

**INFLUENCE OF STAKEHOLDER'S INVOLVEMENT IN THE PERFORMANCE OF  
PUBLIC PROJECTS: A CASE STUDY OF MOI STADIUM IN EMBU COUNTY  
KENYA**

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the Degree of Master of Arts in Project Planning and Management of the University of  
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**DECLARATION**

This research project is my original work and has not been presented for an award in any University.

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**L50/29874/2019**

This research project report has been presented for examination purposes with my approval as the University supervisor.

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## **DEDICATION**

This research work is dedicated to my wife, Jeannette M. Njoka together with my children: Elsie Karina Njoka and Elvis Baraka Njoka for their moral support during the course of this study.

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## TABLE OF CONTENT

<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>LIST OF TABLES</b> .....	ix
<b>LIST OF FIGURES</b> .....	x
<b>ABBREVIATIONS AND ACRONYMS</b> .....	xi
<b>ABSTRACT</b> .....	xii
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the Study .....	4
1.4 Objectives of the Study.....	4
1.5 Research Questions .....	4
1.6 Significance of the Study .....	5
1.7 Limitation of the Study .....	5
1.7 Delimitation of the Study.....	6
1.8 Basic Assumptions of the Study .....	6
1.9 Definition of Terms Used .....	6
1.10 Organization of the Study.....	7
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	8
2.1 Introduction.....	8
2.2 Stakeholders involvement in project identification and project performance. ....	8
2.3. Stakeholders involvement in project planning and project performance.....	13
2.4 Stakeholders’ Involvement in project implementation and performance of Public Projects .....	15
2.5 Stakeholder Engagement in Project Monitoring& evaluation and Project Performance ...	17
2.6 Theoretical Framework.....	20
2.6.1 The Stakeholders’ Theory.....	20
2.6.2 The Kanter Theory of Change .....	22
2.7 Conceptual Framework.....	24

2.8 Summary of Literature Review.....	25
2.9 Research Gaps.....	26
CHAPTER THREE .....	28
RESEARCH METHODOLOGY.....	28
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Target Population.....	28
3.4 Sample Size and Sampling Procedure .....	29
3.4.1 Sample Size.....	29
3.4.2 Sampling Procedure.....	30
3.5 Data Collection Instruments .....	30
3.6 Validity of Research Instruments.....	31
3.7 Data Analysis Techniques.....	32
3.8 Operational Definition of Variables.....	33
3.9 Ethical Considerations .....	34
CHAPTER FOUR.....	35
DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS .....	35
4.1 Introduction.....	35
4.2 Questionnaire Return Rate.....	35
4.3 Personal Information of the Respondents .....	35
4.3.1 Respondents’ Gender .....	36
4.3.2 Respondents’ Age .....	36
4.3.3 Respondents Resided and Worked in Embu County .....	37
4.3.4 Respondents’ Duration of Residence and Work in Embu County .....	37
4.3.5 Respondents’ Highest Academic Qualification.....	38
4.3.6 Respondents’ Work Sector .....	38
4.4 Stakeholder Involvement in Project Identification .....	39
4.4.1 Respondents’ Involvement in the Identification of the Upgrading of Embu Moi Stadium. ....	39
4.4.2 Stakeholders’ Involvement in Identification Stage.....	40
4.5 Stakeholders’ Involvement in Project Planning.....	41

4.5.1 Respondents’ Involvement in the Project Planning of the Upgrading of Embu Moi Stadium.....	41
4.5.2 Stakeholders’ Involvement in Project Planning Phase .....	41
4.6 Stakeholders’ Involvement in Project Implementation.....	44
4.6.1 Respondents’ Involvement in the Project Implementation of the Upgrading of Embu Moi Stadium. ....	44
4.6.2 Stakeholders’ Involvement in Project Implementation Stage.....	45
4.7 Stakeholders’ Involvement in Participatory Monitoring and Evaluation .....	48
4.7.1 Respondents’ Involvement in Participatory Monitoring .....	48
4.7.2 Stakeholders’ Involvement in Participatory Monitoring and Evaluation Stages.....	48
4.8 Performance of Moi Stadium Construction and Upgrading Project.....	51
<b>CHAPTER FIVE .....</b>	<b>54</b>
<b>SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>54</b>
5.1 Introduction.....	54
5.2 Summary of Findings.....	54
5.2.1 Stakeholder Involvement in Project Identification .....	54
5.2.2 Stakeholders’ Involvement in Project Planning.....	55
5.2.3 Stakeholders’ Involvement in Project Implementation.....	56
5.2.4 Stakeholders’ Involvement in Participatory Monitoring and Evaluation .....	56
5.2.4 Performance of Moi Stadium Upgrading Project .....	57
5.3 Discussion of the Study Finding .....	58
5.4 Conclusions.....	61
5.5 Recommendations.....	62
5.6 Suggestions for Further Research .....	64
<b>REFERENCES.....</b>	<b>65</b>

<b>APPENDICES</b> .....	74
Appendix I: Letter Of Transmittal Of Data Collection Instruments .....	74
Appendix II: RESEARCH QUESTIONNAIRE FOR STAKEHOLDERS .....	75
Appendix III: Interview Schedule For Officers Working In Embu County Department of Youth And Sport .....	81
Appendix IV: Research Permit .....	84



## LIST OF TABLES

Table 2.1 Summary of Previous Research findings and Research gaps .....	26
Table 3.1 Target population for respondents .....	29
Table 3.2 Sampling method and sample size.....	30
Table 3.3: Operational Definition of Variables .....	33
Table 4.1 Questionnaire Return Rate.....	35
Table 4.2 Respondents' Gender .....	36
Table 4.3 Respondents' Age.....	36
Table 4.4: Respondents' Resided and worked in Embu County .....	37
Table 4.5: Respondents' Duration of Residence and Work in Embu County .....	37
Table 4.6: Respondents' Highest Academic Qualification.....	38
Table 4.7: Respondents' Work Sector .....	39
Table 4.10 Respondents' Involvement in the Project Planning of the Upgrading of Embu Moi Stadium. ....	41
Table 4.11 Stakeholders' Involvement in Project Planning Phase .....	42
Table 4.12 Respondents' involvement in the Project Implementation of the upgrading of Embu Moi Stadium.....	44
Table 4.13 Stakeholders' Involvement in Project Implementation Stage.....	45
Table 4.14 Respondents' involvement in Participatory Monitoring and Evaluation of the upgrading of Embu Moi Stadium. ....	48
Table 4.15 Stakeholders' Involvement in Monitoring and Evaluation.....	49
Table 4.16 Performance of Moi Stadium Construction and Upgrading Project.....	52

**LIST OF FIGURES**

Figure 2.1 Conceptual Framework ..... 24

## **ABBREVIATIONS AND ACRONYMS**

CDF	-	Constituency Development Fund
CSR	-	Corporate Social Responsibilities
DYSD	-	Department of Youth and Sports Development (DYSD)
EMS	-	Embu Moi Stadium
FIFA	-	Fédération Internationale de Football Association
LASDAP	-	Local Authority Service Delivery Action Plan
M&E	-	Monitoring and Evaluation
NG-CDF	-	National Government Constituency Development Fund
NGOs	-	Non-Governmental Organizations
PMI	-	Project Management Institute
TOC	-	Theory of Change
WB	-	World Bank
WCED	-	World Commission on Environment and Development,
BQ	-	Bills of Quantity

## **ABSTRACT**

Involvement of stakeholders leads to empowerment and joint ownership of the project. To increase participation, the project should start with a consultation process that moves to negotiations and ends with joint decisions. Stakeholders have many benefits among them are: it ensures that the project plans are a reflection of the real needs and priorities; it develops an environment of trust by allowing the voices of the stakeholders to be heard; it makes the project accountable to the stakeholders and finally; it promotes transparency in the actions of the project. The introduction of devolved governments has resulted in bringing in leadership closer to the people. The objective of this research was therefore to investigate how stakeholder's involvement influences the performance of projects in Embu County. The study was guided by the following specific objectives: determine influences of stakeholders' involvement on the performance of county projects, especially the extent of the stakeholder's involvement in project identification, stakeholder's inputs in planning, stakeholder's involvement in project execution as well as the top management support in monitoring and evaluation in the performance of Moi Stadium upgrading process in Embu County. The study was anchored on two major theories which are: Stakeholders' theory and the Kanter Theory of Change. Descriptive research design was used while the target populations were residents of Manyatta, Runyenjes, Mbeere North and Mbeere South sub counties all in Embu County. Simple random sampling method was employed in getting samples from the population. Data was collected using semi-structured questionnaires and interviews, and were further analyzed through descriptive and inferential statistical data techniques. The findings are presented in form of frequency distribution tables for easier interpretation and understanding.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Stakeholder involvement is a process in which individuals and societies collaborate in developing the project (Hatipoglu, Alvarez, & Ertuna, 2016). Public participation and the involvement of stakeholders are essential concepts in any democracy. The adoption of an integrated devolved development framework without mobilizing the participants in the community is currently referred to as a lack of participation of stakeholders in the development process (Papa, 2016). In response to public concerns regarding decisions that affect them, public engagement refers to the actions of representatives of the public (Alice, 2017). Participation of stakeholders in public projects is crucial in the execution of programs and services, and a necessary prerequisite for attracting projects and programmes.

Development projects often start through multiple stages in which different stakeholders may be involved (USAID, 2001). The planning and design stages of projects involve only few stakeholders and takes the shortest duration, mostly neglecting the primary stakeholders. The execution stage mostly involves almost all key stakeholders. The monitoring and evaluation stage of developmental projects include all stakeholders involved in the previous stages to gauge the success of the project. Stakeholder involvement in all these stages is important as it determines whether the project will succeed or fail.

Participation of stakeholders in project implementation is supposed to make the development demand driven and effective. However stakeholder' participation in project implementation is not realized across the world. According to (Hansen, 2007) there is very minimal stakeholders' participation in projects in Australia. There is also minimal stakeholders' participation in project implementation in projects in Somali (Newell, 2001). In South Africa, most projects have stalled due to cost overruns, contractor's bankruptcy and strained stakeholder's involvement to oversight the projects (Emuze, 2012). Kenya is facing participation problem because a research conducted by (Nyaguthii,(2013) established that 78% of primary stakeholders of project are never involved in implementation. Also in Kenya, despite the pursuit for project success, development projects have continued to experience cost and time overrun, poor quality performance, unmet product

specifications, unsatisfactory stakeholders' needs and requirements, and unmet organization's objectives (Ouwor, 2016). This has significantly been caused by a lack of stakeholders' involvement in the project cycle.

For years, stadiums in Kenya have been an eyesore and for a very long time, Kenyan have been forced to rely on Kisumu's Moi Stadium, Moi International Sports Centre (Kasarani) and the Nyayo National Stadium to hold international events (Korir, 2020). Most stadiums in Kenya such as Kipchoge Keino in Nandi, Kinoru stadium in Meru, Afraha stadium in Nakuru and Ruring'u stadium in Nyeri, have for long not been used for major sporting events due to their deplorable condition. For years, Kenya athletes have been training in these abject conditions and have performed wonders in world class facilities, so one can imagine how good they will be in quality facilities. But thanks to the current Sports Cabinet Secretary, Amina Mohamed, things are coming together again and upgrading of these facilities to international standards is underway (Korir, 2020).

Moi Stadium in Embu County is also not an exceptional as it has a share of this challenge. The stadium was set up in the 1960s and serves as the major stadium within the region. The stadium sits on a 3.5 Acre parcel of land owned by the Embu County government, along the Nairobi – Meru highway. The stadium is surrounded by several tarmacked roads and borders a bus park, a market, several supermarkets and hotels including Naivas supermarket, Magunas supermarket, Panesic hotel and Prime hotel. Despite being located strategically at the heart of the county and also used as a training ground by national athletes as they prepare for international competition, the stadium has not been able to support major sporting activities such as soccer, athletics and rugby within the county. The current status of the stadium is poor as it lacks a tracks for athletic, has a poor drainage system, Unlevelled training surface and poor state of changing rooms despite the county having spent almost 100 million shilling in regards to construction and upgrading of the stadium.

The stalling of the upgrading of stadiums across counties has been caused by many factors including; corruption, lack of technical knowhow, misappropriation of funds, giving contracts to rogue contractors, poor stakeholder engagement and lack of political goodwill. This study will focus majorly on how side-lining the stakeholders have affected Embu Moi Stadium.

## **1.2 Statement of the Problem**

Construction or upgrading of public projects, from initiation to completion phases are executed through the efforts and involvement of stakeholders. Stakeholders can help or hinder a project based on their power and objective to influence results in accordance with their individual concerns and expectations (Olander, & Landin, 2008). Stakeholder involvement is widely viewed as the key to ensuring that organizations and institutions meet the needs of the people that they serve. Through involvement, stakeholders feel ownership of projects and solutions and encourage transparency and accountability of the organizations offering service. National governments and other NGOs such as the World Bank seriously consider the role of the stakeholders in projects, and emphasize that involvement of stakeholders in all phases is a right of every stakeholder. Regrettably, most stakeholders are assumed to have little competency, capacity, and knowledge in running of public projects. Therefore, interventions to involve stakeholders in project identification, planning, execution, monitoring and evaluation are crucial to determine the benefits the project will have to the existing society. It forms the basis of this study by looking at the knowledge of stakeholders, feedback from stakeholders and involvement of stakeholders in institutional changes on the performance of Moi Stadium in Embu. Thus, a need arises to conduct an effective stakeholder's involvement before, during, and after projects to increase their output and ensure sustainability of these projects. The involvement of stakeholders would greatly influence project performance in Embu County. An investigation into the research area is therefore well envisaged. This research will therefore pursue the task of exploring the effects of stakeholder involvement in the performance of public projects specifically at the Moi Stadium in Embu County.

### **1.3 Purpose of the Study**

The research aimed at analysing the influence of stakeholder's involvement on performance of public project, a case of Moi Stadium in Embu County.

### **1.4 Objectives of the Study**

The research was driven by the aims set out below.

- i. To determine the influence of stakeholders involvement in project identification on the performance of Moi Stadium, Embu project.
- ii. To determine the influence of stakeholder's involvement in project planning on performance of Moi Stadium, Embu project.
- iii. To determine the influence of stakeholder's involvement in project implementation on performance of Moi stadium, Embu.
- iv. To establish the influence of stakeholders involvement in monitoring and evaluation on the performance of Moi Stadium, Embu

### **1.5 Research Questions**

This research study sought to answer the following questions as stated by the underlined objectives.

- i. How the stakeholder's involvement in the project identification did affect the performance of Moi stadium Embu?
- ii. How stakeholder's involvement in project planning did affect the performance of Moi stadium Embu?
- iii. How did stakeholder's involvement in project implementation influence the performance of Moi stadium?
- iv. How did the stakeholder's involvement in monitoring and evaluation affect the performance of Moi stadium?



## **1.6 Significance of the Study**

This study addressed the roles of stakeholders in the execution of public projects and their role in ensuring value for money and complete ownership of a project. There has been considerable anxiety for policymakers and practitioners regarding participatory growth at the local level, which is why this study was of great interest to various stakeholders and especially in the field of sport where the stadium under study is in poor state and is currently a den of miraa traders. Research findings will provide a proposal to address public problems in government development projects for the provision of appropriate services and improved service delivery. The findings of the study and review show the current technology and governance scenarios at grassroots level, This also help policymakers recognize the ambiguities in the current framework, if any, and assist them in formulating effective policies in the future, especially regarding public participation to enhance efficiency and effectiveness in government and county government-funded projects, including construction of sporting facilities.

The findings of this study shall therefore be used to inform various stakeholders, policy makers and county government agencies, such as the Ministry of Economic Planning and Finance and the Ministry of Youth and Sports Development, about the influences of the involvement of stakeholders on the performance of county funded projects. Specifically, this study looked at the influence of stakeholders' involvement in identification, planning, implementation as well in monitoring and evaluation on the performance of Moi Stadium in Embu County. The study was also intended to promote the value of stakeholder engagement in public project participation to increase the efficiency and promote value for money.

## **1.7 Limitation of the Study**

The study was limited to Moi Stadium in Embu County, Kenya. The county was preferred because of the constraint of resources to research on stadia in other counties in Kenya. The researcher was anticipating encountering difficulties in finding specific and sufficient literature from the background information on this topic due to a limited number of researches done on this area in Kenya and Africa in general. In conducting this study, some of the respondents were unwilling to disclose information for fear of victimization. However, the researcher assured the respondents of treating the information filled in the questionnaire with confidentiality and that it would be used

only for research purposes only. The researcher experienced challenges in collecting data because of social and physical distancing guidelines as a result of the Covid-19 pandemic, and unavailability of some respondents.

### **1.7 Delimitation of the Study**

This study focused on how stakeholders are involved in the performance of public projects using Moi Stadium in Embu County as the case study, specifically, the extent of the stakeholder's involvement in project identification, the stakeholder's inputs in planning, stakeholders involvement in project execution, as well as top management support in the performance of Moi Stadium, Embu County. The study was projected to be done from July to August, 2020.

### **1.8 Basic Assumptions of the Study**

It was assumed that a lot of respondents would offer their opinions and details, more accurately, freely and sincerely. It was also assumed that the data generated from the selected sub counties would be a representative sample that will be universal and have similar characteristics to influences stakeholders' involvement in public projects in Kenya. It was also assumed that the respondents' responses will mirror true and honest information on the ground, which would be the same if other researches were to be carried out at other times and other places.

### **1.9 Definition of Terms Used**

**Involvement:** A project's success usually depends on how stakeholders view it. Their requirements, priorities, attitudes, personal interests and concerns will affect the project, shape what it looks like to be productive and influence the outcomes that can be achieved. Hence successful involvement of stakeholders is a vital requirement for professional project management.

**Monitoring:** is the continuing, frequently purposeful organized method of gathering, reviewing and using project information and data to continually enhance the progress of the project towards the achievement of its goals. Monitoring usually focuses on procedures such as when and where activities take place, who conducts them and how many individuals or organizations they encounter

**Performance:** Effective completion of a given task that is calculated against pre-set known precision, completeness, expense, and speed standards.

**Project:** A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters

**Stakeholders' Involvement:** Involvement by project stakeholders means having a shared vision and inclusion in project decision-making process. Stakeholder involvement contributes to empowerment, and shared control of the project makes the project accountable to the stakeholders.

**Stakeholders:** an individual or group that has an organizations interest in the success of a project, they are impacted by an outcomes of a project. Examples of Stakeholder include staff, customers, shareholders, vendors, societies and governments.

### **1.10 Organization of the Study**

The analysis was divided into five chapters. The initial chapter was the introduction covering the context to the research, the problem statement, study purpose, limitation, delimitation, assumptions and definitions of meaningful terms used, and the study organization. Chapter Two, reviews literature on participation of stakeholders on various projects. The variables discussed include; stakeholder's involvement in project identification, stakeholder's input in project planning, stakeholder's involvement in project execution, as well as top management support in participatory monitoring and evaluation of public projects. Theoretical framework and conceptual framework, knowledge gaps and a description of the examined literature, also formed part of this chapter. Chapter Three described the research methods used in the study; research design, target population, sampling process, sample size, testing techniques, data collection procedure, data analytics technique, ethical considerations, and variables description of operationalization. Chapter Four contains; data analysis, presentation and interpretation of findings. Chapter five gives a review of the study results, conclusion and recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses all related literature by various scholars on the influences of stakeholder involvement in the execution of public projects from the initiation and identification of a project, project planning, implementation and participatory monitoring and evaluation of a project in the case of construction and upgrading of Moi Stadium in Embu County Kenya. The conceptual framework of the literature review is highlighted; the theoretical framework and the research gaps also form part of this chapter.

#### **2.2 Stakeholders involvement in project identification and project performance.**

(Chikati, 2010 ) defines the project identification as that stage at which a project is defined as an idea or possibility worthy of further study. It is a repeatable process for documenting, validating, ranking and approving candidate projects within an organization and it starts from an understanding of the mandate and objectives of the organization and involves identifying problems to be addressed and the needs and interests of possible beneficiaries and stakeholders.

Project stakeholders are groups, individuals or organizations that are actively involved in a project or who have vested interests in project execution, completion or results and may as well exert influence over the project objectives and outcomes. Stakeholders have a stake in the outcome of the project. It could be an interest, a right or ownership. Rights can either be legal or moral ownership in a circumstance (Carol, Cohen, & Palmer, 2004).Stakeholders take advantage for having their expectations understood and managed through appropriate open communication line on one hand and ensuring that the stakeholders understand and provide support to the project on the other hand.

The identification processes define and determine the scope and the nature of the project. If this phase is not performed well, the project success will be probably compromised in meeting the community expectations (Nijkamp , Van Der Burch, & Vindign, 2002). The particular key project identification needed here was an understanding of the project environment and making sure that all necessary requirements and technical specifications were integrated into the project. According

to (Albert 2004) any inadequacies or issues should be identified, reported and a recommendation should be made to fix them. The identification stage as the starting point of project implementation should include a plan that encompasses the following activities: selection of the best given project corresponding to the need of the community or organization, recognizing the benefit of the project, assigning project manager, defining the needs and requirements into realistic goals, financial, social and economic analysis of the costs and benefits, identifying source of funding, stakeholders analysis which include project team support, project chart, costs, tasks, deliverables and schedule.

(Menoka,2014) carried out a study to try and find the relationship between stakeholders involvement and project sustainability, in construction based projects, the study emphasized on stakeholders involvement with an objective to improve the performance of construction projects through achieving sustainability, as a result of the study a framework which intergrated stakeholders with sustainability driven project performance was developed.

Stakeholders need to be identified and their power, proximity and influence understood to deal with their potential impact on the project (Curley, Steve, & Ricky, 2006). Identification of stakeholders is a part of the project execution process, and consists of assigning individuals and groups whose are affected by the project or used it. Adequate and appropriate strategies can then be designed and implemented to enhance the positive influence of stakeholders. This becomes a fundamental risk management issue for project managers and failing to establish a comprehensive connection between risks related to project and stakeholder's involvement will lead likely to project failure (Malunga & Banda, 2004).

Constructions of projects start from the premise that the stakeholders know what they want and what they need. Therefore, during the project identification phase, the task of project management was to challenge the stakeholder's self-understanding about the project's objectives, reveal conflicts between the stakeholders, and confront the stakeholder's desires by exploring alternatives that were not previously considered (Aapaoja, Haapasalo, & Söderström, 2013)

(Kobusingye, 2017) defines project identification as stage of ideology definition and ground for further studies, it's a process of documentation, validation, ranking and approval of candidates projects within organizations, its starts by understanding the mandates and problem identification as well as stakeholders needs and interests (Mandala,2018)

Early involvement of stakeholders in the construction of public projects has been found to influence project performance positively around the world (Waithera, 2015). Most developed countries including the USA, Germany, and China, have effectively managed stakeholder's involvement through collaborative governance (Davis, McDonald, &White, 2010).

During project identification it was important to carry out a preliminary stakeholder analysis. This would enable identification of the stakeholders, as well as their roles. Different roles for stakeholders could be identified at this stage, and these can be developed as the project progresses. Different stakeholders play different roles such as project sponsorship, project management, contractors, delivery agency, and enabling agency. It is also possible to identify if any stakeholder present threats to the success of the projects, and plans can be put in place to respond to any such events (Potts, 2002). It is important to understand each stakeholder, their role and interest in the project.

If the management establish good working relationships with stakeholders up front, it will be easier to negotiate or motivate them later on when the project have a pressing issue that needs action. Knowing which stakeholders work well together and which don't can also help the project in the future (Egeland, 2011).

The fact that the world football governing body, FIFA plans to build at least one stadium meeting FIFA standards in every African country underscores the failure of governance in most parts of Africa. It is embarrassing that most African countries do not have standard stadiums that meet FIFA standards, apart from South Africa and some North African countries like Egypt which has met the standards (The Guardian, 2019). All these challenges are attributed to the fact that most African governments work in isolation without involving important stakeholders, in the identification, designing, planning and implementation of infrastructural projects. The gross

infrastructural deficit is a big dent in Africa, and this has negatively impacted on social and economic development of the continent. It is high time African governments close the infrastructure gap; otherwise, its citizens will continue to be the last. Since sports has become a multi-billion business venture that draws huge economic reward and fame, building and maintaining the necessary facilities should be given priority in the scheme of economic development (The Guardian, 2019).

Public projects aid in the effective delivery of economic services. Public projects are constantly under construction all over the world and are no longer purely government-procured as the latest strategy calls for more participation of stakeholders in the production of such projects (UNDP,2012). The global economy is placing pressure on countries to introduce and update infrastructure programs in order to remain competitive, gain advantage or stay behind. The international financial crisis and global downturn affects infrastructure investment prospects, particularly in developing countries where income growth will be significantly impacted (Cohen,1980). Infrastructure projects have the power to transform economies through expanding of trade, investment, business and financial ties in several developing countries in Asia. Studies have shown that the existence of basic infrastructures such as road transport, dams, and stadiums are key factors in GDP growth. Eliminating poverty, reducing inequity and increasing people's prospects in low- and middle-income countries are key priorities of the World Bank Group. The Comprehensive Framework for Development is a strategy by which countries will achieve certain goals. It stresses the interdependence of all developmental elements — social, systemic, human, governance, climate, cultural, and financial.

Embu County Government has committed itself to fostering and cultivating a strong sporting culture within the region, as well as raising the sporting profile of the County. Presently, the Embu County Department of Youth and Sports Development (DYSD) operate at least four different sports venues in each Sub-County, the largest venue being Moi Sports Stadium. Sometimes these are used to stage sporting events, as well as large-scale concerts. Some of the buildings, though, are obsolete today, and do not meet international requirements. A new modern, multi-purpose stadium has been suggested for construction. The planned stadium is intended to be designed and built to run a wide range of events (e.g. sports activities, concerts, exhibitions, conferences, etc.)

under all weather conditions. It should have enough room to accommodate a wide audience, too. On match days, the central club shop can have trouble managing all the spectator demands. Therefore, it might be wise to position many smaller kiosks / outlets around the stadium, packed with the main shop's most popular products. This is also expected to raise sales as a result of fans making impulse purchases as they pass to and from their seats.

Stakeholders' involvement in identification of public projects is a practice that may be acknowledged as a right to take part in an activity. As societies became more complex, decision making became centred in sets of various governments. Often in societies, decisions are imposed on communities by not allowing the involvement of the stakeholders in knowing how decisions have been arrived at in public projects such as the Embu Stadium. Within the governments' and organizations' settings, inclusive decision making is being encouraged for sustainable development and progress. The public participation process may take many forms including face to face deliberations, problem-solving, concessions building, public hearings and giving comments on the way the projects have been designed and implemented.

The involvement of the stakeholders in the designing the Moi Stadium was important as their inputs and contribution enhance the utilization of locally available resources and promote the senses of ownership of the intended stadium to the community. Embu County is divided into four sub-counties, namely: Runyenjes, Manyatta, Mbeere South and Mbeere North covering a total area of 2818.5 sq. Kilometre. For Embu County, the 2019 Population and Housing Census recorded a population of 608,599 persons for Embu County consisting of 304,208 males, 304,367 females and 24 intersex. This population is projected to rise to 617,152 in 2020 and 634,679 persons in 2022 at population growth rate of 1.4 percent per annum, The youth population is slightly larger compared to other age groups. It was therefore necessary to involve them in participatory and development-based activities. This calls for establishment of training facilities such as stadiums and learning centers for the youth, development of youth volunteer schemes and creation of employment avenues. The construction of Moi Stadium will greatly improve the economic status of the residents of this county.



### **2.3. Stakeholders involvement in project planning and project performance**

(Nyandemo & Kongere,2010) project planning means an endeavor in which human, material, financial resources are organized in such a way as to undertake a unique scope of work of a given specification within constraints of time, cost and quality so as to achieve some intended objectives. It is an institutionalized activity comprising of a series of predetermined and coordinated actions and processes for carrying out the identification, preparation, appraisal and implementation of projects.

Stakeholder involvement in project planning activities involves definition of the project's work requirements, quality and objective, the specification of resources needed and their allocation, the definition of schedule, evaluation of various risk and determination of delivering methods. The advantage of stakeholder involvement during the planning stage allows project managers to strengthening project execution process (Baker & Sekou, 2019).

Stakeholder Involvement in project planning activities involves identification of the project's objective, the specification of required project resources and their allocation and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and outcomes. The benefits of stakeholder involvement in the planning process include a reduction in distrust of the project outcome, an increase in commitment to the project objectives and processes, and heightened credibility of the project's outcome (Njogu, 2016).

Involving stakeholders in the planning phase creates a shared understanding, and it increases acceptance of the proposed project (Project Management Institute, 2013). Stakeholders are a wealth of knowledge about current processes, historical information, and industry insight. Many times these team members will have been at the company or on the project longer than the project manager or project team. It is important to involve key stakeholders when gathering and documenting requirements to avoid missing major deliverables of the project. Project managers, or others who are in charge of deliverables, may not be experts on every project. Key stakeholders can provide requirements or constraints based on information from their industry that will be important to have when understanding project constraints and risks (Lori, 2019).

Stakeholders' involvement enables decision-makers and stakeholders to understand a range of issues and viewpoints. This broadens the knowledge base of the participants, as they add to the cycle of decision taking. For one way, the individuals involved act as free project management consultants.

Public projects such as the Embu stadium, can win the hearts of stakeholders if the government consider their inputs at all the phases as opposed to technocratic decision making as the participants in the project are given the right to participate in: planning process, accountability procedures that pertain to their programmes. Engagement may be directly in the classical democratic sense, or by representative participation in elections to the extent of a pluralistic-republican model (Kweit & Kweit, 1986). Kweit and Kweit further point out that the requirements for determining policies in a democratic process are the mechanism's transparency and the policy's sensitivity to those impacted by it. Lang, suggest that traditional comprehensive and strategic planning process are insufficient for managing resources planning and he advocated for a more interactive approach in planning, in the engagement of the stakeholders irrespective of gender and effects of cultural versions and ideas.

According to Project Management Institute (2013), it is essential to involve stakeholders in carrying out resource planning which is the process of determining the people, equipment, materials and other resources that are needed, and in what quantities in order to perform project activities and optimize the use of available resources throughout the project cycle. These resources are then estimated and the activities budgeted for dependent on the project budgetary planning cycle or funding limits for the particular periods. These activities are then scheduled over the planning period by the project team in consultation with the stakeholders.

(Harold,2003) argues that project management is planning, directing and controlling of resources for a relatively short – term project which has been established for the completion of specific goal. Project planning generally consists of: determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and

cost for activities; developing the schedule; developing and approving the budget; risk planning; gaining formal approval to begin work (Rosario, 2000).

The cultural influence specifically on the extent at which the people of Embu County participate in decision making and their physical participation before the implementation of the construction of the Moi stadium greatly influenced their participation.

## **2.4 Stakeholders' Involvement in project implementation and performance of Public Projects**

Stakeholder involvement in project execution is an important practice in project management. Implementation of project helps to coordinate people and other resources to carry out the plan. A study carried out by (Kobusingye, 2017) indicates that there exists a positive relationship between involvement of stakeholders in project implementation and the results or outcome of the project, the study found out that projects tends to be more successful when stakeholders are involved in activities such as material procurement, resource co-ordination as well as people, and project implementation from the project's framework. Furthermore a study carried out by (Maina, 2013) to determine the influence of stakeholders involvement in implementation of public projects in Kenya, indicated that engagement of the public/stakeholders in the project enhanced successful implementation of the project.

It's during the execution stage that project plans get translated to project activities. Project execution ensures that stakeholders are actively involved in the execution of project activities. This enables planned project activities to be carried out in an effective and efficient way while ensuring that measurements against project plans, specifications, and the original feasibility concept continue to be collected, analyzed and acted on throughout the project lifecycle. Involvement of the stakeholders in crucial activities like selection of project teams is important when executing projects. There will only be real knowledge when the stakeholder becomes conscious of the value of the initiatives in which they are expected to participate (Marzuki, 2009). Stakeholder involvement in the execution of projects enhances the quality of the decisions as it promotes awareness levels among the stakeholders concerned.

(Linton, 2018) defines sporting stakeholders as a person or organization whose attitudes or activities affect the success of a sporting team, a sporting participant or a whole sport. Sports stakeholders include players, fans, governing bodies, financial stakeholders, and the community (Linton, 2018); sports stakeholders are athletes, sponsors, fans, media, coaches, government, hotels, restaurants, charities, host families, civic and political leaders, and businesses (Stokes, 2008). It could be deduced that stakeholders of sports include government, players, officiating officials, sports federations, fans, media, spectators, corporate organizations, among others. These very essential stakeholders should receive periodic information about how resources especially financial resources are utilized.

Several studies have examined the execution of public projects in developing countries. For instance, (Muriithi & Crawford, 2003) note that in Africa, many stakeholders engaged in the construction of public tasks have limited access to information and are unaware of project progress. Project managers need to be mindful of project success and quality management steps, as well as to provide an in-depth understanding of the benefits gained from projects being implemented. In Nigeria, (Odusami, Iyagba, & Omirin, 2003), found out that public projects are not completed in time due to lack of key stakeholders' awareness, highly complex projects due to over-dependence on government for project funding and control, and unethical practices occurring at various project phases.

Kenya has a strong legislative environment, offering a variety of specific open skills and participatory values. However, it does not meet the execution challenges to provide an enabling service delivery environment (World Bank, 2015). In response to the challenges of unclear working policies and public participation guidelines in Kenya, the World Bank with the Kenya School of Government has drawn up working paper series of county governments that includes training and technical assistance for county officials responsible for public engagement and financial management. The papers emphasize that county governments and civil society creatively involve people by publishing budgets that are citizen-friendly, conducting organized planning and budgeting sessions, and using social media to exchange and receive information. Nevertheless, only a few counties have accomplished this kind of good practice. The involvement and

participation of stakeholders is therefore determined by the availability and quality of information that government agencies give to the participants (World Bank, 2015).

One important method of encompassing the public in the decision-making process of Embu County is provided in the situation assessment. The key issues in all circumstance evaluations are that the voices of stakeholders must be heard, and the participation process must be reliable in order to respond to the issues and relevant opportunities of the stakeholders (Shereen, 2016). Effective contact with the stakeholders to make them aware of the intended projects is the important factor in public participation in Embu County which influences service delivery. There are three main elements of successful communication: partnerships, knowledge and conversation (Shereen, 2016). Public awareness explains the problem to be addressed and the decisions in development projects within Embu County. The awareness of stakeholders also defines the participation and commitment of stakeholders, and their concerns (Doug, 2013).

## **2.5 Stakeholder Engagement in Project Monitoring& evaluation and Project Performance**

According to (Nyonje, Ndunge, & Mulwa,2012) monitoring is the periodic and continuous review and overseeing of the project to ensure that input deliveries, work schedules, target outputs and other required actions proceed according to the project plan. It is a continuous process of collecting information at regular intervals about ongoing projects or programmes concerning the nature and level of their performance. Monitoring aims at providing managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. On the hand, evaluation is a process that involves systematic collection, analysis and interpretation of project related data that can be used to understand how the project is functioning in relation to the project objectives. It is a process of ascertaining decision areas of concern, selecting appropriate information, and collecting and analyzing information in order to report summary data useful to decision-makers in selecting among alternatives.

Participatory monitoring and evaluation is a process through which stakeholders at various levels engage in monitoring and/or evaluating a particular project, program or policy , share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions. Participatory M & E focuses on the active engagement of

primary stakeholders (World Bank,2010). A project that has been participatory during initiation, planning and execution ought to be appraised in the same way and stakeholders should be key players in all the phases (Mulwa, 2008). Mulwa emphasizes that the process ensures local ownership and commitment not only to the exercise and its outcome but more importantly, to the future of the programme evolution.

One sure way of meeting stakeholder concerns and promote transparency is to involve them in monitoring of the project processes. Such Involvement, and the flow of information generated through this process, encourages stakeholders to take a greater degree of responsibility in relation to the project. Participatory monitoring also tends to strengthen relationships between the project and its stakeholders (Flanagan & Norman, 2003). Participatory monitoring and evaluation has significant influence on the project outcome and performance. Involvement of stakeholder through participatory monitoring and evaluation in public projects contributes by identifying challenges around performance. Top management in organizations can adopt stakeholder involvement as an opportunity to influence other organizations and create alignment to structures and processes to support the vision and mission of project performance (Katiku, 2011).

Availability of project funds alone is not a guarantee for the success of public projects and by extension its sustainability as seen from case studies. Stakeholder's participation in initiation, planning, execution, monitoring and evaluation is important. After creating project committees at the initiation phase, stakeholders should also be involved throughout the entire project life (Mulwa, 2008). If this is not done the projects will not be sustainable (Kumar, 2002).

Top management commitment in participatory project supervision is one of the essential factors most frequently cited (Liu & Seddon, 2009) ranking at the highest level for industry-wide ventures (Belassi & Tukel, 1996) Help from top management plays a significant role in the results of the project (Ahmed, Mohamad, & Ahmad, 2016).

Top management also plays a vital role in offering technical support and supplying tools needed for project success (Staehr,2010). In addition, top management, in general, play a significant role in determining a project's success (Boonstra,2013). Hence, project management literature makes

a good sense to recognize and accept the value of top management support (McComb, Kennedy , Green , & Compt, 2008). Furthermore, (Green,1995) found after examining the R&D programs that the projects with the highest management support were less likely to fail. Additionally, (Meredith & Mantel, 2010) named the project "sacred cows" with top management support, suggesting these types of projects seldom fail.

In addition, (Boonstra,2013) showed that a few researchers reported various aspects of support for top management. (Guimareas & Igbaria,1995), for example, concluded that the expectations, understandings, and encouragement of top management to stakeholders are also essential factors for project success. In addition, quite a few scholars have proposed that top management should be champions of effective project execution (McComb &Naranjo-Gil, 2009) In the same way, the provision of time resources is another critical aspect of top management support (Bruqué-Cámara,2004). Others also referred to the management of transition, the provision of resources and the communication of project vision with project teams as factors of top management support (Dong,2009). In addition, top management support in participatory M&E has been looked at as one of the key performance factors in different studies. (Young & Jordan, 2008) argued that support from top management is the most critical factor in the success of a project. In fact, (Ofer, 2008) claimed top management support as the key ingredient in the 'project success formula. Furthermore, top management should overcome biases and understand the importance of project results as this ultimately leads to organizational success (Swink, 2000).

Globally, the construction of public projects is acknowledged as complex and capital intensive. The need for transparency in monitoring and evaluation to promote organizational learning and accountability in project delivery cannot be overemphasized, hence the need for stakeholder involvement. The involvement of stakeholders in monitoring and evaluation activities furthers the objective of promoting participatory development. Stakeholders have the right and the responsibility to know what is happening in the project, which aspects need corrective action, what the results are, and which lessons can be learned and shared with one another, but they should not simply be recipients of monitoring and evaluation reports.

## **2.6 Theoretical Framework**

Embu Moi stadium represents a sizeable portion of the construction of sporting projects require a lot of attention. Sporting projects are considered factors that promote the economic development of the regions and counties and have a significant impact on the economy as a whole and economic activity (Faridi, Chaudhry & Malik, 2011). According to Ruwanpura (2004), “Economists explanations for the existence of segregated sporting projects are not new”. A literature study on stakeholder involvement and participation in public projects or gender in general shows that it is now important to reorient research and improve methods used to collect and quantify county and national statistics to accurately represent stakeholder involvement and labor feedback in the national economy. The study was anchored on two main theories: Stakeholders’ Theory and the Kanter Theory of Change.

### **2.6.1 The Stakeholders’ Theory**

The theory of stakeholders had its origins in Swedish scholar Eric Rhenman (1964). Second, he recognized the influence of external and internal stakeholders, or "important" to whom businesses are responsible. Eric Rhenman's original business centric stakeholder map understood the broader corporate stakeholder background. Two decades later, Edward Freeman adapted that stakeholder map to his work (Strand & Freeman, 2013). Freeman (1984) with his ground breaking work effectively popularized stakeholder theory, and many academics took his research as the basis for an interpretation of the stakeholder theory. The notion of 'joint interest' has been established by Swedish researcher Eric Rhenman as a central concept for stakeholders (Strand & Freeman, 2013), where the position of companies through stakeholder relationships to build value for stakeholders and the business. Scholars (Agle et al., 2008; Parmar et al., 2010; Freeman, 2004; Freeman, 2011) further argued that companies must see stakeholder mutual interest and consider how they can create value on the basis of their obligations. Given that stakeholder theory has gradually gone beyond the debate as to whether companies are accountable to society or to optimize shareholder profits (Agle et al., 2008), Friedman's (1970) view remains a surprising contrast to the general CSR literature. Friedman (1970) argued against corporate social responsibility by stating that the key objective of companies is to maximize social responsibility; rather than to ensure the prosperity of their stakeholders.



Donaldson and Preston's pioneering work (1995) defined three forms of the theory of stakeholders – normative, practical or descriptive – originally argued as mutually exhaustive. The scholars stressed that the purpose of stakeholder theory is normative and therefore legal, as it determines the obligations of organizations towards their stakeholders and thus businesses need to see the collective interests of stakeholders and consider how they can build value on the basis of their obligations (Freeman, 1984; Agle et al., 2008).

Former authors maintained that the pure acknowledgement of one's responsibilities does not result in ethical actions and a substantive partnership with stakeholders. Clarkson's influential study (1995) also found support for the instrumental approach to stakeholder theory, where emphasis was placed on certain company actions towards stakeholders and the results discussed, particularly in terms of financial performance. Berman et al. (1999) research generally found support for the stakeholder theory functional component but no support for the stakeholder theory normative dimension. Although Berman et al. (1999) found no basis for stakeholder relationships that informed strategic decision-making processes for managers, the study described stakeholder relationships as a moderator in strategic decision-making for managers. In contrast, the study of Jawahar and Mclaughlin (2001) demonstrated Descriptive Stakeholder Theory through the various stakeholder management action scenarios based on the company's specific life cycle, one of the few studies showing stakeholder actions through a dynamic approach. Finally, Jones and Wicks (1999) supported the normative basis of stakeholder theory, while calling for a fused theory of all three categories for both moral and practical soundness.

Everyone involved in a project, company or association is an interested party. As for project management, a stakeholder is a person or community that will be influenced by the outcome of the project. Stakeholders may be within or outside the organization; they may be very involved in the project and its proceedings in either way. There, in short, essential to stakeholders. They sponsor a project or organisation, and are interested in completing it successfully. But that doesn't mean they're sitting idly by and watching. They are often active, and depending on their actions they can have either positive or negative influence. Stakeholders in a project or organization can influence everything and everyone including senior managers, project leaders, team members, customers, users and many others. With so many ways to sway a project, as a manager it's critical

to prioritize and focus on only the most important stakeholders, those with power, proximity and urgency.

Some analysts, such as the political scientist Charles Blattberg, say stakeholder theory is troubling. We say there's no way of balancing different stakeholders' interests against each other. This is because they represent a group of stakeholders so large and diverse. This is because every stakeholder, they say, can't be satisfied. Any or more actors would have to take a backseat to other, more dominant ones, which can cause conflict. It would negate the Stakeholder Principle benefits. More so, certain stakeholders may believe that decisions are not affected as much as other people. Another challenge may be the various levels of power and spheres of control. Even those seemingly more influential may not feel they get what they want.

Stakeholder theory was relevant to this study because it is designed to ensure that there are certain influences on the involvement of stakeholders in the performance of projects. This is accomplished by establishing a network of relationships with the company's stakeholders that include the suppliers, employees and clients. This was a part of the firm's strategic objectives. In this study, county government leaders aim to achieve successful completion of the Moi Stadium successfully. They had involve the stakeholders who are the end user of these services to achieve this aim.

### **2.6.2 The Kanter Theory of Change**

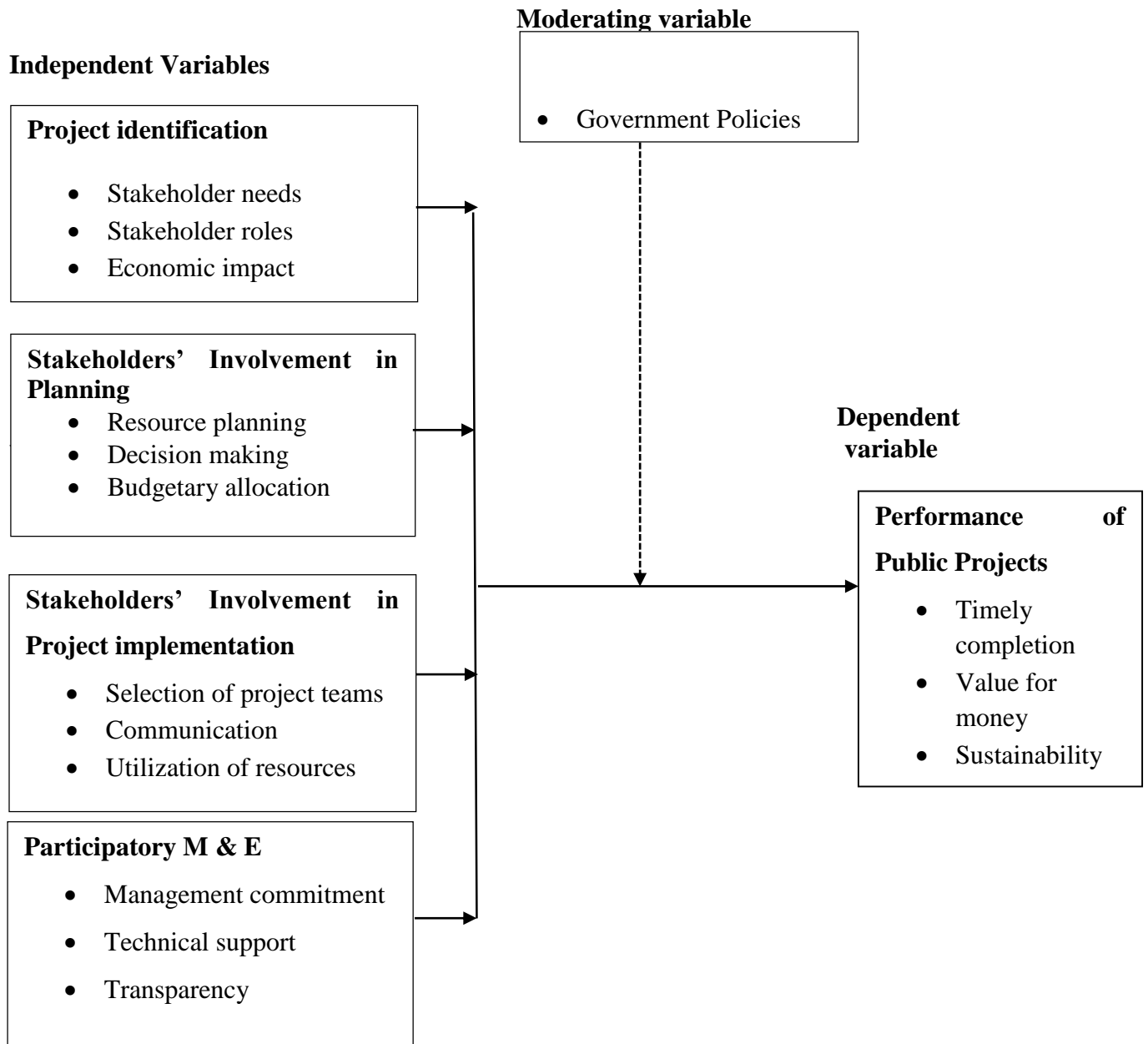
The theory of Kanter postulates that the way an organization functions is a function of how workers derive their attitudes and behaviours. According to Kanter (1983), the change management models are geared to senior management within an organization. Academics and practitioners can develop these models too (Carrol & Hatakenaka, 2001). The practitioner models are designed to concentrate on illustrative observations and anecdotes, allowing simple and well-educated recommendations to managers. Furthermore, these models also provide detailed guidance about how to facilitate organizational change. Carrol and Hatakenaka (2001), hold the opinion that transformation has the potential to add to the resistance of the employees. In fact, some employees showed great reluctance to accept change and therefore preferred to preserve the status quo as regards behaviour patterns.

In addition, some policy reforms failed to address existing work practices, corporate culture, such as procedures and relationships with employees. It is worth noting that structural reform results in segmentalization of the public sector. Kanter (1983) suggests that the process of segmentalization is linked to the categorisation of actions, issues and incidents in an organization into separate partitions. He further notes that over time these partitions or compartments are separated from each other and as a result it is possible for problems of these organizations to be studied closely away from their initial context as it is too necessary because one can view the problem in isolation from the other issues and create the relation between the two.

The theory was very crucial to the study since it is recognized that changes in certain organizations face implications of complexity of a different order as compared to other organizations, particularly those that follow a hierarchical structure. There is a possibility that progress will depend on the responsiveness to various viewpoints, the quality of implementation and also the degree of support obtained from members of the company who are influential alongside sound values and power alter (Weimer & Vining, 2006). This means that constructive and progressive change has an important effect that can be seen in companies in the public sector together with workers as being supported by the top management by sponsorship.

## 2.7 Conceptual Framework

Figure 2.1 Conceptual Framework



The above conceptual structure show the study's relation between variables. The structure demonstrates that success of public projects (dependent variable) is defined by four independent variables namely stakeholder involvement in project identification, stakeholders input in planning, stakeholders involvement in execution and top management support for participatory M&E. Stakeholder's involvement in project identification included stakeholder needs, roles and

economic impact; stakeholder's input in planning included resource planning, decision making and budgetary approvals; stakeholder's involvement in project execution included selection of project teams, communication and utilization of resources; while participatory M&E included top management commitment, technical support and transparency. These independent variables when manipulated will influence the performance of public projects. The major moderating factor between the independent variables and the dependent variable is government policies, which is beyond the researcher's control but had an influence on the dependent variables.

## **2.8 Summary of Literature Review**

This chapter focused on the various authors' opinions researched on stakeholders' involvement on participation in the upgrading of the Moi Stadium, Embu County. Majorly four factors were discussed to give out an in-depth analysis and insight on how they necessitate the participation and involvement of stakeholders in the upgrading of Moi Stadium in Embu County. The factors discussed included the stakeholders' involvement in project identification, stakeholders' input in planning, stakeholders' involvement in project execution and top management support in M&E. The review focused on the new area of research gap as regards the relationship between the various factors influencing stakeholders' involvement in participation. The theories that relate well to the factors influencing participation of and involvement of stakeholders' in participation are looked at as well. The theories looked at included; the Stakeholders' Theory and the Kanter Theory of Change the relationship between all the attributes have well been illustrated in a conceptual framework as; having been classified as independent, moderating and dependent variables.

## 2.9 Research Gaps

**Table 2.1 Summary of Previous Research findings and Research gaps.**

<b>Objective</b>	<b>Author and year</b>	<b>Title of the study</b>	<b>Research Findings</b>	<b>Identifiable Research Gaps</b>
To establish to what extent stakeholders are involved in identification of public projects.	Mandala, E. (2018)	Stakeholder involvement in project management of road construction in Bondo, Siaya County.	Involvement of stakeholders helps managers to avoid sinking resources in non-feasible activities.	Stakeholder's involvement in upgrading of public project not tackled.
To determine stakeholder's inputs in planning of public projects.	Chepkwony (2014)	Influence of public participation	Public participation  Improves performance in schools	Stakeholders Input in planning was not tackled.
To examine the stakeholders'	Wairi (2015)	Influence of stakeholders'	Stakeholders' participation	Stakeholders' involvement in project

involvement in execution of public projects.		participation in ward projects	increases project completion	execution was not tackled.
To determine how top management support influence participatory M&E of public projects.	Njumbi (2011)	Influence of Top Management Support on strategic planning	Top Management support influences performance of a project	Top management support on participatory M&E of public project was not tackled.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research methodology which was used in the research process is mentioned in this chapter. This includes study design, target population, sample size, sampling methods to be used, research tools, pilot research tools testing, research tools validity and reliability Procedure for data collection, and methods for data processing, ethical considerations, and specification of research variables for operationalization.

#### **3.2 Research Design**

A descriptive survey template was used throughout this report. A descriptive survey, according to (Gakuu & Kidombo,2010) includes asking questions (often in the form of a questionnaire) to a wide number of individuals either by fax, by telephone or in-person. This research design was suitable for this review since it aimed at helping the researcher to collect data on various aspects that are easily seen in society. The other reason for adopting this design is its ability to help the researcher achieve a direct source of all attributes required. Under study It was intended to create a healthy interaction atmosphere through in-depth responses by sharing past experiences, current and future events aimed at providing a clear understanding of the phenomenon

#### **3.3 Target Population**

A target community refers to the whole group of people, items or entities that share similar characteristics or features and may not be located within the same geographical area. A population is the group to which the results of the study are intended to apply according to (Gakuu & Kidombo, 2010) This study targeted County government officials especially those in department of youth and sport sports, corporate partners, players, coaches, sports commentators and federation officials, who are the key stakeholders of the Moi stadium project, and they provide the needed information. The researcher targeted 10 departments of youth and sports officials, 150 players, 50 coaches, 15 sports commentators, 50 federation officials and 25 corporate partners/sponsors. The study did target 300 respondents



**Table 3.1 Target population for respondents**

<b>Category</b>	<b>Population Frequency</b>
<b>Dept. of Youth &amp; sports</b>	10
<b>Partners &amp; Sponsors</b>	25
<b>Coaches</b>	50
<b>Sport commentators</b>	15
<b>Federation officials</b>	50
<b>Players</b>	150
<b>Total</b>	<b>300</b>

**Source: Embu County Government Sports Registry**

### **3.4 Sample Size and Sampling Procedure**

#### **3.4.1 Sample Size**

At any statistical setting, a sample size is a count of individual samples or observations (Zamboni, 2018). The number of respondents selected by the researcher from the target population to create a sample that satisfies the representability criteria of the target population. The sample size for this study will be determined using; Yamane (1967) formula for calculating sample sizes at a confidence level of 95 per cent and  $e=0.05$ . Where  $n$  is the sample size,  $N$  is the population size and  $e$  is the precision level. The sample size shall be as follows

$$n = \frac{N}{1 + N(e)^2}$$

Where:  $n$  refers to the sample size

$N$  =refers to population under study

$e$  = refers to error margin

Therefore:

$$n=300/1+300(0.05) (0.05) =172$$

The total sample size will be 172 respondents.

**Table 3.2 Sampling method and sample size**

<b>Stakeholder Category</b>	<b>Target (N)</b>	<b>Population</b>	<b>Sampling Method</b>	<b>Sample size (n)</b>
<b>Dept. of Youth &amp; Sports</b>		10	$n_h = (N_h / N) * n$	6
<b>Partners &amp; Sponsors</b>		25		14
<b>Coaches</b>		50		29
<b>Sport Commentators</b>		15		9
<b>Federation officials</b>		50		29
<b>Players</b>		150		85
<b>Total</b>				<b>172</b>

**Source: Embu County Government Sports Registry**

### **3.4.2 Sampling Procedure**

This study adopted the technique of mixed sampling using purposeful sampling and stratified random sampling. Given the heterogeneous nature of the target population, this technique was applicable. Stakeholders were purposively selected to participate in the study, and they provided needed data for this study. The population was divided into homogeneous subgroups using stratified sampling, and then a proportionate stratified random sampling was taken in each subgroup (Gakuu & Kidombo,2010) Simple random sampling technique was used where respondents was selected randomly and by chance, so that each participant had the same chance of being selected during the sampling process at any stage. This was important to prevent prejudices in the sampling.

### **3.5 Data Collection Instruments**

Data collection is the method of selecting the respondents and gathering the necessary information for a sample. Data collection allows a researcher to answer relevant questions, to assess results and to predict future probabilities and trends (Peersman,2014) The study used an interview schedule to get qualitative data from officers in the department of youth and sports, and a questionnaire to get quantitative data from the stakeholders. The questionnaires consisted of both open and closed-ended questions. The researcher ensured that the questionnaire captured the independent and

dependent variables, as this helped him collect data that addressed the study objectives. The questions were framed in a very simple language to ensure easy comprehension by the respondents when answering them. The questionnaires were administered through study assistants who were educated about the research goals before setting to the field to collect data. This method was appropriate for the study as it enabled the respondents to get help from the assistants in case they experienced difficulties while filling the questionnaires. The study used 133 questionnaires and 6 interview schedules.

Before proceeding to conduct the study, the researcher requested an introductory letter from the University of Nairobi that enabled him to get a permit from the Embu County government offices based in Embu town. The researcher then got a permit from the National Commission for Science, Technology and Innovation (NACOSTI). A copy of the questionnaire and a cover letter of introduction were prepared for each respondent. The researcher requested for the contacts of the stakeholders from the Embu County Government, Department of Youth and Sports and the youth and investment committee of the assembly, after which he sent notifications through calls and SMS to inform them about the study and request for participation. The researcher used the drop and pick now method as this method would ensure a high questionnaire return rate. The researcher together with the research assistants distributed questionnaires to the respondents. For interviews with the department of youth and sports, the researcher visited the respondents in their offices and made telephone calls to solicit narrative data. Due to the COVID-19 pandemic, the researcher and the research assistants observed strictly the WHO guidelines of keeping social distance, wearing facemasks, and using sanitizers while collecting data.

### **3.6 Validity of Research Instruments**

Validity is the consistency of a tool / instrument for data collection which enables it to measure what it is intended to measure (Nyonje, 2011). It is said that a good instrument is one if it calculates exactly what it is supposed to measure. The researcher will construct the items taking into consideration the research objectives. Content validity was monitored through consultations with research supervisor, who is an expert in this field. The validity of the model was ascertained via the pilot study tests. The elements which were going not obvious were changed to make them clearer. The supervisor's recommendations assisted in amending the final instruments

Reliability is the accuracy of a measurement, or the degree to which a measuring instrument calculates the same way every time it is used with the same subjects under the same conditions (Gakuu and Kidombo, 2010). The accuracy of data to be collected largely will depend on the data collection instruments in terms of reliability (Blumberg, Cooper, & Schindler, 2014). Reliability in this study was assured by pilot testing of the research instruments. Piloting is important as it helps the researcher to familiarize himself with the instrument, and also in revealing deficiencies in the instrument. The instruments were administered to the respondents and re-administered to the same respondents after a period of one week, and then the correlation between the two sets of scores be computed. The researcher used Cronbach's Alpha value to establish whether the research instrument was reliable or not. The higher the correlation coefficient the greater the reliability. According to Nyonje, (2011) correlation coefficient of 0.00 indicates total unreliability and 1.00 indicates perfect reliability. Correlation coefficient of 0.8-0.9 indicates high reliability, 0.6-0.8 indicates acceptable reliability value while below 0.5 is unacceptable.

### **3.7 Data Analysis Techniques**

Analysis of data refers to analysing what was obtained in the field and drawing conclusions and inferences. According to (Gakuu & Kidombo, 2010) the data analysis is the measurement of certain measures along with the quest for relationship patterns that exist between data classes. Data was analysed by use of descriptive statistics that is, mean and percentages and presented in tables for easy interpretation. Data from responses was coded into categorical variables then analysed by use of Statistical Package for Social Sciences (SPSS).

### 3.8 Operational Definition of Variables

**Table 3.3: Operational Definition of Variables**

Objectives	Variables	Indicators	Data Collection Tool	Analyses Techniques	Measurement scale
Stakeholders Involvement in project identification	Independent variable	<ul style="list-style-type: none"> <li>Stakeholders needs</li> <li>Stakeholders roles</li> <li>Economic impacts</li> </ul>	Questionnaire	Descriptive statistics (Cross-tabulations Frequency Tables Percentages, mean and Std. Deviation)	Ordinal  nominal
Stakeholders 'involvement in planning	Independent variable	<ul style="list-style-type: none"> <li>Resource Planning</li> <li>Decision making</li> <li>Budgetary allocations</li> </ul>	Questionnaire	Descriptive statistics (Cross-tabulations Frequency Tables Percentages, mean and Std. Deviation)	Ordinal  nominal
Stakeholders' Involvement in project implementation	Independent variable	<ul style="list-style-type: none"> <li>Selection of project team</li> <li>Communication</li> <li>Utilization of resources</li> </ul>	Questionnaire	Descriptive statistics (Cross-tabulations Frequency Tables Percentages, mean and Std. Deviation)	Ordinal  nominal
Participatory M&E	Independent variable	<ul style="list-style-type: none"> <li>Management Commitment</li> <li>Technical support</li> <li>Transparency</li> </ul>	Questionnaire	Descriptive statistics (Cross-tabulations Frequency Tables Percentages, Mean and Std. Deviation)	Ordinal  nominal

### **3.9 Ethical Considerations**

The researcher sought informed consent from the respondents before administering the questionnaires. The respondents were requested not to indicate any identifying information in the questionnaires they were filling. Confidentiality was upheld throughout the study from data collection to reporting. All information collected from the respondents was kept confidential to avoid any possibility of victimization. The researcher assured the respondents that the data collected will only be used for academic purposes, and not any other sinister motive. In order to avoid plagiarism, the researcher sought to observe the guiding principles of research such as recognition of sources of published information. The researcher ensured that all information obtained from different sources used in this study was appropriately referenced as per the referencing style version 6 of the American Psychology Association (APA).

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

#### 4.1 Introduction

This chapter contains data analysis, presentations and interpretation of the research findings. The sub themes covered are the introduction, questionnaire return rate, personal information of the respondent, data presentation and summary. The variables used were Project identification, Stakeholders' Input in Planning, Stakeholders' Involvement in Project Execution and Participatory M & E. Quantitative data was coded using the SPSS analytical tool and the descriptive statistics analyzed using arithmetic mean, standard deviation, presented, frequencies and percentages and presented in tables.

#### 4.2 Questionnaire Return Rate

The quantitative data was obtained using open and closed-ended questionnaires. The research study had a sample size of 172 respondents. 172 questionnaires were administered. 133 questionnaires were filled and returned, achieving a return rate of 77.32%. A response rate of 50% is satisfactory, 60% is good, 70% is really good, 80% and above is excellent, (Mugenda and Mugenda, 2003). Questionnaire return rate of 77.32% was really good and therefore appropriate for data analysis. The findings are indicated in table 4.1

**Table 4.1 Questionnaire Return Rate**

<b>Research Instrument</b>	<b>Sample Size</b>	<b>Percentage</b>
<b>Questionnaires returned</b>	133	77.32
<b>Questionnaires not returned</b>	39	22.68
<b>Total</b>	<b>172</b>	<b>100</b>

#### 4.3 Personal Information of the Respondents

The respondents were requested to indicate the following personal information: Gender, Age, County of Residence, Duration of Residence, Highest Educational Level and Work Sector.

### 4.3.1 Respondents' Gender

The study sought to determine the respondents' age. The findings are indicated in Table 4.2

**Table 4.2 Respondents' Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Male</b>	80	60.9
<b>Female</b>	52	39.1
<b>Total</b>	<b>133</b>	<b>100</b>

From the findings, 60.9% of the respondents were male, forming the majority, while 39.1% were female. The high number of men respondents could reflect gender bias against women being involved as stakeholders on performance of public projects.

### 4.3.2 Respondents' Age

The study sought to determine the respondents age. The findings are indicated in Table 4.3

**Table 4.3 Respondents' Age**

<b>Age Brackets (Years)</b>	<b>Frequency</b>	<b>Percentage</b>
<b>20-30</b>	82	63.08
<b>31-40</b>	40	30.77
<b>41-50</b>	6	4.62
<b>51-60</b>	2	1.54
<b>Above 60</b>	0	0
<b>Total</b>	<b>133</b>	<b>100</b>

From the study findings as shown in table 4.3, 63.08% of the respondents were within the age of 20-30 years, 30.77 were within 31-40 years, 4.62% were within 41-50 years and 1.54% were within 51-60 years of age. The high number of respondents within the 20-30 years age bracket could be due to the nature of the project undertaking, which demands high energy, as mainly found in people within this age bracket.



#### 4.3.3 Respondents Resided and Worked in Embu County

The study sought to determine if the respondents lived and worked in Embu County. The results are indicated in Table 4.4

**Table 4.4: Respondents' Resided and worked in Embu County**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	133	100
<b>No</b>	0	0
<b>Total</b>	<b>133</b>	<b>100</b>

According to the study findings, 100% of the respondents indicated they lived in Embu County. This is an indication they were familiar with the study topic since the research project is located in Embu County.

#### 4.3.4 Respondents' Duration of Residence and Work in Embu County

The study sought to determine respondents' duration of residence and work in Embu County. The results are indicated in Table 4.5

**Table 4.5: Respondents' Duration of Residence and Work in Embu County**

<b>Duration (Years)</b>	<b>Frequency</b>	<b>Percentage</b>
<b>0-1</b>	13	9.77
<b>1-5</b>	25	18.8
<b>5-10</b>	52	39.1
<b>Over 10</b>	43	32.33
<b>Total</b>	<b>133</b>	<b>100</b>

According to the study findings, 9.77 % the respondents indicated their duration of residence and work in Embu County to be between 0-1 years, 18.8% indicated between 1-5 years, 39.1% indicated 5-10 years and 32.33% indicated over 10 years. 71.34% of the respondents have been living and working in Embu County for over 5 years, falling within the project execution period and therefore considered project stakeholders of the upgrading of Embu Moi Stadium.

#### **4.3.5 Respondents' Highest Academic Qualification**

The study sought to determine respondents' highest academic qualification. The results are indicated in Table 4.6

**Table 4.6: Respondents' Highest Academic Qualification**

<b>Highest Academic Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Primary</b>	5	3.76
<b>Secondary</b>	40	30.08
<b>College</b>	53	39.85
<b>University</b>	35	26.32
<b>Total</b>	<b>133</b>	<b>100</b>

The findings indicated that 39.85% of the respondents had college education, 30.08 had secondary education, 26.32 has university education and 3.76% had primary education. This indicated that majority of the respondents had gone beyond primary education level and well understood the questions asked in the questionnaires

#### **4.3.6 Respondents' Work Sector**

The study sought to determine respondents' work sector. The results are indicated in Table 4.7

**Table 4.7: Respondents' Work Sector**

<b>Sector</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Banking</b>	10	7.52
<b>NGO</b>	10	7.52
<b>Civil</b>	13	9.77
<b>Construction</b>	15	14.28
<b>Education</b>	19	11.29
<b>Trade</b>	25	18.8
<b>Sports</b>	41	30.43
<b>Total</b>	<b>82</b>	<b>100</b>

According to the study findings, 30.43% of the respondents were in sports sector, 14.28% were in construction sector, 18.8 % were in trade sector, 11. 29% were in education sector, 9.77% were in civil sector, 7.72% were in NGO sector and 7.52% were in banking sector. The study project being on the upgrading of Embu Moi Stadium explains why majority of respondents were in the sports sector followed by construction sector. Trade attained 18.8%, which could be explained by the human activities found near sports stadium. The percentages attained in education, civil, NGO and banking sector reflected the services needed near sports stadium.

#### **4.4 Stakeholder Involvement in Project Identification**

The study sought to determine stakeholders' involvement in the identification of the upgrading of Embu Moi Stadium. The study findings are as shown.

##### **4.4.1 Respondents' Involvement in the Identification of the Upgrading of Embu Moi Stadium.**

The study sought to investigate whether the respondents were involved in the identification of the upgrading of Embu Moi Stadium.

The study findings indicated that 67.67% of the respondents were not involved in the identification of the upgrading of Embu Moi Stadium. 32.33 % indicated they were involved as project participants in the various consultation meetings, whereby they gave their opinions and suggestions on project identification.

#### **4.4.2 Stakeholders' Involvement in Identification Stage**

The study sought to determine the extent to which the respondents agreed with statements relating stakeholders' involvement in the identification of the upgrading of Embu Moi Stadium. The respondents were requested to use Strongly agree (SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree (SD)=1. The results are indicated in Table 4.9

On the statement that stakeholders' analysis was done in the prioritizing of the project, the findings indicated that 32.33% of the respondents agreed with the statement, 24.06% disagreed, 17.29% strongly agreed, 13.53 strongly disagreed and 12.78 were undecided. The statement attained a mean score of 2.503 and a standard deviation of 1.396.

Concerning the statement, 'I was actively involved in the feasibility study of the construction of Embu Moi Stadium', the study findings indicated that 30.83% of the respondents agreed with the statement, 23.31% disagreed, 22.56% strongly disagreed, 12.03% strongly agreed, and 11.28% were undecided. The statement attained a mean score of 2.601 and a standard deviation of 1.413.

On the statement, 'My proposals and needs were considered in the identification of Embu Moi stadium project', the study findings indicated that 28.57% of the respondents disagreed with the statement, 27.07% agreed, 19.55% strongly disagreed, 12.78% were undecided and 12.03% strongly agreed. The statement attained a mean score of 2.262 and a standard deviation of 1.395.

On the statement, 'I was actively involved in the preliminary project approval of Embu Moi stadium project', the study findings indicated that 30.83% of the respondents disagreed with the statement, 27.07% agreed, 20.3% strongly disagreed, 13.53% strongly agreed and 8% were undecided. The statement attained a mean score of 2.518 and a standard deviation of 1.306.

On the statement, 'My considerations on the economic impact of the project were incorporated in the project identification', the study findings indicated that 27.82% of the respondents agreed with the statement, 26.32% disagreed, 23.31% strongly disagreed, 12.78% strongly agreed and 9.77 were undecided. The statement attained a mean score of 2.609 and a standard deviation of 1.364.

On the statement, 'My role as a stakeholder was valued and appreciated in the identification of Moi stadium project Embu County', the study findings indicated that 31.54% of the respondents strongly disagreed with the statement, 26.15% agreed, 16.92% disagreed, 13.08% strongly

disagreed and 11.54% were undecided. The statement attained a mean score of 3.415 and a standard deviation of 1.870.

#### **4.5 Stakeholders’ Involvement in Project Planning**

The study sought to determine stakeholders’ involvement in the project planning of the upgrading of Embu Moi Stadium. The study findings are as shown.

##### **4.5.1 Respondents’ Involvement in the Project Planning of the Upgrading of Embu Moi Stadium.**

The study sought to investigate whether the respondents were involved in the project planning of the upgrading of Embu Moi Stadium. The results are indicated in Table 4.10

**Table 4.10 Respondents’ Involvement in the Project Planning of the Upgrading of Embu Moi Stadium.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	3	2.26
<b>No</b>	130	97.74
<b>Total</b>	<b>133</b>	<b>100</b>

The study findings indicated that 97.74% of the respondents were not involved in the project planning of the upgrading of Embu Moi Stadium. Only 2.26 % of the respondents indicated they were involved and their contribution to the identification process was mainly in resource planning and material identification of the project.

##### **4.5.2 Stakeholders’ Involvement in Project Planning Phase**

The study sought to determine the extent to which the respondents agreed with statements relating stakeholders’ input in planning of the upgrading of Embu Moi Stadium. The respondents were requested to use Strongly agree (SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree (SD)=1. The results are indicated in Table 4.11

**Table 4.11 Stakeholders' Involvement in Project Planning Phase**

<b>Statements</b>	<b>SD</b>	<b>%</b>	<b>D</b>	<b>%</b>	<b>U</b>	<b>%</b>	<b>A</b>	<b>%</b>	<b>SA</b>	<b>%</b>	<b>Mean</b>	<b>S. D</b>
<b>I was involved in the resource planning &amp; designing of the upgrading of Embu Moi Stadium.</b>	26	19.55	75	56.39	24	18.05	8	6.02	0	0	<b>1.022</b>	<b>0.149</b>
<b>I was involved in decision making concerning the upgrading of Embu Moi stadium</b>	39	29.32	64	48.12	19	14.29	9	6.77	2	1.5	<b>2.496</b>	<b>0.858</b>
<b>I was involved in the budgetary allocation of the upgrading of Embu Moi Stadium</b>	45	33.83	63	47.37	20	15.04	5	3.76	0	0	<b>2.962</b>	<b>1.275</b>
<b>I was engaged in developing a work plan for construction and upgrading Moi stadium Embu</b>	49	36.84	66	49.62	12	9.02	4	3.01	1	0.75	<b>2.601</b>	<b>0.787</b>

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<b>I was involved in resource specification and materials choice for the upgrading of Moi stadium</b>	54	40.6	58	43.61	17	12.78	37	3.01	0	0	<b>3.097</b>	<b>1.353</b>
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<b>I was involved in development of bills of quantity (BQ) for the upgrading of Moi stadium</b>	59	45.04	59	16.92	9	6.87	3	2.29	1	0.76	<b>2.631</b>	<b>0.743</b>
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On the statement, ‘I was involved in the resource planning & designing of the upgrading of Embu Moi Stadium’, the study findings indicated that 56.39% of the respondents disagreed with the statement, 19.55% strongly disagreed, 18.05% were undecided and 6.02% agreed. The statement attained a mean score of 1.022 and a standard deviation of 0.149.

On the statement, ‘I was involved in decision making concerning the upgrading of Embu Moi stadium’, the study findings indicated that 48.12% of the respondents disagreed with the statement, 29.32% strongly disagreed, 14.29% were undecided, 6.77% agreed and 1.5% strongly agreed. The statement attained a mean score of 2.496 and a standard deviation of 0.858.

On the statement, ‘I was involved in the budgetary allocation of the upgrading of Embu Moi Stadium’, the study findings indicated that 47.37% of the respondents disagreed with the statement, 33.83% strongly disagreed, 15.04% were undecided and 3.76% agreed. The statement attained a mean score of 2.962 and a standard deviation of 1.275.

On the statement, ‘I was engaged in developing a work plan for construction and upgrading Moi stadium Embu’, the study findings indicated that 49.62% of the respondents disagreed with the statement, 36.84% strongly disagreed, 9.02% were undecided, 3.01% agreed and 0.75% strongly agreed. The statement attained a mean score of 2.601 and a standard deviation of 0.787.

On the statement, ‘I was involved in development of bills of quantity (BQ) for the upgrading of Moi stadium’, the study findings indicated that 45.04% of the respondents strongly disagreed with the statement, 45.04% disagreed, 6.87% were undecided, 2.29% agreed and 0.76% strongly agreed. The statement attained a mean score of 3.091 and a standard deviation of 1.126.

On the statement, ‘I was involved in resource specification and materials choice for the upgrading of Moi stadium’, the study findings indicated that 43.61% of the respondents disagreed with the statement, 40.60% strongly disagreed, 12.78% were undecided and 3.01% agreed. The statement attained a mean score of 2.631 and a standard deviation of 0.743.

#### **4.6 Stakeholders’ Involvement in Project Implementation**

The study sought to determine stakeholders’ involvement in the project implementation of the upgrading of Embu Moi Stadium. The study findings are as shown.

##### **4.6.1 Respondents’ Involvement in the Project Implementation of the Upgrading of Embu Moi Stadium.**

The study sought to investigate whether the respondents were involved in the project implementation of the upgrading of Embu Moi Stadium. The results are indicated in Table 4.12

**Table 4.12 Respondents’ involvement in the Project Implementation of the upgrading of Embu Moi Stadium.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	3	2.26
<b>No</b>	130	97.74
<b>Total</b>	<b>133</b>	<b>100</b>



The study findings indicated that 97.74% of the respondents were not involved in the project implementation of the upgrading of Embu Moi Stadium. Only 2.26 % of the respondents indicated they were involved, in communication aspects of the project.

#### 4.6.2 Stakeholders' Involvement in Project Implementation Stage

The study sought to determine the extent to which the respondents agreed with statements relating to stakeholders' involvement in the project implementation of the upgrading of Embu Moi Stadium. The respondents were requested to use Strongly agree (SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree (SD)=1. The results are indicated in Table 4.13

**Table 4.13 Stakeholders' Involvement in Project Implementation Stage**

<b>Statements</b>	<b>SD</b>	<b>%</b>	<b>D</b>	<b>%</b>	<b>U</b>	<b>%</b>	<b>A</b>	<b>%</b>	<b>SA</b>	<b>%</b>	<b>Mean</b>	<b>S. D</b>
<b>I was involved in the selection of project teams in the upgrading of Embu Moi Stadium.</b>	25	18.8	85	63.91	16	12.03	3	2.26	3	2.26	<b>1.022</b>	<b>0.149</b>
<b>I received regular communication and updates about the upgrading of Embu Moi Stadium.</b>	36	27.06	73	54.89	16	12.03	8	6.02	0	0	<b>3.075</b>	<b>1.612</b>

<b>Resources were well utilized in the upgrading of Embu Moi Stadium.</b>	30	22.56	66	49.62	31	23.31	6	4.51	0	0	<b>2.451</b>	<b>0.783</b>
<b>I was involved in scheduling of activities in the implementation process</b>	39	29.77	75	57.25	13	9.92	4	3.05	0	0	<b>2.646</b>	<b>0.889</b>
<b>I received constant communication and progress report on the construction and upgrading of Moi Stadium</b>	47	35.34	62	42.62	20	15.04	4	3.01	0	0	<b>2.465</b>	<b>0.715</b>
<b>I was involved in developing a tracking system for the project</b>	54	40.91	62	46.97	14	10.61	1	0.76	1	0.76	<b>2.624</b>	<b>0.774</b>

On the statement, ‘I was involved in the selection of project teams in the upgrading of Embu Moi Stadium’, the study findings indicated that 63.91% of the respondents disagreed with the statement, 18.8% strongly disagreed, 12.03% were undecided, 2.26% agreed and 2.26% strongly agreed. The statement attained a mean score of 1.022 and a standard deviation of 0.149.

On the statement, 'I received regular communication and updates about the upgrading of Embu Moi Stadium', the study findings indicated that 54.89% of the respondents disagreed with the statement, 27.07% strongly disagreed, 12.03% were undecided and 6.02% agreed. The statement attained a mean score of 3.075 and a standard deviation of 1.612.

On the statement, 'Resources were well utilized in the upgrading of Embu Moi Stadium', the study findings indicated that 49.62% of the respondents disagreed with the statement, 23.31% were undecided, 22.56% strongly disagreed and 4.51% agreed. The statement attained a mean score of 2.451 and a standard deviation of 0.783.

On the statement, 'I was involved in scheduling of activities in the implementation process', the study findings indicated that 57.25% of the respondents disagreed with the statement, 29.77% strongly disagreed, 9.92 were undecided and 3.05% agreed. The statement had a mean score of 2.646 and a standard deviation of 0.889.

On the statement, 'I received constant communication and progress report on the construction and upgrading of Moi Stadium, the study findings indicated that 46.62% of the respondents disagreed with the statement, 35.34% strongly disagreed, 15.04% were undecided and 3.01% agreed. The statement had a mean score of 2.465 and a standard deviation of 0.715.

On the statement, 'I was involved in developing a tracking system for the project', the study findings indicated that 46.97% of the respondents disagreed with the statement, 40.91% strongly disagreed, 10.61% were undecided, 0.76% agreed and 0.76% strongly agreed. The statement had a mean score of 2.624 and a standard deviation of 1.774.

#### 4.7 Stakeholders' Involvement in Participatory Monitoring and Evaluation

The study sought to determine stakeholders' involvement in the Monitoring and Evaluation of the upgrading of Embu Moi Stadium. The study findings are as shown.

##### 4.7.1 Respondents' Involvement in Participatory Monitoring

Monitoring and Evaluation of the Upgrading of Embu Moi Stadium. The study sought to investigate whether the respondents were involved in the participatory monitoring and evaluation of the upgrading of Embu Moi Stadium. The results are indicated in Table 4.14

**Table 4.14 Respondents' involvement in Participatory Monitoring and Evaluation of the upgrading of Embu Moi Stadium.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	3	2.26
No	130	97.74
<b>Total</b>	<b>133</b>	<b>100</b>

The study findings indicated that 97.74% of the respondents were not involved in participatory monitoring and evaluation of the upgrading of Embu Moi Stadium. Only 2.26% of the respondents indicated they were involved, mostly in checking project errors.

##### 4.7.2 Stakeholders' Involvement in Participatory Monitoring and Evaluation Stages

The study sought to determine the extent to which the respondents agreed with statements relating to stakeholders' involvement in the monitoring and evaluation of the upgrading of Embu Moi Stadium. The respondents were requested to use Strongly Agree (SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree (SD)=1. The results are indicated in Table 4.15

**Table 4.15 Stakeholders' Involvement in Monitoring and Evaluation**

<b>Statements</b>	<b>SD</b>	<b>%</b>	<b>D</b>	<b>%</b>	<b>U</b>	<b>%</b>	<b>A</b>	<b>%</b>	<b>SA</b>	<b>%</b>	<b>Mean</b>	<b>S. D</b>
<b>The County top management is committed to work with stakeholders in supervising the upgrading of Moi Stadium.</b>	34	25.56	58	43.61	28	21.05	12	9.06	1	0.75	<b>1.022</b>	<b>0.149</b>
<b>There is transparency between the top management &amp; stakeholders in monitoring and evaluation of the upgrading of Embu Moi Stadium project</b>	39	29.32	47	35.34	36	27.07	10	7.52	1	0.75	<b>3.064</b>	<b>1.381</b>
<b>The top management offer technical support to stakeholders in supervision of the upgrading of Embu Moi Stadium.</b>	31	23.66	75	57.25	19	14.5	5	3.82	1	0.76	<b>3.334</b>	<b>1.391</b>

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<b>There was stakeholders' involvement in correction of errors in the upgrading and construction of Moi Stadium</b>	44	34.11	53	41.09	26	20.16	5	3.88	1	0.78	<b>2.877</b>	<b>1.249</b>
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<b>There was stakeholders' involvement in checking project costs deviation in upgrading and construction of Moi stadium</b>	57	43.51	50	38.17	17	12.98	7	5.34	0	0	<b>3.255</b>	<b>1.286</b>
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On the statement, 'The County top management is committed to work with stakeholders in supervising the upgrading of Moi Stadium', the study findings indicated that 43.61% of the respondents disagreed with the statement, 25.56% strongly disagreed, 21.05% were undecided, 9.02% agreed and 0.75% strongly agreed. The statement attained a mean score of 1.022 and a standard deviation of 0.149.

On the statement, 'There is transparency between the top management & stakeholders in monitoring and evaluation of the upgrading of Embu Moi Stadium project', the study findings indicated that 35.34% of the respondents disagreed with the statement, 29.32% strongly disagreed, 27.07% were undecided, 97.52% agreed and 0.75% strongly agreed. The statement attained a mean score of 3.064 and a standard deviation of 1.381.

On the statement, ‘The top management offer technical support to stakeholders in supervision of the upgrading of Embu Moi Stadium’, the study findings indicated that 57.25% of the respondents disagreed with the statement, 23.66% strongly disagreed, 14.5% were undecided, 3.82% agreed and 0.76% strongly agreed. The statement attained a mean score of 3.334 and a standard deviation of 1.391.

On the statement, ‘There was stakeholders’ involvement in correction of errors in the upgrading and construction of Moi Stadium’, the study findings indicated that 41.09% of the respondents disagreed with the statement, 34.11% strongly disagreed, 20.16% were undecided, 3.88% agreed and 0.78% strongly agreed. The statement attained a mean score of 2.877 and a standard deviation of 1.249.

On the statement, ‘There was stakeholders’ involvement in checking project costs deviation in upgrading and construction of Moi stadium, the study findings indicated that 43.51% of the respondents strongly disagreed with the statement, 38.17% disagreed, 12.98% were undecided and 5.34% agreed. The statement attained a mean score of 3.255 and a standard deviation of 1.286.

#### **4.8 Performance of Moi Stadium Construction and Upgrading Project**

The study sought to determine the rate the performance of the construction and upgrading of Embu Moi stadium. The respondents were requested to use 5 = Excellent, 4 = Good, 3=Moderate, 2 = Bad, 1= Poor. The results are indicated in Table 4.16

**Table 4.16 Performance of Moi Stadium Construction and Upgrading Project**

<b>Statement</b>	<b>1</b>	<b>%</b>	<b>2</b>	<b>%</b>	<b>3</b>	<b>%</b>	<b>4</b>	<b>%</b>	<b>5</b>	<b>%</b>	<b>Mean</b>	<b>S. D</b>
<b>Completed within the time frame</b>	31	23.31	43	32.33	46	34.59	12	9.02	1	0.75	<b>2.315</b>	<b>0.956</b>
<b>Completed with the approved budget</b>	47	35.34	36	27.07	48	36.09	2	1.5	0	0	<b>2.037</b>	<b>0.882</b>
<b>Completed as per the intended purpose</b>	44	33.33	45	34.09	32	24.24	8	6.06	3	2.27	<b>2.098</b>	<b>1.010</b>
<b>Completed as per the stakeholders' satisfaction</b>	59	44.36	42	31.58	27	20.30	5	3.76	0	0	<b>1.834</b>	<b>0.880</b>

The study findings indicated that 34.59% of the respondents rated the performance of the project being completed within the time frame as moderate, 32.33% rated it poor, 23.31% rated it as poor, 9.02 rated it as good and 0.75% rated it as excellent. The statement achieved a mean score of 2.314 and a standard deviation of 0.956.

On the project being completed with the approved budget, 36.09% of the respondents rated the performance of the project as moderate, 35.34% rated it as poor, 27.07% rated it as bad and 1.5% rated it as good. The statement achieved a mean score of 2.037 and a standard deviation of 0.882

On the project being completed as per the intended purpose, 34.09% of the respondents rated the performance of the project as poor, 31.58% rated it as poor, 24.24% rated it as moderate, 6.06% and 3.76% rated it as excellent. The statement achieved a mean score of 2.098 and a standard deviation of 1.010



On the project being completed as per the stakeholders' satisfaction, 44.36% of the respondents rated the performance of the project as bad, 33.33% rated it as bad, 20.30% rated it as moderate, 6.06% rated it as good and 2.27% rated it as excellent. The statement achieved a mean score of 1.834 and a standard deviation of 0.880

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This segment comprises of a representation of findings, discussions on the findings, conclusion from the findings as well as recommendations for policy purposes, both the recommendations and conclusions were made as per the purpose and objectives of the study. The purpose of the study was to determine the influence of stakeholder's involvement on the performance of stadium construction in Embu County.

**5.2 Summary of Findings**

This section contains a presentation of the summary on findings based on the objective of the study which was to determine the influence of stakeholder's involvement in projects on the performance stadium construction, A case of Moi Stadium in Embu County. The summary of study findings are as follows:

**5.2.1 Stakeholder Involvement in Project Identification**

The study findings indicated that 67.67% of the respondents were not involved in the identification of the upgrading of Embu Moi Stadium. 32.33 % indicated they were involved as project participants in the various consultation meetings, whereby they gave their opinions and suggestions on project identification. Overall, 48.46% of the respondents disagreed that their role as a stakeholder was valued and appreciated in the project identification, with the statement attained high mean score of 3.415 and a standard deviation of 1.870. 49.63% of the respondents disagreed that their considerations on the economic impact of the project were incorporated in the project identification, with the line statement attaining a mean score of 2.609 and a standard deviation of 1.364. 45.85% of the respondents were actively involved in the project feasibility studies, attained a mean score of 2.601 and a standard deviation of 1.413. 50.86% of the respondents disagreed that they were actively involved in the project's preliminary approval, attaining a mean score of 2.518 and a standard deviation of 1.306. Majority of the respondents (49.62) agreed that stakeholders' analysis was done in the prioritizing of the project, with the statement attaining the lowest mean score of 2.503 and a standard deviation of 1.396. Majority

who formed 48.12% of the respondents disagreed that their proposals and needs were considered during project identification, attaining a mean score of 2.262 and a standard deviation of 1.395. Where the stakeholders indicated their lack of involvement in the project identification stage, high mean and standard deviations scores were registered. This means that stakeholders' involvement during project identification influenced the performance of public project. In order to increase stakeholders' involvement in the identification of public projects, majority of the respondents indicated that the government should enforce strict adherence to public participation in projects, as required by government acts and policies, the study also found out the management involved stakeholders well enough in project identification sub stages such as taking their considerations on the economic impact of the project hence influenced the performance of construction in some way, the study further notes that stakeholders were involved in carrying out a feasibility study thus their participation had some influence on the project, and this should be lauded and taken as a practice in all projects

### **5.2.2 Stakeholders' Involvement in Project Planning**

The study findings indicated that 97.74% of the respondents were not involved in the project planning of the upgrading of Embu Moi Stadium. Only 2.26 % of the respondents indicated they were involved and their contribution to the identification process was mainly in resource planning and material identification of the project. 90.08 % of the respondents disagreed that they were involved in development of the project's bills of quantities, scoring the highest mean of 3.091 and a standard deviation of 1.126. 81.20% of the respondents disagreed that they were involved in the project's budgetary allocation. The statement attained a mean score of 2.962 and a standard deviation of 1.275. 84.21% of the respondents disagreed that they were involved in the project's resource specification and materials choice, attaining a mean score of 2.631 and a standard deviation of 0.743. 86.46% of the respondents disagreed that they were engaged in developing a work plan for project's construction, scoring a mean of 2.601 and a standard deviation of 0.787. 77.44% of the respondents disagreed that they were involved in the project's decision-making process. The statement attained a mean score of 2.496 and a standard deviation of 0.858. Finally, 75.94% of the respondents disagreed that they were involved in the project's resource planning & designing, attaining the lowest mean score of 1.022 and a standard deviation of 0.149. Majority of the respondents were not involved in the project planning of the upgrading of Embu Moi

Stadium. The study found that the stakeholders were not adequately involved in any substage of project planning as they were not given a chance to have an input in resource allocation and designs for the project, the management also failed to engage stakeholders in development of bills of quantities and budgetary allocations.

### **5.2.3 Stakeholders' Involvement in Project Implementation**

The study findings indicated that 97.74% of the respondents were not involved in the project implementation of the upgrading of Embu Moi Stadium. Only 2.26 % of the respondents indicated they were involved, in communication aspects of the project. Overall, 81.96% of the respondents disagreed that they received regular communication and updates about the project, scoring a mean of 3.075 and a standard deviation of 1.612. 87.02% of the respondents disagreed that they were involved in scheduling of project activities. The statement had a mean score of 2.646 and a standard deviation of 0.889. 87.88% of the respondents disagreed that they were involved in developing a tracking system for the project, scoring a mean of 2.624 and a standard deviation of 1.774. 81.96% of the respondents disagreed that they received constant communication and progress report on the construction of the project. The statement had a mean score of 2.465 and a standard deviation of 0.715. 72.93% of the respondents disagreed that the project resources were well utilized, attaining a mean score of 2.451 and a standard deviation of 0.783. 82.71 % of the respondents disagreed that they were involved in the selection of project teams. The statement attained a mean score of 1.022 and a standard deviation of 0.149. In order to boost stakeholders' involvement in execution of public projects, this study found that from the statistics provided above the management did not involve stakeholders in selection of project teams which was at the expense of the performance of the project, furthermore stakeholders were not engaged in scheduling of activities and no communication was made through out the project to inform stakeholders on the progress of the project, hence the performance of the project may have been affected as stakeholder's involvement is key to success of any public project.

### **5.2.4 Stakeholders' Involvement in Participatory Monitoring and Evaluation**

The study findings indicated that 97.74% of the respondents were not involved in participatory monitoring and evaluation of the upgrading of Embu Moi Stadium. Only 2.26% of the respondents indicated they were involved, mostly in checking project errors. The findings to the various

statements regarding stakeholders' involvement in participatory M&E showed that overall, 80.91% of the respondents disagreed that top management offered technical support to stakeholders in the project supervision, attaining the highest mean score of 3.334 and a standard deviation of 1.391. 81.68% of the respondents disagreed that there was stakeholders' involvement in checking project costs deviation, attaining a mean score of 3.255 and a standard deviation of 1.286. 64.66 % of the respondents disagreed that county top management is committed to work with the project stakeholders, getting a mean score of 3.064 and a standard deviation of 1.381. 75.20% of the respondents disagreed that there was stakeholders' involvement in correction of the project's errors, attaining a mean score of 2.877 and a standard deviation of 1.249. Finally, 69.17 % of the respondents disagreed that county top management is committed to work with the project stakeholders, getting a mean score of 1.022 and a standard deviation of 0.149. these statistics point out that the management failed to engage stakeholders in supervising the upgrading and construction of Moi Stadium Embu, the study also reveals that there was minimal transparency in monitoring and evaluation as the stakeholders feel they were not informed of what was happening and also failure by management to offer technical support to stakeholders so they actively engaged in monitoring of the project has been pointed out, the management as the study further found out, completely failed to ensure engagement of stakeholders in identifying gaps and errors and in correction of these errors

#### **5.2.4 Performance of Moi Stadium Upgrading Project**

Addressing the indicators of performance of Moi Stadium, the study findings indicated that majority of the respondents (34.59%) rated the performance of the project being completed within the time frame as moderate; achieving achieved a mean score of 2.314 and a standard deviation of 0.956. On the project being completed with the approved budget, 36.09% of the respondents rated the performance of the project as moderate, achieving a mean score of 2.037 and a standard deviation of 0.882. On the project being completed as per the intended purpose, 34.09% of the respondents rated the performance of the project as poor, attaining a mean score of 2.098 and a standard deviation of 1.010. On the project being completed as per the stakeholders' satisfaction, 44.36% of the respondents rated the performance of the project as bad, achieving a mean score of 1.834 and a standard deviation of 0.880.

### 5.3 Discussion of the Study Finding

Regarding the first objective on Stakeholders' Involvement in Project Identification, 67.67% of the respondents were not involved in the identification of the upgrading of Embu Moi Stadium. This is in contrast to Nijkamp, M.L & Tanis, (2002) who indicated that the identification processes define and determine the scope and the nature of the project. In support the statement, Curley, Steve & Ricky, (2006) stated that stakeholders need to be identified and their power, proximity and influence understood to deal with their potential impact on the project. If this phase is not performed well, the project success will be probably compromised in meeting the community expectations. 48.46% of the respondents disagreed that their role as a stakeholder was valued and appreciated in the project identification. This agrees with Egeland (2011) that different roles for stakeholders can be identified at this stage, and these can be developed as the project progresses. 49.63% of the respondents disagreed that their considerations on the economic impact of the project were incorporated in the project identification Stakeholders' roles have a stake in the outcome of the project. The findings agree with Alkenburg et.al, (2008) that indicated stakeholder involvement in identification stage has benefits such as higher likelihood of a more effective design, improved construction operations, less scrap, and allows room for creative solutions and the intensive exchange of ideas. Majority of the respondents (49.62) agreed that stakeholders' analysis was done in the prioritizing of the project. The findings agree with Potts (2002) who stated that it is the analysis makes it possible to identify if any stakeholder present threats to the success of the projects, and plans can be put in place to respond to any such events. 81.96% of the respondents disagreed that they received constant communication and progress report on the construction of the project. This differs with Lori (2019), who stated that stakeholders take advantage for having their expectations understood and managed through appropriate open communication line on one hand and ensuring that the stakeholders understand and provide support to the project on the other hand. When asked the challenges faced in involving stakeholders in identification of the stadium projects, an interviewee said.....'*a comprehensive stakeholders analysis was not done, that's the reason the stadium is facing so many challenges in performance....*'. Another interviewee said.....'*project will always fail to perform if stakeholders are not involved. ....*'. It is therefore important that during project identification, preliminary stakeholder analysis is carried out since different stakeholders play different roles such as project sponsorship, project management, contractors, delivery agency, and enabling agency.

Regarding the second objective on Stakeholders' Involvement in Project Planning, the study findings indicated that 97.74% of the respondents were not involved in the project planning of the upgrading of Embu Moi Stadium. This differs with Baker & Sekou, (2019) who noted that the advantage of stakeholder involvement during the planning stage allows project managers to strengthening project execution process. 90.08 % of the respondents disagreed that they were involved in development of the project's bills of quantities, 81.20% of the respondents disagreed that they were involved in the project's budgetary allocation, 75.94% of the respondents disagreed that they were involved in the project's resource planning & designing and 84.21% of the respondents disagreed that they were involved in the project's resource specification and materials choice. This disagrees with Waithera (2015) who stated that stakeholder Involvement in project planning activities involves identification of the project's objective, the specification of required project resources and their allocation and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and outcomes. 86.46% of the respondents disagreed that they were engaged in developing a work plan for project's construction. This differs with Lori (2019), who noted that key stakeholders can provide requirements or constraints based on information from their industry that will be important to have when understanding project constraints and risks and its therefore important to involve key stakeholders when gathering and documenting requirements to avoid missing major deliverables of the project. Project managers, or others who are in charge of deliverables, may not be experts on every project. When asked how stakeholders' involvement in project planning influence performance of stadium construction in Kenya, an interviewee said..... *'This ensures that the plans and wishes envisaged are factored in the project...'*. Stakeholders have a wealth of knowledge about current processes, historical information, and industry insight and they as project beneficiaries, they become in charge of deliverables.

On the third objective on Stakeholders' Involvement in Project Implementation, the study findings indicated that 97.74% of the respondents were not involved in the project implementation of the upgrading of Embu Moi Stadium. The findings disagree with Duncan (1996), who noted that stakeholder involvement in project implementation is required to transform the planned objectives and policies of a project into well-organized activities, allocation of resources, efficient utilization of these resources, and the efficient and effective conduct of specific tasks through a well-

coordinated people and the resources to achieve the project goals. 81.96% of the respondents disagreed that they received regular communication and updates about the project. This agrees with the findings of a study done by Muriithi and Crawford (2003) who noted that in Africa, many stakeholders engaged in the construction of public tasks have limited access to information and are unaware of project progress. Project managers need to be mindful of project success and quality management steps, as well as to provide an in-depth understanding of the benefits gained from projects being implemented. 87.02% of the respondents disagreed that they were involved in scheduling of project activities while 87.88% of the respondents disagreed that they were involved in developing a tracking system for the project. The finding does not concur with the indication of Olander & Landin, (2010), who noted that, to ensure the success of a project, much information needs to be constantly communicated to all major stakeholders including priorities, goals, requirements, resources, status reports, budgets and purchase requests. When asked the challenges involving stakeholders during project execution, an interviewee said...’ *Receiving communication from the project implementers. We rarely get any information on what goes on with public projects....*’ The involvement and participation of stakeholders in project implementation is therefore determined by the availability and quality of information that government agencies give to the participants.

Finally, on the fourth objective on Stakeholders’ Involvement in Participatory Monitoring and Evaluation, the study findings indicated that 97.74% of the respondents were not involved in participatory monitoring and evaluation of the upgrading of Embu Moi Stadium. The findings contrast with the statement by World Bank (2010), who noted that participatory M & E focuses on the active engagement of primary stakeholders. The findings also contrast with Mulwa (2008) who noted that project that has been participatory during initiation, planning and execution ought to be appraised in the same way and stakeholders should be key players in all the phases. 69.17 % of the respondents disagreed that county top management is committed to work with the project stakeholders. This differs with Katiku (2011) who argued that top management in organizations can adopt stakeholder involvement as an opportunity to influence other organizations and create alignment to structures and processes to support the vision and mission of project performance. 80.91% of the respondents disagreed that top management offered technical support to stakeholders in the project supervision. The findings differ with Staehr, (2010), who indicated that



top management plays a vital role in offering technical support and supplying tools needed for project success. The findings also differ with Liu and Seddon (2009) who stated that top management commitment in participatory project supervision is one of the essential factors most frequently overlooked. Finally, 75.20% of the respondents disagreed that there was stakeholders' involvement in correction of the project's errors. The findings disagree with Kumar (2002) noted that it is a process of ascertaining decision areas of concern, selecting appropriate information, and collecting and analyzing information in order to report summary data useful to decision-makers in selecting among alternatives. Regarding how stakeholders' involvement in M&E affect performance of stadiums, to an interviewee said....' *The essence of accountability is catered for. When M&E process is on, it allows participation of even the least of the stakeholders....*'. The need for monitoring and evaluation to promote organizational learning and accountability in project delivery cannot be overemphasized, hence the need for having stakeholder involvement in the identification, planning, execution and monitoring of Embu Moi Stadium, in order to promote participatory development.

#### **5.4 Conclusions**

The study findings concluded that stakeholder involvement in project identification influences performance of public projects, through doing an stakeholders' analysis in the prioritizing of the project, actively involving stakeholders in the feasibility study of the projects, stakeholders' proposals and needs being considered in the identification of the projects, actively involving stakeholders in the preliminary project approval, stakeholders' considerations on the economic impact of the project being incorporated in the project identification and the role of a stakeholder being valued and appreciated in the project identification.

The study findings concluded that stakeholders' involvement in the project planning influences performance of public projects. This is achieved through involving stakeholders in the resource planning and designing of the projects, involving stakeholders in the projects' decision-making processes, involving stakeholders in the projects' budgetary allocation processes, engaging stakeholders in developing the projects' work plans, involving stakeholders in the projects' resource specification and materials choice and involving stakeholders in the development of the projects' bills of quantities.

The study findings concluded that stakeholders' involvement in project execution influences performance of public projects, through involving stakeholders in the selection of project teams, ensuring that stakeholders receive regular communication and updates about the projects, ensuring that project resources are well utilized, involving stakeholders in scheduling of activities in the implementation process, ensuring the stakeholders receive constant communication and progress report on the project construction process and involving stakeholders in developing a tracking system for the projects.

Finally, the study findings concluded that stakeholders' involvement in monitoring and evaluation influences performance of public projects. This is achieved through the county top management is committing to work with stakeholders in supervising the projects, there exists transparency between the top management and stakeholders during project monitoring and evaluation processes, top management offer technical support to stakeholders in project supervision and stakeholders are involved in correction of project errors.

## **5.5 Recommendations**

Based on the conclusions of this study, stakeholder's involvement in projects has been proven to be an important facet in any project, the following are the recommendations from the study.

1. The study recommends that government institutions and top management should engage stakeholders in project identification, this should be done by carrying out an analysis on the projects affecting the public, and involving them in feasibility study and the preliminary project approval, hence having a positive bearing on the outcome of the project.

2. The study recommends that the project management should involve stakeholders in project planning so as to ensure they are aware of the resource planning, and their inputs on the designs are incorporated, the management is also advised to engage stakeholders in budgetary allocations for effective management of finances, and further seek national government support in financing such projects that require huge sum of resources, the managements should also ensure they engage stakeholders in scheduling work plans and when developing the Bills of quantities which ensures that the project perform well, the government and other managers in charge of projects are advised

to work hand in hand with stakeholders to ensure that the projects meets the specifications of the stakeholders.

3. This study further recommends that stakeholders be engaged in project implementation through involvement in selection of project teams to make sure those running the project are well suited to understand the needs and specification of the community, the stakeholders should also be constantly updated on the progress of public projects such as the construction and upgrade of Moi stadium, the study further recommends that stakeholders should be given a chance to actively be involved in development of a tracking system for the project.

4. This study as well recommends that stakeholders involvement in monitoring and evaluation be effected always as it is an important part of the project as it helps in ensuring that correction of errors in construction and upgrading of project, this is important as it helps ensure those errors are corrected, the study also recommends that stakeholders be actively involved in checking project cost deviation to ensure that the project was implemented within the budget, the study further recommends that the management be more transparent and committed to work with stakeholders in supervising the upgrading of public projects such as construction and upgrade of Moi stadium Embu.

## **5.6 Suggestions for Further Research**

The researcher identified the following as areas for further research:

1. The study was conducted Embu county in Kenya. Similar studies can be researched on in other counties in Kenya, as well as other countries all over the world
2. The study focused on stakeholders' involvement in the performance of public projects. Further studies can be explored, to find out if the study findings can be generalized to other types of projects.
3. From the study findings, further research can be done to determine the critical factors influencing stakeholders' involvement in projects, in order to establish how best to engage all project stakeholders to ensure performance of public projects is increased.

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## APPENDICES

### APPENDIX I: LETTER OF TRANSMITTAL OF DATA COLLECTION

#### INSTRUMENTS

**CHARLES NJOKA NJAGI**  
**PO BOX EMBU**  
**Mobile: 0728211661**  
**Email: njoka06@gmail.com**

Dear respondent

#### **RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a student undertaking Masters of Arts Degree in Project Planning and Management at the University of Nairobi, Embu Campus. I am undertaking a research on **INFLUENCE OF STAKEHOLDER'S INVOLVEMENT IN THE PERFORMANCE OF PUBLIC PROJECTS. A CASE STUDY OF MOI STADIUM IN EMBU COUNTY**. You have been chosen to assist in providing the required information because your views and opinions are of great importance to this study. I am humbly requesting you to take time to fill this questionnaire. Please note that any information you will provide will be treated with confidentiality and will only be used for the purpose of this study.

Yours sincerely,

Charles Njoka Njagi.

## APPENDIX II: RESEARCH QUESTIONNAIRE FOR STAKEHOLDERS

### INSTRUCTIONS

Please tick in the boxes provided beside your chosen answer.

### SECTION A: PERSONAL INFORMATION

1. What is your Gender

Male

Female

2. Please state your age bracket

20 – 30years

31 – 40years

41 - 50years

51 – 60years

Over 60 years

3. Do you live and work in Embu County?

Yes

No

4. State the duration you have been residing and or working in Embu County.

0 – 1 year

1 – 5years

5 –10 years

Over 10 years

5. Indicate your highest educational level attained.

Primary level

Secondary level

College Level

University level

6. Which sector do you work in?

Civil service  Construction  NGOs  Education  Trade  Banking

Sports

**SECTION B: STAKEHOLDER INVOLVEMENT IN PROJECT IDENTIFICATION**

1. Were you involved in the identification stage of the upgrading of Embu Moi stadium?

Yes  No

2. If yes, what was your contribution in identification process?

.....  
 .....

3. The statements below relate to stakeholders involvement in the identification of the upgrading of Embu Moi Stadium. To what extent do you agree or disagree with these statements? Use Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

<b>Stakeholder Involvement in Identification Stage</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
Stakeholders analysis was done in the prioritizing of the project					
I was actively involved in the feasibility study of the construction of Embu Moi Stadium.					
My proposals and needs were considered in the identification of Embu Moi stadium project					
I was actively involved in the preliminary project approval					
My considerations on the economic impact of the project were incorporated in the project identification					
My role as a stakeholders was valued and appreciated in the identification of moi stadium project Embu					

4. What do you suggest can be done to increase your involvement in the identification of public projects?

.....  
 .....



**SECTION C: STAKEHOLDERS INVOLVEMENT IN PROJECT PLANNING**

1. Were you involved in the planning of the upgrading of Embu Moi Stadium?

Yes  No

2. If yes, what was your contribution in the planning process?

.....  
 .....

3. The statements below relate to stakeholders involvement in planning of upgrading of Embu Moi Stadium. To what extent do you agree or disagree with these statements? Use Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

<b>Stakeholder involvement in the Planning Stage</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
I was involved in the resource planning & designing of the upgrading of Embu Moi Stadium.					
I was involved in decision making concerning the upgrading of Embu Moi stadium					
I was involved in the budgetary allocation of the upgrading of Embu Moi Stadium					
I was engaged in developing a work plan for construction and upgrading Moi stadium Embu					
I was involved in resource specification and materials choice for the upgrading of Moi stadium					
I was involved in development of bills of quantity(BQ) for the upgrading of Moi stadium					

4. How does stakeholder’s involvement in project planning influence the performance of construction and upgrading of Moi stadium Embu?

.....  
 .....

**SECTION D: STAKEHOLDERS INVOLVEMENT IN PROJECT IMPLEMENTATION**

1. Were you actively involved in the implementation process of the upgrading of Embu Moi Stadium?

Yes [ ]                      No [ ]

2. If yes, what was your contribution in the execution process?

.....  
 .....

3. The statements below relate to stakeholders involvement in the implementation of upgrading and construction of Embu Moi Stadium. To what extent do you agree or disagree with these statements? Use Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

<b>Stakeholder Involvement in implementation Stage</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
I was involved in the selection of project teams in the upgrading of Embu Moi Stadium.					
I received regular communication and updates about the upgrading of Embu Moi Stadium.					
Resources were well utilized in the upgrading of Embu Moi Stadium.					
I was involved in scheduling of activities in the implementation process					
I received constant communication and progress report on the construction and upgrading of Moi Stadium					
I was involved in developing a tracking system for the project					

4. What do you suggest can be done to boost your involvement in execution of public projects?

.....  
 .....

**SECTION D: STAKEHOLDERS INVOLVEMENT MONITORING & EVALUATION**

1. Were you involved in the monitoring and evaluation of the upgrading of Embu Moi Stadium?

Yes [ ] No [ ]

2. If yes, what was your contribution?

.....  
 .....

3. The statements below relate to stakeholders involvement in monitoring and evaluation of the upgrading on Moi Stadium Embu. To what extent do you agree or disagree with these statements? Use Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

<b>Stakeholder Involvement in M&amp;E Stages</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
The County top management is committed to work with stakeholders in supervising the upgrading of Moi Stadium.					
There is transparency between the top management & stakeholders in monitoring and evaluation of the upgrading of Embu Moi Stadium project					
The top management offer technical support to stakeholders in supervision of the upgrading of Embu Moi Stadium.					
There was stakeholders involvement in correction of errors in the upgrading and construction of Moi stadium					
There was stakeholders involvement in checking project costs deviation in upgrading and construction of Moi stadium					

4. What do you suggest can be done to increase your participation in monitoring and evaluation of public projects?

.....

.....

**PERFORMANCE OF MOI STADIUM CONSTRUCTION AND UPGRADING PROJECT**

5. How do you rate the performance of the construction and upgrading of Embu Moi stadium? (5 = Excellent, 4 = Good, 3=Moderate, 2 = Bad, 1= Poor.)

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Completed within the time frame					
Completed with the approved budget					
Completed as per the intended purpose					
Completed as per the stakeholders satisfaction					

**THANK YOU FOR ANSWERING THE QUESTIONS**

**GOD BLESS YOU**

**APPENDIX III: INTERVIEW SCHEDULE FOR OFFICERS WORKING IN EMBU COUNTY DEPARTMENT OF YOUTH AND SPORT**

**Introduction and Informed Consent**

Thank you for agreeing to participate in this interview. I am interviewing you to better understand **INFLUENCE OF STAKEHOLDER’S INVOLVEMENT IN THE PERFORMANCE OF PUBLIC PROJECTS, A CASE OF EMBU MOI STADIUM**. So there are no right or wrong answers to any of my questions, I am interested in your own experiences. Participation in this study is voluntary and your decision to participate, or not participate, will not affect your job .The interview should take approximately twenty minutes depending on how much information you would like to share. All responses will be kept confidential. This means that your interview responses will only be for learning purposes, and I will ensure that any information I include in my report does not identify you as the respondent. You may decline to answer any question or stop the interview at any time and for any reason.

**SECTION A: STAKEHOLDER INVOLMENT IN PROJECT IDENTIFICATION**

1. How does stakeholder’s involvement in project identification influence the performance of stadium construction in Kenya?  
.....  
.....
2. What challenges are faced in involving stakeholders in project identification phase?  
.....  
.....
3. What do you suggest can be done to improve stakeholder’s involvement at identification of public projects?  
.....  
.....

**SECTION B: STAKEHOLDER INVOLMENT IN PROJECT PLANNING**

4. How does stakeholder’s involvement in project planning influence the performance of stadium construction in Kenya?

.....  
.....

5. What challenges are encountered while involving stakeholders in the project planning phase?

.....  
.....

6. What do you suggest can be done to enhance stakeholder’s involvement during the planning of public projects?

.....  
.....

**SECTION C: STAKEHOLDER INVOLMENT IN PROJECT IMPLEMENTATION**

7. How does stakeholder’s involvement in project implementation influence the performance of stadium construction in Kenya?

.....  
.....

8. What challenges are encountered while involving stakeholders in project implementation?

.....  
.....

9. What do you suggest can be done to boost stakeholder’s involvement during implementation of public projects?

.....  
.....

**SECTION D: STAKEHOLDER INVOLMENT IN PROJECT MONITORING & EVALUATION**

10. How does stakeholder's involvement in project monitoring and evaluation affect the performance of stadium construction in Kenya?

.....  
.....

11. What challenges are faced in involving stakeholders in project monitoring and evaluation stage?

.....  
.....

12. What do you suggest can be done to enhance stakeholder's involvement in monitoring and evaluation of public projects?

.....  
.....

**THANK YOU FOR ANSWERING THE QUESTIONS  
GOD BLESS YOU**

# APPENDIX IV: RESEARCH PERMIT



REPUBLIC OF KENYA

Ref No: 471500

## RESEARCH LICENSE



This is to Certify that Mr.. charles njoka njagi of University of Nairobi, has been licensed to conduct research in Embu on the topic: **INFLUENCE OF STAKEHOLDER'S INVOLVEMENT IN THE PERFORMANCE OF PUBLIC PROJECTS. A CASE STUDY OF MOI STADIUM IN EMBU COUNTY** for the period ending : 05/August/2021.

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