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Evaluation Results Dissemination Strategy and Performance of Highway Construction Projects in Kenya

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ABSTRACT- The purpose of this study is to examine the influence of evaluation results dissemination strategy on performance of highway construction projects in Kenya. This study was anchored on Utilization-Focused Evaluation (UFE) theory. This research utilized pragmatism research philosophy and correlational design. The target population was 69 Category A road construction projects that have been completed by KeNHA for the period between 2018 and 2022. The respondents in these projects were the project managers in all the 69 highway construction projects in Kenya. The study used a census approach and hence all the projects were included in the study. The research adopted both secondary and primary data. The research involved data collection checklist for secondary data collection from the KeNHA. Secondary data was collected from KeNHA reports and primary data was collected by use of semi-structured questionnaires. While qualitative data was analyzed by of thematic analysis, quantitative data was analyzed using descriptive and inferential statistics. The study found that that evaluation results dissemination strategy has a positive and significant impact on performance of highway construction projects in Kenya. The study recommends that project managers should adopt effective dissemination strategies for evaluation findings to ensure timely and accessible communication with all stakeholders.

Keywords: Evaluation Results Dissemination, Performance, Construction Projects.

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1. INTRODUCTION

Globally, the performance of projects holds paramount importance for economies, serving as catalysts for driving and fostering economic advancement (Lubna & Jahaf, 2023). In the past thirty years, numerous road projects have been proposed and implemented around the world. However, most road construction projects experience challenges related to cost, time and quality. Belay, Tilahun and Yehualaw (2021) argue that construction projects, around the world, record a minimum cost overrun of 1 percent, a maximum cost overrun of 248 percent and an average cost overrun of 35 percent. Similarly, maximum, average and minimum delays noted in the projects of road construction are 802 percent, 143 percent, and 3 percent respectively. In addition, Locatelli, Invernizzi and Brookes (2017) observed that projects of infrastructure in the United Kingdom are associated historically with low delivery, focusing on schedule and cost of performance. Further, Patanaku, Kwak and Liu (2016) indicates that in Australia, United States and United Kingdom, road projects experienced cost and time overrun, but achieved customer satisfaction and required quality.

Similar challenges are evident in several African nations, where road construction projects frequently experience significant cost overruns and delays. In Nigeria, for example, a report by the National Bureau of Statistics highlighted that infrastructure projects often exceed budgets by as much as 50%, with delays extending completion times by an average of 30% (National Bureau of Statistics, 2021). In Ghana, the Ministry of Roads and Highways noted that many road projects suffer from cost overruns averaging 20%, primarily due to inadequate planning and resource allocation (Ministry of Roads and Highways, 2020). Ethiopia has also faced similar issues, with studies indicating that road projects often encounter delays of up to 40% and budget overruns that significantly hinder progress (Moges & Amare, 2018). In Uganda, a 2020 audit revealed that road construction projects had an average completion delay of 15 months, contributing to increased costs and reduced service delivery (Office of the Auditor General, 2020).

To improve road project performance, construction authorities have been implementing robust evaluation results dissemination strategies (Masvaure & Fish, 2022). An effective dissemination strategy is crucial in ensuring that evaluation findings are communicated clearly and reach relevant stakeholders, thereby fostering informed decision-making and enhancing project outcomes (Ashcraft, Quinn & Brownson, 2020). Such strategies facilitate stakeholder engagement through various communication channels, ensuring that insights are accessible and actionable. A comprehensive evaluation results dissemination strategy encompasses several key

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dimensions: the selection of appropriate formats for sharing results, the timing of dissemination to coincide with decision-making processes, and the consideration of the unique needs of different stakeholder groups (Lubna & Jahaf, 2023; Masvaure & Fish, 2022). Together, these elements contribute to the overall effectiveness and quality of project evaluations, ultimately leading to improved road construction performance.
Kenya has been investing significantly in road infrastructure development to enhance transportation networks and foster economic growth throughout the country. The Kenya National Highways Authority (KeNHA) is tasked with overseeing national highway projects related to road construction (KeNHA, 2022). A robust evaluation results dissemination strategy within KeNHA is essential for ensuring that evaluation findings are effectively communicated and utilized, thereby enhancing the overall effectiveness and efficiency of road projects. However, despite regular evaluations being conducted, limited dissemination efforts often result in the underutilization of these findings, leading to persistent issues in project performance. As highlighted by Ndurya and Bii (2019), road construction projects in Kenya continue to face challenges related to quality assurance, adherence to budget constraints, and timely project completion, underscoring the need for improved dissemination strategies to leverage insights for project enhancement.

1.1.Problem Statement

The evaluation results dissemination strategy plays a crucial role in enhancing road project performance by ensuring that key evaluation findings are effectively communicated to relevant stakeholders. By facilitating timely access to information, the strategy promotes informed decision-making and stakeholder engagement, leading to improved project execution and outcomes (Ndurya & Bii, 2019). While some studies indicate that evaluation results dissemination strategy has a significant relationship with performance of projects, others show no significant relationship. For instance, Amina and Ngugi (2022) found that evaluation results dissemination strategy significantly influenced performance of projects. On the other hand, Mutekhele et al. (2018) found the project's performance was not significantly impacted by evaluation results dissemination strategy.

National highways road construction projects in Kenya have been performing poorly in terms of quality of projects, cost effectiveness and time for completion. Muchiri and Mose (2022) observed that around 55 percent of the nation's road building projects experience different difficulties that prevent them from being finished on schedule, going over budget, or not meeting quality standards. Ndurya and Bii (2019) indicate that 30 percent of all road projects in Kenya stagnate, 50 percent exceed their estimated cost and only 20 percent are completed within budget. In addition, Mugweru and Muchelule (2022) observed that 22.5 percent of all KeNHA projects in Kenya experience time overrun, which in turn affects the cost of implementation. Some of the projects that have experienced time overrun include Nairobi Expressway, Bomas – Kiserian road, Thika Road superhighway among others. The cost of Thika Super Highway project rose by 23.25 percent from 26.44 billion to 34.45 billion (Mwita, 2020). Furthermore, the project deadline was initially July 2011 but was changed to July 2013. While the evaluation of projects aims to improve quality and ensure timely and budget-compliant implementation, the effectiveness of the Evaluation Results Dissemination Strategy is critical, as it often determines whether key findings and recommendations reach relevant stakeholders. Despite these efforts, many projects implemented by KeNHA still face performance challenges, highlighting the need for more effective communication of evaluation results to enhance decision-making and stakeholder engagement.

Various studies have been conducted around the world on evaluation results dissemination strategy and performance of projects. For instance, Ashcraft, Quinn and Brownson (2020) conducted a study to assess strategies adopted to ensure effective dissemination of research results to policymakers in the United States while Osvaldo, Cícera and Cláudia (2021) carried out qualitative research on utilization of information technology in dissemination of evaluation results among health projects in Brazil. However, besides being limited to United States and Brazil, these studies did not show how evaluation results dissemination strategy influences performance of projects. In Kenya, Amina and Ngugi (2022) studied the effects monitoring utilization and evaluation of results on performance of project in drought-resistant projects by National Drought Management Authority (NDMA) in County of Mandera. However, Amina and Ngugi (2022) used a descriptive research design and stratified random sampling in the selection of the sample size. This study made use of census approach. Also, this study focused on drought resilience projects by NDMA. Different types of projects have different resource requirements in terms of financial resources, technical expertise and technological capacity. In addition, projects differ from one another in terms of size and scope. As such, the findings of this study cannot be generalized to national highway construction projects in Kenya. Therefore, this study seeks to examine the influence of evaluation results dissemination strategy on performance of highway construction projects in Kenya.

2. LITERATURE REVIEW

2.1. Theoretical Framework

This study was anchored on utilization-focused evaluation theory. Utilization-Focused Evaluation (UFE) is an evaluation theory and approach that was developed by Patton (1978). The theory focuses on the intended use and utilization of evaluation findings. UFE places a strong emphasis on making evaluation processes and results relevant and meaningful for stakeholders and decision-makers (Schurink & Schurink, 2019). The theory suggests that evaluations should be adapted meet the particular needs of intended users and provide relevant and timely information. UFE emphasizes on ensuring that evaluation findings are actionable and accessible, and that they align with the priorities of decision-makers (Rehman & Shaikh, 2017). The main components of utilization-focused evaluation include evaluation design for utilization, credibility, timeliness, relevance as well as communication and reporting.

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Utilization-focused Evaluation (UFE) is grounded in several key assumptions. First, it posits that the primary purpose of evaluation is to provide useful and meaningful information to stakeholders (Patton, 1978). Thus, the evaluation process should be designed to enhance utilization and inform decision-making. Additionally, UFE assumes that employing multiple methods and data sources leads to a more comprehensive understanding of the project. Crucially, it recognizes that stakeholders play an essential role in the evaluation process, with their active involvement ensuring the evaluation aligns with their needs and priorities (Patton, 2018). However, criticisms of UFE include concerns about potential bias introduced by stakeholder engagement (Schurink & Schurink, 2019) and a narrow focus that may overlook unintended outcomes or broader impacts of the evaluated intervention (Rehman & Shaikh, 2017).

Utilization-Focused Evaluation (UFE) Theory was used to explain the influence of evaluation results dissemination strategy on the performance of highway construction projects in Kenya. According to UFE, the dissemination of evaluation findings should be tailored to meet the needs of various stakeholders, ensuring that information is accessible and understandable. A strategic approach to sharing results fosters transparency and encourages stakeholder engagement, leading to informed decision-making and prompt actions based on the findings. Effective communication of evaluation results facilitates the integration of feedback from stakeholders, which can improve project strategies and outcomes. A well-planned dissemination strategy enhances the utilization of evaluation insights, driving accountability and promoting continuous improvement in highway construction initiatives across Kenya.

2.2. Empirical Literature Review

Ashcraft, Quinn and Brownson (2020) conducted a study to assess strategies adopted to ensure effective dissemination of research results to policymakers in the United States. The study used systematic review of literature obtained from social work abstracts, academic search premier, SocINDEX and PolicyFile. The results indicated that strategies adopted to ensure effective dissemination of research results included development of reports as well as use of multiple dissemination channels like official reports, emails and social medial platforms. However, this research was carried out in a developed country therefore its outcomes can never be generalized to developing countries like Kenya. Furthermore, the research did not show the impact of effective dissemination of research findings on performance of projects. In terms of methodology, the study made use of systematic review of literature therefore no primary information was gathered.

Osvaldo, Cícera and Cláudia (2021) carried out qualitative research on utilization of information technology in dissemination of evaluation results among health projects in Brazil. The research employed a case study design and qualitative approach. Qualitative information was gathered employing key informants interview guide. The information was analyzed employing content analysis. Results indicated that information technology usage in dissemination of evaluation results improved performance of health projects. Outcomes also revealed that digital inclusion and technological infrastructure led to an improvement in the performance of projects. However, the study was limited to health projects in Brazil, which are different from road construction projects in Kenya. Additionally, the research employed qualitative approach, which can never be applied to indicate the importance of link between independent variables and dependent variable.

Winiko, Mbugua and Kyalo (2018) examined impacts of dissemination of evaluation results on the performance of Malawi's digital education technology projects. Research employed a descriptive correlational design. The research targeted 456 stakeholders in digital education technology projects. Research employed primary information gathered employing key informant interviews and questionnaires. The findings indicated that dissemination of evaluation results measured in terms of stakeholders' involvement, collection of evaluation feedback and clarity of the dissemination plan had a significant effect on digital education technology project's performance. Besides being limited to Malawi, the focus of this study was digital education technology projects. In addition, the study conceptualized dissemination of evaluation results in terms of stakeholders' involvement, collection of evaluation feedback and clarity of the dissemination plan dissemination of evaluation results.

3. CONCEPTUAL FRAMEWORK

A conceptual framework refers to a group of related ideas, concepts and principles that create a basis for comprehension of particular subject or phenomenon. The independent variable in this study was evaluation results dissemination strategy and the dependent variable was performance of highway construction projects, as shown *figure 1*.

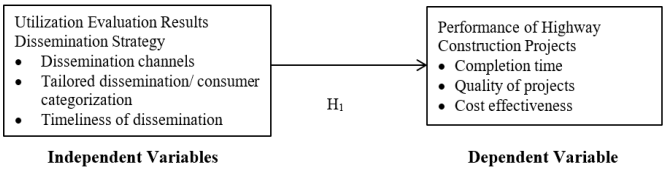

Figure 1. Conceptual Framework

From the empirical review and the conceptual framework, the following hypothesis was tested at five percent level of significance.

H_{01}: Evaluation results dissemination strategy has no statistically significant influence on performance of highway construction projects.

4. RESEARCH METHODOLOGY

This research made use of pragmatism philosophy of research since it combines both qualitative and quantitative research approaches. This research employed correlational design. The target population of this study was all Category A construction projects that have been completed by KeNHA between 2018 and 2022. According to KeNHA (2022), there were 69 Category A road construction projects that have been completed by

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KeNHA for the period between 2018 and 2022. The respondents in these projects were the project managers in all the 69 highway construction projects in Kenya. The study used a census approach to select all 69 Category A construction projects that have been completed by KeNHA for the period between 2018 and 2022.

The research adopted both secondary and primary data. The research involved data collection checklist for secondary data collection from the KeNHA. Secondary data on the estimated cost of the projects, completion cost, estimated time as well as completion time was employed to assist primary information on performance of national highways road construction projects. Semi-structured questionnaires were used in the collection of data from project managers in all the 69 highway construction projects. The structured questions involved using both nominal and Likert scales. The unstructured questions were adopted since they encourage the participants to provide detailed response with no fear of giving any information. The pilot test was conducted in the headquarters of KeNHA with 10% of the sample size to assess the validity and reliability of the research instruments.

Diagnostic tests were conducted to assess five main assumptions of the linear regression analysis, which included tests for linearity, normality, multicollinearity, uniform variance, and serial correlation was put to the test to ensure that the data collected meets the statistical assumptions. Quantitative and qualitative data was generated by the research instruments. While qualitative data was analyzed by of thematic analysis, quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics included standard deviation, means, percentages, distribution of frequency. Inferential statistics include simple linear regression analysis and Pearson correlation coefficient. The regression model was as follows;

$$PER = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where; PER is performance; ERDS is Evaluation Results Dissemination Strategy; β_1 is the beta coefficient; ε is error term.

5. RESULTS

The respondents in this study were project managers in 69 category A road construction projects that had been completed by KeNHA for the period between 2018 and 2022. Out of 69 questionnaires that were distributed, 67 questionnaires were filled and returned for analysis. The response rate was therefore 97.10%. Baruch and Holtom (2019) assert that a 50% response rate is generally suitable for organizational research, balancing practicality with sufficient data representation. Fincham (2021) recommends aiming for a 60-70% response rate in social science surveys, as higher rates help improve reliability, particularly in studies needing broad generalizability. In addition, Mellahi and Harris (2020) suggest that in strategic management research, a response rate closer to 70% is ideal to enhance validity and ensure representativeness across different demographics. Therefore, a response rate of 97.10% is considered acceptable for conclusions and generalizability of the findings.

5.1. Respondent's Background Information

The findings revealed a range of educational backgrounds, from those without formal education to those with university-level qualifications. A shown in Table 1, 85.1% (57) of respondents had undergraduate degrees, suggesting that a bachelor's level education is the most common qualification among these professionals. A smaller proportion, 11.9% (8) had pursued further education and held Master's degrees, while 3% (2) indicated that they had college diplomas. This distribution demonstrates that the majority of respondents possess a good level of education, ranging from diplomas to Master's degrees. This educational background was beneficial for the data collection process, as respondents with these qualifications could comprehend and address the questions with a higher degree of confidence and accuracy. This contributed to the reliability and validity of the responses collected.

Table 1. Distribution of Respondents by Education Level

Education Level	Frequency	Percent
Master's Degree	8	11.9
Undergraduate degree	57	85.1
College Diploma	2	3
Total	**67**	**100**

Table 2 presents the distribution of the respondents work experience at Kenya National Highways Authority (KeNHA). From the results, as presented in *table 2*, 61.2% (41) of the respondents had substantial work experience ranging from 11 to 20 years, 26.9% (18) had 5 to 10 years of experience, 9% (6) had more than 20 years of experience and 3% (2) had less than 5 years of experience. The distribution shows a well-rounded team with a dominant presence of highly experienced project managers, supplemented by mid-level and a few highly seasoned and entry-level managers, providing a diverse range of experiences and perspectives.

Table 2. Distribution of Respondents by Duration Served in KENHA

Period in Years	Frequency	Percentage (%)
Less than 5 years	2	3
5 to 10 years	18	26.9
11 to 20 years	41	61.2
Above 20 years	6	9
Total	**67**	**100**

5.2. Performance of National Highway Road Construction Projects

As shown in *table 3*, the respondents were neutral with the statement indicating that KeNHA continuously seek innovative construction methods and technologies to improve project completion time as shown by a mean of 2.75 (SD=1.049). The respondents disagreed with a mean of 2.28 (SD=0.918) that National Highway Road construction projects are executed

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Research Article | Volume 13, Issue 1| Pages 1-8 | e-ISSN: 2347-4696

efficiently, minimizing delays and disruptions. Also, with a mean of 1.58 (SD=0.89), the respondents disagreed that National Highway Road construction projects are completed within the planned timeframe. With a mean of 2.69 (SD=0.925), the respondents were neutral on the statement indicating that National Highway Road construction projects are built with attention to detail and precision, ensuring high-quality construction. Likewise, with a mean of 2.84 (SD=0.846), the respondents were neutral that National Highway Road construction projects demonstrate durability and resilience, capable of withstanding various environmental and usage conditions. Further, with a mean of 2.37 (SD=1.204), the respondents disagreed that National Highway Road construction projects meet or exceed established quality standards and specifications. With a mean of 2.43 (SD=1.048), the respondents disagreed that Cutting-edge technologies are integrated into KeNHA's construction processes to enhance cost-effectiveness. The respondents also disagreed with a mean of 2.13 (SD=0.952) that KeNHA financial management ensures cost-effectiveness during construction. However, the respondents strongly disagreed with a mean of 1.49 (SD=0.859) that National Highway Road construction projects are within or under the allocated budget.

Table 3. Completion Time and Project Performance

Sub-variables	Statements	N	Mean	Std. Deviation
Completion Time	National Highway Road construction projects are completed within the planned timeframe.	67	1.58	0.89
	National Highway Road construction projects are executed efficiently, minimizing delays and disruptions.	67	2.28	0.918
	KeNHA continuously seek innovative construction methods and technologies to improve project completion time.	67	2.75	1.049
Quality of Project	National Highway Road construction projects meet or exceed established quality standards and specifications.	67	2.37	1.204
	National Highway Road construction projects are built with attention to detail and precision, ensuring high-quality construction	67	2.69	0.925
	National Highway Road construction projects demonstrate durability and resilience, capable of withstanding various environmental and usage conditions.	67	2.84	0.846
Cost effectiveness	National Highway Road construction projects are within or under the allocated budget.	67	1.49	0.859
	KeNHA financial management ensures cost-effectiveness during construction.	67	2.13	0.952
	Cutting-edge technologies are integrated into KeNHA's construction processes to enhance cost-effectiveness	67	2.43	1.048
Composite Mean and Standard Deviation			2.28	0.966

The participants were requested to suggest any other comment or insight related to performance of National Highway Road Construction Projects in Kenya. From the findings, the respondents indicated that incorporating the best practices and insights from the National Highways performance reports can enhance the performance and success of highway construction projects in Kenya, ensuring they align with international standards, prioritize stakeholder engagement, and focus on sustainability and efficiency.

"Leveraging international best practices, focusing on quality assurance and timely delivery, implementing robust performance evaluation systems, and prioritizing sustainability initiatives, National Highway Road construction projects in Kenya can strive towards excellence, efficiency, and sustainability in infrastructure development".

The respondents also indicated that KeNHA could consider implementing performance-based contracting in Kenyan highway projects to incentivize timely completion, quality construction, and adherence to budget. Further, they indicated that regular inspections and strict quality control measures can prevent substandard work and reduce the need for future repairs. Also, they indicated that performance benchmarking against international standards and best practices can guide the continuous improvement and efficiency of National Highway Road construction projects in Kenya. Further, the respondents indicated that the performance of National Highway Road construction projects in Kenya is vital for economic growth, trade facilitation, social inclusion, and environmental sustainability. Well-planned and efficiently executed projects can stimulate economic activity, improve connectivity, and reduce transportation costs, benefiting both businesses and

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Research Article | Volume 13, Issue 1| Pages 1-8 | e-ISSN: 2347-4696

communities. Prioritizing safety measures, environmental sustainability, and climate resilience is essential to mitigate risks and ensure long-term viability.

5.3. Evaluation Results Dissemination Strategy

The study sought to understand how evaluation results dissemination strategy influenced performance of highway construction projects in Kenya. This was achieved by examining the mean and standard deviation of the data as shown on *table 4*. From the results, the respondents agreed with a mean of 3.87 (SD=0.649) with the statement indicating that the project evaluation findings are disseminated through diverse channels to reach a wide range of stakeholders. With a mean of 3.85 (SD=0.657), the respondents agreed that dissemination channels for project evaluation effectively communicate the key findings and recommendations. The respondents agreed with a mean of 3.79 9 (SD= 0.708) that dissemination channels for project evaluation facilitate easy access to evaluation reports and relevant documentation. Also, with a mean of 3.79 (SD=0.686), the respondents agreed that evaluation findings consider the unique characteristics and preferences of diverse consumer categories. The respondents agreed with the statement indicating that project evaluation findings are disseminated in a manner that is tailored to the specific needs and interests of different consumer groups as shown by a mean of 3.78 (SD=0.647). Likewise, with a mean of 3.78 (SD=0.692), the respondents agreed that dissemination of evaluation findings occurs promptly after the completion of the evaluation process. The respondents agreed with a mean of 3.76 (SD=0.767) that project evaluation findings are disseminated in a timely manner, allowing stakeholders to access the information when it is most relevant. With a mean of 3.75 (SD=0.682), the respondents agreed that dissemination strategies for project evaluation effectively target and reach different consumer segments. Similarly, with a mean of 3.75 (SD=0.682), the respondents agreed that timeliness of dissemination ensures that stakeholders can utilize the evaluation findings to inform decision-making processes.

Table 4. Evaluation Results Dissemination Strategy

	N	Mean	Std. Deviation
The project evaluation findings are disseminated through diverse channels to reach a wide range of stakeholders.	67	3.87	0.649
Dissemination channels for project evaluation effectively communicate the key findings and recommendations	67	3.85	0.657
Dissemination channels for project evaluation facilitate easy access to evaluation reports and relevant documentation.	67	3.79	0.708
Project evaluation findings are disseminated in a manner that is tailored to the specific needs and interests of different consumer groups.	67	3.78	0.647
Dissemination strategies for project evaluation effectively target and reach different consumer segments.	67	3.75	0.682
Evaluation findings consider the unique characteristics and preferences of diverse consumer categories.	67	3.79	0.686
Project evaluation findings are disseminated in a timely manner, allowing stakeholders to access the information when it is most relevant.	67	3.76	0.676
Dissemination of evaluation findings occurs promptly after the completion of the evaluation process.	67	3.78	0.692
Timeliness of dissemination ensures that stakeholders can utilize the evaluation findings to inform decision-making processes.	67	3.75	0.682
Composite Mean and Standard Deviation	67	3.79	0.675

5.4. Correlation Analysis

Pearson correlation analysis is a statistical method used to measure the strength and direction of the linear relationship between two continuous variables. Pearson correlation analysis was used to assess the relationship between evaluator capacity and performance of highway construction projects in Kenya. From the results, as shown in *table 5*, evaluation results dissemination strategy has a positive and significant relationship with the performance of highway construction projects in Kenya (r = 0.669, p-value = 0.000). This suggests that effective dissemination of evaluation results positively influences project performance.

Table 5. Correlation Coefficients

		Project Performance	Evaluation Results Dissemination Strategy
Project Performance	Pearson Correlation	1	.669**
	Sig. (2-tailed)		.000
	N	67	67
Evaluation Results Dissemination Strategy	Pearson Correlation	.669**	1
	Sig. (2-tailed)	.000	
	N	67	67

**. Correlation is significant at the 0.01 level (2-tailed).

5.5. Regression Analysis

Simple linear regression analysis was used to assess the influence of evaluation results dissemination strategy on performance of highway construction projects in Kenya. The null hypothesis was as follows;

H_{01}: Evaluation results dissemination strategy has no statistically significant influence on performance of highway construction projects in Kenya.

Table 6 presents the model summary evaluating the relationship between evaluation results dissemination strategy and the performance of highway construction projects in Kenya. The results indicate that the R-squared value is 0.447, signifying that

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44.7% of the variance in the performance of highway construction projects in Kenya can be explained by the evaluation results dissemination strategy.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.669[a]	0.447	0.439	0.36625

a. Predictors: (Constant), Evaluation Results Dissemination Strategy

The analysis of variance, as shown in *table 7*, was used to assess the significance of the model assessing the influence of evaluation results dissemination strategy on performance of highway construction projects in Kenya. From the results, the F-calculated (20.954) was greater that F-critical (3.99) and the p-value (0.000) was less than the significance level (0.05). This implies that the model is a good fit for the data and hence can be used in predicting the influence of evaluation results utilization on the completion time of highway construction projects in Kenya.

Table 7. Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.061	1	7.061	52.636	.000[b]
	Residual	8.719	65	.134		
	Total	15.780	66			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Evaluation Results Dissemination Strategy

Table 8 shows the regression coefficients for the influence of evaluation results dissemination strategy on performance of highway construction projects in Kenya. Regression equation was;

$$PER = 2.042 + 0.524ERDS$$

The results show that evaluation results dissemination strategy has a statistically significant positive influence on the performance of highway construction projects in Kenya (β_1=0.524, p-value=0.000). For every unit increase in evaluation results dissemination strategy, the performance of highway construction projects in Kenya improves by 0.524 units. The p-value for the evaluation results dissemination strategy is less than 0.05, indicating that the predictor variable is statistically significant.

Table 8. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.042	.277		7.371	.000
	Evaluation Results Dissemination Strategy	.524	.072	.669	7.255	.000

a. Dependent Variable: Project Performance

6. DISCUSSION OF THE FINDINGS

The study found that evaluation results dissemination strategy has a positive and significant influence on performance of highway construction projects in Kenya. The findings are in line with Osvaldo et al. (2021) observation that evaluation results dissemination positively influences performance of projects in Brazil. The study found that project evaluation findings are disseminated through diverse channels, ensuring broad stakeholder outreach and effective communication of key findings and recommendations. These dissemination efforts also facilitate easy access to evaluation reports and relevant documentation, enhancing transparency and accessibility across stakeholders. The findings are in line with Ashcraft et al. (2020) findings that effective dissemination of research results involves development of reports as well as use of multiple dissemination channels like official reports, emails and social medial platforms. Also, the study found that evaluation findings consider the unique characteristics and preferences of diverse consumer categories. In addition, the study revealed that project evaluation findings are disseminated in a manner that is tailored to the specific needs and interests of different consumer groups. These findings agree with Osvaldo et al. (2021) argument that evaluation findings should take the form of specific community needs and interests. The study findings showed that project evaluation results are disseminated in a timely manner, enabling stakeholders to access the information when it is most relevant. In addition, the study found that these dissemination strategies effectively target and reach different consumer segments, ensuring stakeholders can utilize the findings to inform their decision-making processes. The findings are in line with Winiko et al. (2018) findings that dissemination of evaluation results should be timely so as to inform decision making.

7. CONCLUSIONS

7.1. Conclusion

The study concludes that that evaluation results dissemination strategy has a positive and significant impact on performance of highway construction projects in Kenya. The study found that dissemination channels, tailored dissemination/ consumer categorization and timeliness of dissemination have an effect on project performance of highway construction projects in Kenya. This shows that improvement in evaluation results dissemination strategy would lead to improved project performance. The study found that project evaluation findings are disseminated through various channels to reach a wide range of stakeholders effectively. These channels not only communicate key findings but also provide easy access to reports tailored to different consumer groups' preferences. Additionally, dissemination occurs promptly after evaluations, ensuring timely information delivery. This targeted approach enables stakeholders to utilize evaluation findings for informed decision-making.

7.2. Recommendations

The study recommends that project managers should adopt effective dissemination strategies for evaluation findings to ensure timely and accessible communication with all stakeholders. Establishing multiple channels for sharing results

will allow project managers to reach diverse consumer segments, tailoring information to their specific needs and preferences. Timely dissemination of evaluation reports will empower stakeholders to make informed decisions based on the findings, thereby enhancing overall project performance. Additionally, encouraging feedback from stakeholders on the dissemination process can help refine strategies and improve future evaluations, fostering a culture of continuous improvement within highway construction initiatives.

7.3. Suggestions for Further Research

The study sought to investigate the influence of evaluation results dissemination strategy on the performance of highway construction projects in Kenya. However, having been limited to the Kenya National Highway Construction Authority, the findings cannot be generalized to other entities involved in highway construction in Kenya. As such, the study recommends further studies to be conducted on the effect of project performance of other entities involved in highway construction in Kenya. In addition, the study shows that evaluation results dissemination strategy, measured in terms of dissemination channels, tailored dissemination/ consumer categorization and timeliness of dissemination, explain 44.7% of project performance in construction authority in Kenya. Therefore, future research should consider examining additional factors that may influence project performance in the highway construction authority in Kenya.

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