5
5	There are clear procedures for managing changes.					
6	Staff are well informed about project changes.					
7	Staff resist changes introduced during project implementation. (R)					
8	There is inadequate training to handle project changes. (R)					
9	Change management processes are unclear and poorly structured. (R)					
10	Changes disrupt project implementation significantly. (R)					

SECTION E: Organizational Culture

Please indicate the extent to which you agree with the following statements on organizational culture.

No.	Statement	1	2	3	4	5
1	The organization promotes teamwork and collaboration.					
2	There is emphasis on achieving project results.					
3	Innovation is encouraged within the PIU.					
4	The PIU promotes accountability and responsibility.					

No.	Statement	1	2	3	4	5
5	Staff are encouraged to share ideas.					
6	Transparency is promoted in project activities.					
7	There is poor teamwork among staff. (R)					
8	Employees are discouraged from sharing new ideas. (R)					
9	There is weak accountability in project implementation. (R)					
10	Organizational culture does not support project performance. (R)					

SECTION F: Project Performance

Please indicate the extent to which you agree with the following statements on project performance.

No.	Statement	1	2	3	4	5
1	Projects are completed on schedule.					
2	Projects are completed within budget.					
3	Project deliverables meet quality standards.					
4	Projects achieve intended objectives.					
5	Project outcomes align with strategic plans.					

No.	Statement	1	2	3	4	5
6	Stakeholders are satisfied with project outcomes.					
7	Projects are frequently delayed. (R)					
8	Projects often exceed their budgets. (R)					
9	Project outputs fail to meet quality standards. (R)					
10	Stakeholders are often dissatisfied with project outcomes. (R)					

Appendix III: Key Informant Interview Guide

Introduction

Thank you for participating. This study focuses on strategic plan implementation and project performance in Nairobi County. Your insights are invaluable. The interview will take about 30-45 minutes. All responses will be confidential and used for academic purposes only.

1. How would you describe the level of involvement and visibility of senior leadership in project activities?

2. Can you give an example of how the project's vision and strategic objectives are communicated from the top down?

3. In your experience, how does the speed of decision-making by leadership impact project progress?

4. What mechanisms are in place to ensure stakeholders are consulted throughout the project lifecycle?

5. Can you describe a situation where stakeholder feedback directly led to a change in the project? What was the outcome?

6. What are the main challenges in achieving meaningful stakeholder participation?

7. How does the unit typically prepare staff for new projects or changes in project scope?

8. What kind of resistance to change do you commonly encounter, and how is it managed?

9. Could you describe the training and support provided to help staff adapt to new processes or technologies?

10. How would you describe the “way things are done” in your unit regarding projects?

11. Does the culture here encourage innovation and risk-taking, or is it more about following established procedures? How does this affect projects?

12. What, in your opinion, is the single biggest cultural factor that influences project success or failure here?

THANK YOU FOR YOUR TIME

Appendix III: Data Collection Authorization Letter



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

Faculty of Arts and Social Sciences

Department *of Social Sciences and Development Studies*

Our Ref: FASSc/DSSDS/DCL/05/26

5th May 2026

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: LAMIK KIPCHIRCHIR ROTICH - REG. NO. 1064219

This letter confirms that the above-named individual is a postgraduate student pursuing a **Master of Arts in Project Planning and Management** at The Catholic University of Eastern Africa.

As part of the degree requirements, the student is required to undertake a research study with the title:

> ***"Strategic Plan Adoption and Project Implementation Units in The County Government of Nairobi, Kenya"***

The information gathered during this study will be used solely for academic purposes and will be handled with strict confidentiality.

Any assistance accorded to him is highly appreciated.

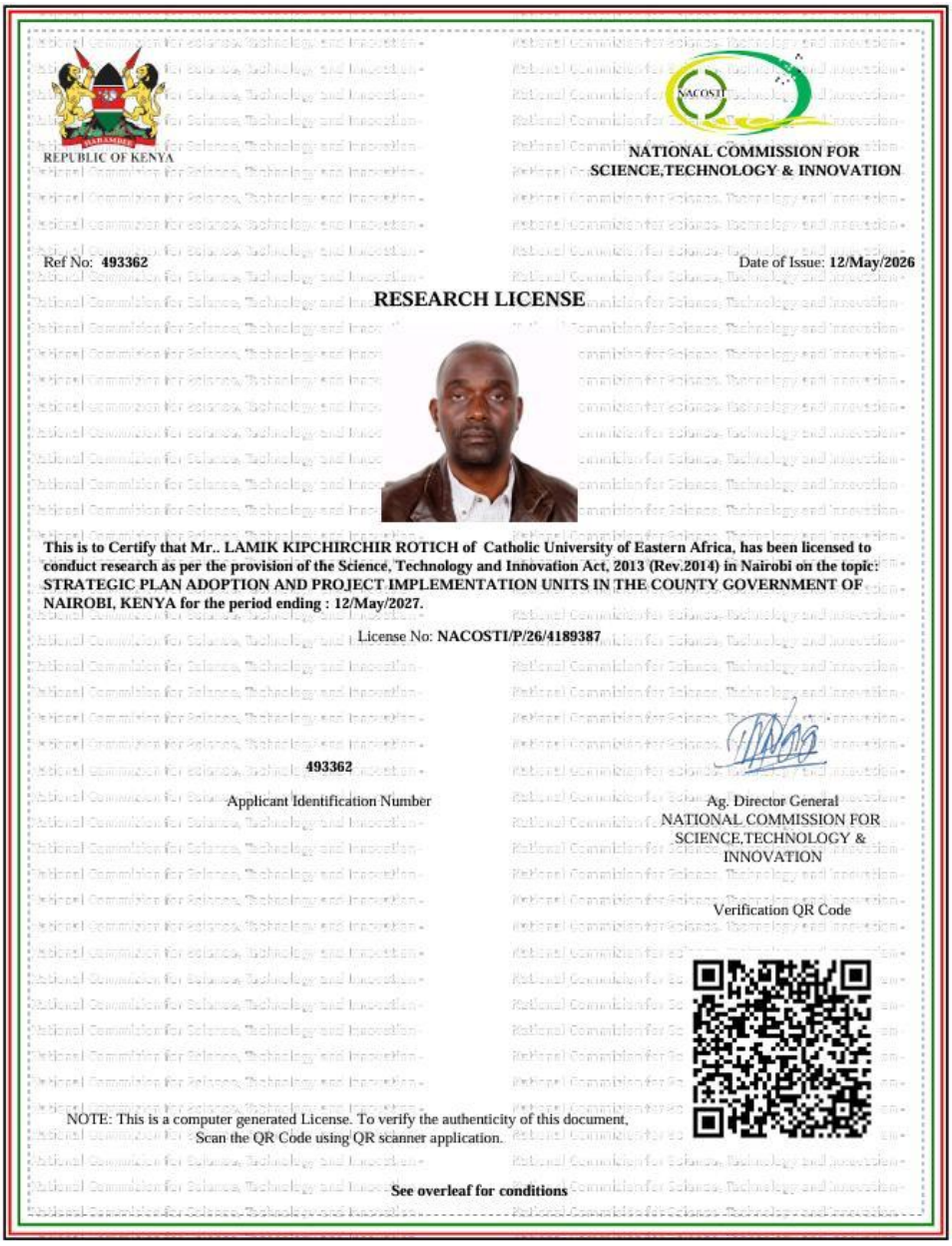
Yours faithfully,

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA HEAD OF DEPARTMENT 05 MAY 2026 SOCIAL SCIENCES AND DEVELOPMENT STUDIES P. O. Box 62157 - 00200, NAIROBI

Dr. Mary Mutisya
Head Department of Social Sciences & Development Studies

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA) P.O. BOX 62157 00200 Nairobi – KENYA
Tel: 020-2525811-5, 8890023-4, Fax: 8891084, Email: Website: www.cuea.edu
Founded in 1984 by AMECEA (Association of the Member Episcopal Conference in Eastern Africa)

Appendix IV: NACOSTI RESEARCH PERMIT



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This is to Certify that Mr.. LAMIK KIPCHIRCHIR ROTICH of Catholic University of Eastern Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGIC PLAN ADOPTION AND PROJECT IMPLEMENTATION UNITS IN THE COUNTY GOVERNMENT OF NAIROBI, KENYA for the period ending : 12/May/2027.

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Appendix VI: Plagiarism Certificate



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I HEREBY CONFIRM THAT **LAMIK KIPCHIRCHIR ROTICH** REG NO: **1064219**, SUBMITTED A CHECK OF ANTIPLAGIARISM ON EVALUATION OF **STRATEGIC PLAN IMPLEMENTATION AND PROJECT PERFORMANCE IN THE PROJECT IMPLEMENTATION UNITS IN THE COUNTY GOVERNMENT OF NAIROBI, KENYA. A THESIS SUBMITTED TO THE DEPARTMENT OF SOCIAL SCIENCES AND DEVELOPMENT STUDIES AT THE CATHOLIC UNIVERSITY OF EASTERN AFRICA IN PARTIAL FULFILLMENT TO THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT.**

Verification by Systems Librarian:

Name: ..HARUN.....MAINA..... Signature:..... Date: 10/9/2026

