STAKEHOLDER PARTICIPATION IN PROJECT MANAGEMENT CYCLE AND PERFORMANCE OF PUBLIC TRANSPORT TERMINUS PROJECTS IN KENYA: A CASE OF NYERI TOWN BUS TERMINUS UPGRADING PROJECT, NYERI COUNTY

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DECLARATION

I certify that this is my original work and has not been submitted to this university or any other higher education institution for the award of a degree.

Signature……. Date. 2/10/2023

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L50/37760/2020

I, the university's supervisor, have given my permission for this research project proposal to be submitted for the examination.

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ABBREVIATIONS

KNBS	Kenya National Bureau of Statistics
LCM	Organization's Life Cycle Management
M&E	Monitoring and Evaluation
NGOs	Nonprofit Organizations
US	United Dollar
WBS	Work Breakdown Schedule

ABSTRACT

Transportation infrastructure are recognized as being essential to nation's competitiveness, social inclusion, and enhanced standards of life. One of the biggest obstacles to global economic and social progress has been identified as a lack of or insufficient transportation infrastructure. Participation by stakeholders influences the effectiveness of development activities beginning with project conceptualization and administration. The involvement of stakeholders is critical to the success of any project. This study investigated the impact of stakeholder engagement in project life cycle on the performance of public transportation terminal projects in Kenya, using the Nyeri town bus terminus project in Nyeri County as an example. Specifically, study examined the influence of stakeholder participation in project identification, project planning design, project implementation and project monitoring and evaluation on performance of Nyeri Town Bus Terminus Project, Nyeri County. The Stakeholders Participation Theory and Systems Theory guide this research. The current study used a descriptive research methodology. The study targeted 103 respondents with technical mandates involved in the construction of Nyeri town bus terminus project in Nyeri County, including the donor (World Bank), implementing agency (County Government of Nyeri). The sample size was determined via stratified random sampling. Data was gathered using interview guides and questionnaires. The data analysis included both descriptive and inferential statistics. Tables with the results were displayed. The outcomes demonstrated that the success of public transportation terminal projects in Nyeri County, Kenya, is positively and significantly impacted by stakeholder participation in the project life cycle. The study concluded that the participation of stakeholders in the project life cycle influences the success of Bus Terminus project in Nyeri County, Kenya. In order to guarantee the Bus Terminus project's success, all project participants and stakeholders should be involved from the outset. All Bus Terminus projects should use effective project design and initiation activities, as well as embrace and constantly enforce best practices for stakeholder management. Study similarly recommends that project management team should ensure that future Bus Terminus projects fully involve the stakeholders in the project life cycle process as there is positive relationships.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Since the beginning of time, human cultures have employed a variety of initiatives to improve or transform their communities. Ancient construction projects like the Great Pyramids of Egypt, the Roman highways of antiquity, the Grand Canal of China, and the Dutch Dykes are known to have benefited society as a whole (Alexander, 2020). Early Greek settlements in the Mediterranean, Egyptian Pyramids, and temples built during the Roman Empire, and medieval buildings may all be found in the history of construction (Desmond, 2023). This was demonstrated even more during the architectural and industrial revolutions of the eighteenth century, which started during the time of the Renaissance.

The foundation of the worldwide economy is a thriving building sector. As a result of its significance, governments all over the world have spent a lot of money on it. According to Kiai (2020), the improvement of physical infrastructure is another important strategy for accelerating growth in the economy and reducing poverty. In addition to facilitating access to employment, markets, schools, hospitals, and community and national efforts, transportation infrastructure is crucial for social and economic progress (Banerjee, Duflo, & Qian, 2020). They offer communities and nations opportunities for goods and services. Transportation infrastructure is also recognized as being essential to a nation's competitiveness, social inclusion, and enhanced standards of life (Yousif, 2019). One of the biggest obstacles to global economic and social progress has been identified as a lack of or insufficient transportation infrastructure.

Stakeholder participation affects development efforts' success, starting with project conception and management. Mott Lacroix and Megdal (2016) argue that stakeholder is a person, group, or organization that may keep an eye on or affect a project's choice,

operation, or result. Stakeholders may participate in a project directly or indirectly and may have a good or negative impact on its outcomes (Yousif, 2019). Practically speaking, including stakeholders helps project managers to create an environment that will successfully engage the project partners and ease acquisition and utilization of resources.

According to Herremans, Nazari, and Mahmoudian (2016), there is an assurance of sustainability when the communities participate in the project's beginning and implementation, subject to certain conditions, as opposed to circumstances in which the populations targeted by the projects are unaware that such projects are being started or when such projects have been imposed on them at all times. Scheduling of stakeholder engagement and analysis is one of the major project life cycle elements (Ignaccolo, Inturri, & Le Pira, 2018).

1.1.1 Stakeholder Participation

The performance of most projects in companies working on the projects depends heavily on stakeholder participation. Stakeholder participation is method through which interested parties have an impact and a say in decisions and resources that have an impact on them (Boswony, 2020). Stakeholder participation entails forming partnerships in which each partner is held responsible for a particular project achievement, therefore those who are involved should hold oneself responsibility for the project's success (Kipkoech, 2022). It is expected that stakeholder involvement in bus terminal projects would guarantee that the project is developed in response to demand and ultimately meets what is expected of those who benefit and the team working on the project (Marubu, 2022).

Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways. This may be accomplished through combining resources, planning initiatives ahead of time, disseminating knowledge, advising, making choices, collaborating, and inspiring others (Boswony, 2020). When a

project adheres to the timeframe, stays within budget and meets stakeholder expectations, it is said to have been successfully completed (Ali, 2016).

Stakeholders are crucial to the success of any project. The undertaking cycle's beginning phase is crucial since it establishes the project's framework. The beginning stage of an infrastructure project's construction cycle is crucial for planning, executing, and determining the project's final outcomes (Wamugu & Ogollah, 2017). According to Ruwa (2016), stakeholders define and prioritize demands at the project commencement phase and also pinpoint the underlying causes of issues. Stakeholder involvement throughout the planning stages affects the overall course of any project, including bus terminal developments (Wamugu, & Ogollah, 2017). The success of urban transportation by road infrastructure projects is positively and significantly impacted by the participation of stakeholders in project planning. According to Njue, Mulwa, Kyalo, and Mbugua (2002), execution of projects is the art of combining people's efforts, resources, procedures, and management of change elements in order to produce the intended results.

The activity of frequently gathering information on accomplishments and advancements of an active or recently completed project is known as project monitoring. Project monitoring and evaluation, according to Nyabera (2018), is a continuous process of ensuring that project outputs are compatible with the project's plan of action and objectives as well as ensuring that it has been finished within the specifically established budget and timeline. Chege and Bowa (2020) state that good monitoring and evaluation includes a feedback system capable of sharing best practices and lessons learned is critical to project success since those who implement the project may utilize the M&E report to alter the project appropriately.

1.1.2 Performance of Public Transport Terminus Projects

A Deloitte investigation found that schedule and money overruns occur in nine (9) out of ten (10) global big projects with budgets over one billion US dollars (Deloitte, 2017).

Additionally, according to Gbahabo and Samuel (2017), 87% of projects' time and cost budgets were exceeded. Similar to this, management choices including expenditure plans, rules, and goals are immediately affected when a project is completed on time as projected. As seen by their poor timely implementation, the majority of African public transit terminal developments have either failed entirely or substantially.

This is also demonstrated by distinct variants in Northern Asia and Europe. In the African continent alone, a 50% failure rate is consistently documented It has been proposed that projects that require more preparation receive better scores, demonstrating the significance of the planning stage in project accomplishment (Kilby, 2013). Furthermore, Rasool, et al., (2022) discovered that project tracking, coordinating the project, programme instruction, project design, and the institutional setting all had an impact on the success of World Bank projects. According to Winters and Streitfeld (2018), externally funded development projects are characterized by the involvement of several stakeholders working together. In terms of project start-up, development, surveillance, and execution, the bulk of these efforts are the product of early agreements among government agencies, nonprofit organizations (NGOs), third-party contractors, and sub-national state entities.

Different academics have defined project performance in different ways. Ates (2018) asserts that a project is performing if accomplished timely, within budget, and in tandem with design specifications. According to Mazuruse et al. (2021), a project is deemed to be performing as long as its goals are achieved. Project performance is assessed in reference to project goals. When a project successfully allocates its resources to achieve its goals on schedule, that lie within budgetary constraints and at the necessary performance level, it is said to be performing. Project performance, according to Dzidza, Jackson, Normanyo, Walsh, and Ikejiaku (2018), is defined as meeting deadlines while staying under budget and keeping beneficiaries pleased within the allocated time, cost, quality, and safety.

Project performance is measured and considered through a variety of indicators of performance that are related to numerous groups such as budget of the project, timelines of completion, project quality, satisfaction of the beneficiaries, changes by the customer, performance of the business, dimensions of health and safety. However, in projects dealing with construction, the four main measures are time, scope, budget and project quality (Sibiya, Aigbavboa & Thwala, 2015). Since the failure to look into stakeholder interests and views negatively affect the performance of the project (Li, Ng & Skitmore, 2013), stakeholders' participation is considered to play a critical role in project performance (Kibera, 2013).

Customer happiness is what will ultimately determine whether a project succeeds. Therefore, the level of client happiness is used to gauge a project's lifespan and potential for future growth. No matter how much money a project produces in the short term, it will be considered a failure if it doesn't appeal to its target audience. An initiative that does not satisfy its clients will not be able to attract any additional funding from stakeholders. The majority of perceptions of project success and failure are based on unspoken and individual indicators. As a result, various people have diverse opinions about the same project (Wang, 2021). A set of performance indices is required to standardize the process and make clear what is implied in these ostensibly subjective assessments. In this study, the performance of public transport terminus projects was measured using cost performance meeting time goals, meeting budget/cost goals and meeting scope goals.

1.1.3 Nyeri Town Bus Terminus Project in Nyeri County

One of the national ideals and governing concepts entrenched in the Kenyan Constitution is public involvement. Public involvement is highlighted as one of the ideas and goals of our democratic nation in Article 10 of the Constitution, which binds all state institutions, state officials, public officers, and all persons in the fulfillment of public tasks (The

Constitution of Kenya, 2010). Furthermore, Sections 87 and 113 of the County Government Act provide that county administrations "shall facilitate the development of mechanisms and venues for citizens' being involved." County governments are required under the Act to have a legal structure for public involvement in place (Kiricho, 2020). The Urban regions and Cities Act (Sections 21 and 22) mandates residents' involvement in the decision-making process of the metropolitan areas in which they live (The Urban Areas & Cities Act, 2011).

Rapid urbanization has left Kenyan metropolitan areas with a high unmet demand for essential infrastructure and basic services, which has badly impacted citizens' quality of life and constrained company productivity (KNBS, 2016). As a result, the Kenyan branch of the World Bank Support Programme (KUSP) was created. This World Bank-funded program aims to build and enhance urban entities in order to enhance county infrastructures and delivery of services. Nyeri county was allocated a total of Kshs. 600 million for the building of the ultra-modern bus termini to be built at Asian Quarters in Nyeri town after meeting the required specifications. When fully operational, the termini will employ roughly 7,000 employees and transport over 20,000 customers per day (Nyeri County Integrated Development Plan 2018-2022).

1.2 Research Problem

The building industry has long discussed pre-project planning, scope definition, implementation, monitoring, and evaluation. Even while skilled practitioners have generated a lot of information, the building industry has not done a good job of putting stakeholder involvement into practice (Akhmouch, & Clavreul, 2016). As a result, inadequate and inadequate definition of project scope as well as execution continue to plague construction projects, resulting in severe overruns in costs and schedules and unsatisfied stakeholders (Collins, Parrish, & Gibson Jr, 2017).

The benefits of stakeholder engagement have been thoroughly investigated and documented in the literature. According to Ceschin and Gaziulusoy (2016), stakeholder engagement not only makes policies, programs, and projects better acceptable; it additionally renders them less expensive and increases the sense of ownership. In infrastructure projects, utilizing the notion of participating stakeholders could save up to 20% on expenditures and 39% on time. Furthermore, stakeholder engagement is crucial for the effectiveness and sustainability of community initiatives (Shaukat, Latif, Sajjad, & Eweje, 2022).

In Kenya, the notion of decentralized government enables for public engagement, which is a right envisioned under the Kenya constitution of 2010, as well as the County Governments Act, and the Act on Public Finance Management, (2012). As a result, this mandates public engagement in procedures to ensure that they own plans, initiatives, and initiatives (Kiricho, 2020). County government agencies, in collaboration with stakeholders, are thus engines for local mobilization and actors for regional growth (Carolyn at el, 2016). The framework of the system of local governments also promotes stakeholder engagement at the most basic levels, ranging from the unit committees to the sub-county administration.

Nevertheless, several county government officials may not have been capable to effectively include stakeholders in project development and execution as necessary. According to a Nairobi City County Government report covering 2013-2014, local stakeholders and others participated seldom in the evaluation and assessment of neighborhood development programs in urban settings (Kiricho, 2020). Despite the legislative obligations for public hearings and 'bottom-up' planning, residents are not sufficiently participating." According to the study, "communities indicate that very limited methods were used; few organizations from civil society were involved, and those who influenced the procedure were incapable of representing the poor and voiceless." The assumption that the structures of law and policy are correct and that planning is done

from the bottom up doesn't always end up in effective involvement (Mowforth & Munt (2018). As a result, Nairobi County has encountered acrimonious interactions with citizens while trying to carry out county development programs such as those aimed at harnessing talents, lowering crime, decongesting the city, promoting hygiene, and developing a comprehensive infrastructure plan (Feruglio, 2017). Therefore, the study purposely responds to the question: what is the influence of stakeholder participation in project life cycle on the performance of public transport terminus projects in Kenya, a case of Nyeri town bus terminus project, Nyeri County?

1.3 Research Objectives

The following are the general and specific objectives.

1.3.1 General Research Objective

The study main goal was to examine influence of stakeholder participation in project life cycle on the performance of public transport terminus projects in Kenya, a case of Nyeri town bus terminus project, Nyeri County.

1.3.2 Specific Research Objectives

The specific objectives were:

i. To determine the influence of stakeholder participation in project identification on performance of Nyeri Town Bus Terminus Project, Nyeri County.
ii. To examine the influence of stakeholder participation in project planning design on performance of Nyeri Town Bus Terminus Project, Nyeri County.
iii. To determine the influence of stakeholder participation in project implementation on the performance of Nyeri Town Bus Terminus Project, Nyeri County.
iv. To assess the influence of stakeholder participation in project monitoring and evaluation on performance of Nyeri Town Bus Terminus Project, Nyeri County.

1.4 Value of the Study

Stakeholder participation entails forming partnerships in which each partner is held responsible for a particular project achievement, therefore those who are involved should hold oneself responsibility for the project's success. Project performance is measured and considered through a variety of indicators of performance that are related to numerous groups such as budget of the project, timelines of completion, project quality, satisfaction of the beneficiaries, changes by the customer, performance of the business, dimensions of health and safety. The results of the study might be used to address shortcomings and challenges in the government of Kenya as a whole as well as in counties when it comes to project execution. It may also supplement the data already available and the findings of other researchers on the implementation of public sector projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter presents theoretical review, empirical studies, conceptual framework, the summary of literature review and research gaps.

2.1 Theoretical Framework

This section discusses the theory that informed this study. The Stakeholders Participation Theory and Systems Theory guide this research.

2.2.1 Stakeholders Participation Theory

This was proposed by Mitchell, Agley, and Wood's (1997). They argue that relationship of agency is an agreement whereby one or more people hire another to provide a service on their own behalf. According to Bell, Morse, and Shah (2012), involvement of stakeholders' theory has key role in policy for development formulation and accomplishment. The interpretation of involvement varies depending on whatever feature is emphasized. Thus, participation in decision-making affects the project's execution and performance into real inputs and outputs that benefit those who benefit (Scherhaufer, 2014).

Stakeholder theory is primarily concerned with the engagement of every important stakeholder in the project in order to provide thoughts and perspectives on what individuals intend to accomplish and the consequences of their actions, as well as policy formation and execution of the stated objectives and goals. Policymakers, development organizations, and academics all utilize it (Karimi, Mulwa, & Kyalo, 2020). The theory is used as a proof of identity, projects, and application of the results, and it is used for evaluating and analyzing the decision-making process of monitoring and assessment instruments.

According to Bowie (2011), the idea holds that all stakeholders must be considered when making decisions that influence their interests within their respective domains. As a result, the overarching purpose of stakeholder theory is to guarantee that the needs of stakeholders are preserved inside the company. According to Friedman and Miles (2006), theory includes both management and ethical issues. At the moral level, it concerns itself with an organization's responsibility about how its customers and partners are supposed to be handled.

The concept of stakeholder theory is often criticized for failing to fulfill the requirements of the scientific method and failing to meet its intellectual standards. The idea has also been questioned because expecting project managers to adjust their operations to take into consideration interests beyond those of stakeholders could prove too difficult and onerous (Laing, 2017). Despite its flaws, the theory is important since many stakeholders and parties take part during decision-making and execution of public transportation terminal developments funded by World Bank.

2.2.2 Systems Theory

Von Bertalanffy (1972) created systems theory, which has been utilized for years as a method of analysis to understanding the behavior of complex systems. As a consequence, systems theory offers an arrangement for describing the subject matter entity, building a

formal description of the entity, and so comprehending the thing in terms of its components and their attributes (Mutong'Wa & Khaemba, 2014). According to systems theory, genuine systems are ready to embrace their surroundings and interact with them, and they are able to acquire qualitatively novel characteristics through the process of emergence resulting in continuous development (Fogel, & Thelen, 1987).

The component of communication to projects from their surroundings is vital in boosting project success in order to create a constantly developing ecosystem with improvement being generated both within and outside the scope of the endeavor (Fogel, & Thelen, 1987). The significance of monitoring and evaluation as a means of giving frequent input that is utilized to enhance the effectiveness of public road transportation projects is impossible to overstated in this research.

Stakeholder engagement in decision-making within organizations has gotten better and been included into many companies' policies (Reed, 2018). The systems theory integrates stakeholder engagement, which is required by the complicated and ever-changing nature of mobile currency transfer, whereby decision-making transparency is critical. Participation of stakeholders promotes the acceptance of diverse information and beliefs (Reed, 2018). As a result, systems theory presents an environment in which participants participate in the process of decision-making to improve decision quality.

2.3 Performance of Public Transport Terminus Projects

According to a Deloitte analysis, nine (9) out of ten (10) global major projects with expenditures over one billion US dollars have time and money overruns (Deloitte, 2017). Furthermore, Gbahabo and Samuel (2017) find that around 48% of projects had an 87% time and cost overrun. Similarly, project completion within the estimated schedule has immediate consequences on decisions made by management such as spending plans, regulations, and objectives.

The bulk of African public transportation terminal projects have either largely or completely failed, as seen by inadequate timely implementation (Damoah, Akwei, Amoako, & Botchie, 2018). This is also demonstrated by distinct variants in Northern Asia and Europe. In the African continent alone, a 50% failure rate is consistently documented It has been proposed that projects that require more preparation receive better scores, demonstrating the significance of the planning stage in project accomplishment (Kilby, 2013). Furthermore, Rasool, et al., (2022) discovered that project tracking, coordinating the project, programme instruction, project design, and the institutional setting all had an impact on the success of World Bank projects. Externally supported development initiatives, according to Winters and Streitfeld (2018), are distinguished by the presence of many parties cooperating. The majority of these initiatives are the result of early agreements involving government departments, nonprofit organizations (NGOs), third-party vendors, and sub-national state bodies with regard to project start-up, development, surveillance, and execution.

In Kenya, an effective transportation infrastructure is required for encouraging national and regional convergence, supporting trade and economic growth, helping with decreasing poverty and wealth creation, and achieving the Vision 2030 and beyond goals. Since the declaration of independence, Kenya has seen substantial urbanization, with the pace of metropolitan growth in populations expected to exceed 50% by 2030. This rise has not been matched by an increase in urban transportation facilities and amenities (World Bank, 2017). In large towns and metropolitan regions, particularly in Nairobi, Mombasa, Nakuru, Kisumu, Eldoret, and Nyeri, public transportation (mostly buses and "matatus") is still in short supply. Motor motorcycles known as "Boda Boda" have entered town, wreaking havoc on road safety, insecurity, parking issues, and becoming a traffic hazard. extended lineups of stationary cars and extended wait periods are other signs of traffic congestion, notably in Nairobi and Mombasa. Given that metropolitan regions contribute around half of the country's overall GDP, the negative repercussions of

the aforementioned scenario on labor productivity and efficacy, gasoline consumption, education, health, and ecological health cannot be overstated.

2.4 Stakeholder Participation in Project Identification and Performance of Public Transport Terminus Projects

The beginning stage of an infrastructure project's construction cycle is crucial for planning, executing, and determining the project's final outcomes (Wamugu & Ogollah, 2017). The goal of the commencement phase is to ascertain whether there is enough demand for the endeavor in order to start gathering the background data required for the development of the project. This represents the stage when the project team should ideally be assembled and stakeholders should be identified. According to Ruwa (2016), stakeholders define and prioritize demands at the project commencement phase and also pinpoint the underlying causes of issues. Stakeholder participation entails forming partnerships in which each partner is held responsible for a particular project achievement, therefore those who are involved should hold oneself responsibility for the project's success (Kipkoech, 2022). It is expected that stakeholder involvement in bus terminal projects would guarantee that the project is developed in response to demand and ultimately meets what is expected of those who benefit and the team working on the project. (Marubu, 2022).

Poor understanding of the scope has been cited as one of the primary reasons of project failures by professionals in the sector (Matu, Kyalo, Mbugua, & Mulwa, 2020). As a result, establishing a well-defined project at the pre-project planning stage is critical for success throughout the project's completion, delivering a desirable project outcome, and satisfying stakeholders. During the scope defining procedure regarding public transportation building projects, stakeholders in the project must appropriately convey their expectations.

Wamugu and Ogollah (2017) contend that proper and suitable engagement of all interested parties is critical in project scope design, resulting in increased satisfaction among stakeholders. This is especially significant in the public construction industry, wherein projects are designed to benefit community first, with their contentment and comfort as the primary priorities. In contrast, projects undertaken by the private sector are frequently designed to benefit shareholders or owners. Public building initiatives should represent the needs and wants of the people who use them, which cannot be accomplished unless all stakeholders are included in the project's definition from the beginning. The most crucial obstacle has been found as insufficient engagement of all essential project stakeholders. Despite the fact that establishing the project scope has piqued the interest of many academics, several difficulties have been observed in the implementation of this approach.

2.5 Stakeholder Participation in Project Planning and Design and Performance of Public Transport Terminus Projects

Project planning is described as an effort in which material, financial, and human capital are worked together in order to accomplish a desired objective by completing a certain scope of activities inside time and cost constraints (Okeyo, 2021). It is a collection of organized and prepared operations and processes for finding, planning, assessing, and implementing projects. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways. This may be accomplished through combining resources, planning initiatives ahead of time, disseminating knowledge, advising, making choices, collaborating, and inspiring others (Boswony, 2020). When a project adheres to the timeframe, stays within budget and meets stakeholder expectations, it is said to have been successfully completed (Ali, 2016).

Towett, Kamau, and Nyaoga (2022) state that programs and projects are directed by organizational principles and operational ideas, with important players influencing the whole process. The corresponding principles characterize what programs and projects are, stress the value of a strong program as well as project team in resolving technical issues, highlight the significance of vertical interaction among managers of programs and projects on specific goals and constraints, highlight necessity of including significant stakeholders and project participants. Using Work Breakdown Schedule (WBS), a focused on goods, centralized list of the tasks that have to be done, program planning operational principles deal with the system's organizational designs and give the program's organization framework to ensure an unambiguous comprehension of roles and responsibilities. To provide a clear delineation of duties and an awareness of each person's responsibilities and connections, planning project operational ideas stress assigning work pieces derived from WBS to a specific person on the company chart.

According to Ndung'u (2020), the Ministry of Education developed a strategy that directed the project design and preparation process after consulting with important technical departments including the Ministry of Public Works. These two government departments collaborated on technical blueprints for centers of competence that were deployed around the nation. Key players implemented the initiatives on the ground as they were launched immediately across the country in all districts. Members of the Board of Governors, PTA members, contractors, and project managers from the government's technical divisions made up the project participants.

Mwanajuma and Ngugi (2017) evaluated the reasons why water projects were completed at Ministry of Water and Irrigation in Kenya. The study aimed to identify how stakeholder effect, governmental policy, organizational makeup, and expertise in project management affect the success of water projects. According to the report, precise designs must be produced by stakeholders for water-related initiatives to be completed successfully.

2.6 Stakeholder Participation in Project Implementation and Performance of Transport Terminus Projects

The project execution phase is where all planned efforts to realize the project are carried out. Generating outputs that satisfy those who are supposed to benefit or consumers is fundamental to project execution (Wei, Liu, Skibniewski, & Balali, 2016). It is frequently decided by how team leaders manage funds and arrange project personnel. According to Ndambiri, Kiragu, and Riro (2018), the project implementation stage is an important part of an organization's Life Cycle Management (LCM). To achieve outcomes in this phase, frequent planning updates are critical in determining project length and efficiency of resources. The study additionally established the basic concepts in the course of the execution phase, including mobilization, project installation commissioning, acquisition, cash flow commitment, the role of outside experts and agencies of the government, and construction processes that influence time, expenses, and craftsmanship standards.

Tore (2017) defines project quality as "observing how a project is carried out in accordance with requirements such as spending plans, intended aesthetics, and stakeholder satisfaction as per the desired project's quality." It confirms the impact of successful stakeholder involvement in the project lifetime on project quality. According to the results obtained from a research conducted by Khwaja (2022) on the consequences of project building in Northern Pakistan, community engagement was found to be less helpful than predicted and useful only in non-technical concerns.

Moreover, a study in El Salvador and Honduras by Tore (2017) stated that community people donated financially to bridge building and worked with government officials in both the construction and the evaluation of the final product. This study promoted the idea that community engagement in financial and in-kind contributions results in long-term initiatives. Hasan, Rahman, Rahman, Mamun, and Rahman (2022) performed a research in Bangladesh on grassroots engagement in development programs. According

to the study findings, impoverished people in the neighborhood were only marginally involved in project execution, and the majority of the project's stakeholders' committees were controlled by persons believed to have significant economical and, in some cases, political backgrounds, or both. Furthermore, Sheikh highlighted macroeconomic and political settings as typical discouragements to community projects of development involvement.

2.7 Stakeholder Participation in Project Monitoring and Evaluation and Performance of Public Transport Terminus Projects

The involvement of stakeholders in the tracking and evaluation of community initiatives allows the initiatives to function properly and accomplish their objectives. The importance of stakeholders' involvement in community initiatives cannot be overstated. Involving stakeholders in the monitoring and assessment of community initiatives improves the execution of critical choices, expedites the process of making choices, and corrects deviations from the programs' viability (Boswony, 2020).

Empirical investigations have proven that stakeholder participation influences project sustainability. According to Hossain and Habib (2021), including users in project assessment and tracking has a lot of advantages, particularly in terms of increasing efficiency. He also claims that interactive monitoring and evaluation aids in project execution tracking. Furthermore, giving participants in the project considerable latitude to make decisions about what is best for everyone not only boosts their imaginative abilities but also results in empowering.

The engagement of interested parties was a vital tool in the efficient monitoring of community programs and initiatives, which eventually led to the attainment of environmentally friendly community development. This viewpoint was backed by Adler, Laar, Kotoh, Legido-Quigley, Perel, Lamptey, and Lange's (2020) study on the successful execution of community initiatives in Ghana. He discovered that stakeholder engagement in assessment and tracking led to the success of various community programs in Ghana. The issues in project administration are reflected in the World Bank's portfolio achievement of projects from 1981 to 1991, which reported that anywhere from 11 percent to 20 percent of projects 'having severe problems'. While there is a widespread shift away from traditional assessment and monitoring techniques and toward methods that are participatory, there is no agreement on the way in which collaborative methods influence monitoring and assessment procedures; rather, the emphasis is on the difficulties as well as advantages of collaborative monitoring. Bitamba and An (2020) investigated the timely completion of governmental building initiatives in Trans-Nzoia County and discovered that careful oversight of the project is critical in completing timely projects.

2.8 Conceptual Framework

This refers to a model that depicts the interdependence of both independent and dependent variables. Figure 2 below presented study conceptual framework.

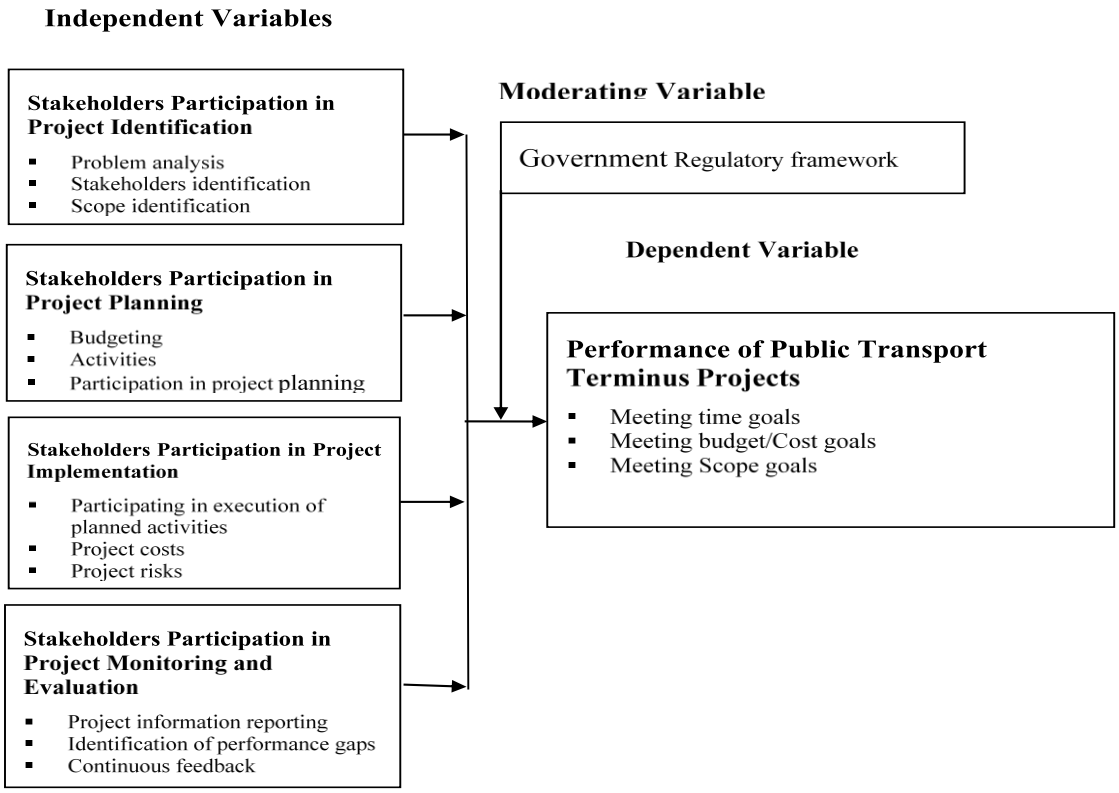

Figure 2.1: Conceptual Framework

2.9 Summary of Literature Review and Research gaps

The summary of literature review and research gaps are as presented in Table 2.1.

Table 2.1: Summary of Literature Review and Research gaps

Variable	Researcher	Focus	Findings	Knowledge Gap Areas	Focus of current study
Stakeholder Participation in Project Identification					
Project	Mwanaju	Determinants of	The study found out that	This study	World bank funded

Planning Design	ma. & Ngugi, (2018)	Completion of Water Projects In Kenya A Case of Ministry of Water and Irrigation.	there was a need for stakeholders to generate accurate designs for the for successful water projects must be completed.	concentrated on the project's completion rather than achievement of goals.	road transport projects project performance
Stakeholder Participation in project planning					
Project Planning Design	Tato, (2017)	Factors affecting sustainability of donor funded water and sanitation projects.	The analysis and results show that project designs were difficult to replicate	The study concentrated on factors from outside influences that affect the successful completion of a project.	Environmental variables related to the environment and how they affect how well highway transportation projects work
Stakeholder Participation in Project implementation					
Project Implementation	Njogu & Gakobo (2017)	Management of projects and execution of public projects in Nairobi County, Kenya's	At the 0.05 level, project explicitly stated goals, availability of information, and project management control were significant.	The methodology employed is unclear. Only quantitative data was used.	There was no comparative analysis of the effect of knowledge sharing factors, which is very significant.
Stakeholder Participation in Project M&E					
Project Monitoring and Evaluation	Murithi, Makokha & Otieno, (2017)	Factors Affecting Timely Completion of Public Construction Projects in Trans-Nzoia County	The analysis and results shows that close project monitoring is fundamental in delivering timely projects	While this type of study concentrates on road transport projects backed by the World Bank, the study was limited to road projects supported by the municipality in question.	The amount to which stakeholders' engagement with project M&E influences the project's success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the technique used in this investigation. The methodology is as discussed in the following subsection.

3.2 Research Design

The present investigation employed descriptive research approach. The research study was able to gather, compile, present, and analyse data in order to provide explanation. Descriptive study was appropriate because, in most cases, it allows those conducting the study to draw universal inferences about the features in the desired groups.

3.3 Target Population

The research population was selected from the parties that were involved in construction of Nyeri town bus terminus project in Nyeri County. The study targeted 103 respondents with technical mandates involved in the construction of Nyeri town bus terminus project in Nyeri County, including the donor (World Bank), implementing agency (County Government of Nyeri), project implementation committee and project beneficiaries as derived from Nyeri County KUSP Project Registry as of December, 2022 (see Table 3.1). Thus, the study unit of observation was Nyeri Town Bus Terminus project in Nyeri County while the unit of analysis included the personnel involved in these project.

Table 3.1 Target population

Category	Target Population	Proportion
Donor Project Representatives	11	10.70%
Project Management Team	4	3.90%
Project Implementation Committee	28	27.20%
Project Beneficiaries	60	58.30%
Totals	**103**	**100.00%**

3.4 Sample size and Sampling techniques

The procedures the investigator employed to establish the sample size are described in this section. It describes the strategy the researcher was employed to choose the appropriate sample size, including how the sample was selected.

3.4.1 Sample Size

A sample is a small subset of an entire population that is studied with the goal for those conducting studies to draw more precise conclusions about the population as a whole. The number of participants in the present investigation was determined by applying the Yamane formula. According to the formula, at a level of trust of 95% and a significance threshold of 0.05 level (p);

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

Whereby;

n = study sample size

N = study population size ; and e = error of 5% points

The above equation produces a sample size of 84, as illustrated below;

n = 103/1+103(0.0025)

n =84 respondents

The study respondents for each stratum was selected using stratified random sampling. Table 3.2 provides study sample size.

Table 3.2 Sampling Size

Category	Target Population	Proportion	Sample Size
Donor Project Representatives	11	10.70%	9
Project Management Team	4	3.90%	3
Project Implementation Committee	28	27.20%	23
Project Beneficiaries	60	58.30%	49
Totals	**103**	**100.00%**	**84**

3.4.2 Sampling Procedure

Sampling is the picking of a specific number of individuals from an identified group to serve as representatives that population. Mugenda and Mugenda (2008) suggested that any claims made about the sample be accurate of the population as well. To create the research sample, a stratified sampling technique was employed in investigation. There are several strata in this study, including donor project members, the project management group members, project execution committee members, and the recipients of the project. A purposive sampling method was utilized to recruit study participants, with the researcher assuming that those who are selected provided appropriate replies for this study. A sample was then taken from every one of strata that comprise stakeholders.

3.5 Research Instruments

The primary data served as the investigation's major source of data. The questionnaire was designed around the study's objectives and consisted of closed-ended questions. Keeping the study's principal purpose in mind, closed question items was used to generate only relevant data. The five-point Likert scale was used-see appendix ii. For interviews, key informants for this study was head donor project representatives, project management team and project implementation committee members.

3.6 Pilot Testing

Determining the validity and dependability of the data collection tools was aided by a pilot study. The surveys was pre-tested for understanding, logic, and relevance on a pilot group of 7 respondents, this proportion represented 8.3% of the study sample size, which is an acceptable amount. To minimize tiredness, the volunteers who took part in the preliminary investigation were not incorporated into final study. The input provided was used to update the questionnaire before it is distributed to research participants.

3.6.1 Reliability of the Research Instrument

The degree whereby separate application of a similar instrument provides similar outcomes under similar settings is referred to as reliability. To assess the reliability of the study measurements, Cronbach's Alpha coefficients were calculated for each item in the survey questionnaire, and an overall score was determined (Cronbach, 1951). The 0.7 criteria, which Cronbach (1951) suggested, was used in the study. Every item is considered reliable if its Cronbach's alpha coefficient is 0.7 or above. Cronbach's alpha, which evaluates all potential split halves, can be used to test this.

3.6.2 Validity of the Research Instrument

The purpose of validity is to evaluate the precision through which the questions assess the variables in question. The idea and content validity was investigated in this study. To ensure that each portion of the survey questionnaire explores information for a specific purpose and is closely connected to the theoretical framework utilized for this study, it

was separated into sections for construct validity. In order to guarantee the questionnaire's correctness, supervisors thoroughly examined it. The research supervisors' assessed comments strengthened the reliability of the data gathering instruments.

3.7 Data Processing and Analysis

Data analysis as the act of examining obtained information in order to turn it into a more useable form. Raw data collected was modified for correctness, utility, and completeness. Data analyses began with data preparation, which includes organizing and cleaning up data, characterizing data, validating any underlying assumptions, and drawing conclusions. Quantitative data was examined using SPSS version 23 serving as the data processing tool. Inferential as well as descriptive statistics were utilized in the data analysis. Descriptive statistics results was presented in percentage frequencies, mean, and standard deviation while the correlation and multiple linear regression models made up inferential statistics. The multi-linear the regression approach was as below;

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

Where,

Y= Performance of Public Transport Terminus Projects (Dependent variable) and the independent variables will be

x_1= project identification,

x_2= project planning design,

x_3= project implementation and

x_4= project monitoring and evaluation.

The ε in model equation represents margin of error, β_0 is constant, and regression coefficients are β_1, β_2, β_3 and β_4. The study results was presented in Tables for easy interpretation and understanding of results.

3.8 Operational definition of variables

The objective of putting into practice a concept is to make it quantifiable, since an operational description of variables explains precisely how ideas was assessed. Table 3.3 shows the variables that are included that will be utilized as study pointers as well as the measurement scale that was employed.

Table 3.3 Operationalization of variables

Variable	Indicator	Measurement Scale	Data Analysis Tools
Project Identification	Problem analysis Stakeholders identification Scope identification	Ordinal	-Frequency -Mean -Standard Deviation -Spearman Correlation
Project Planning Design	Budgeting planning; Activities Participation in project planning	Ordinal	Frequency -Mean -Standard Deviation -Spearman Correlation
Project Implementation	Participating in execution of planned activities Project costs Project risks	Ordinal	- Frequency -Mean -Standard Deviation -Spearman Correlation
Project Monitoring and Evaluation	Project information reporting Identification of performance gaps Continuous feedback	Ordinal	-Frequency -Mean -Standard Deviation -Spearman Correlation
Performance of Public Transport Terminus Projects	Meeting time goals Meeting budget/Cost goals Meeting Scope goals	Ordinal	-Frequency -Mean -Standard Deviation -Spearman Correlation

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents results of data analysis, findings and interpretation. The results are arranged under the following subsections; these includes response rate, reliability test,

demographics of the participants, descriptive analysis and inferential analysis results. The results were presented using tables.

4.2 Response Rate

The study intended to determine the study's response rate. A total of 84 questionnaires were distributed to the proposed sample size. The study response findings are shown in Table 4.1 below.

Table 4.1: Response rate

	Number of Respondent to the Questionnaire	Percent
Returned Copies of the Questionnaire	71	84.5
Unreturned Copies of the Questionnaire	13	15.5
Total Copies of the Questionnaire	84	100

Results in Table 4.1 above show, 71 out of 84 distributed questionnaires had been completely filled out and returned, reflecting a total response rate of 84.5%. For this study, a response rate of 84.5% was satisfactory.

4.3 Reliability Test

The pretesting of the research instrument was done to set of 7 respondents other than the one used as study respondents. Table 4.2 below presents the pretest results. The scale reliability analysis findings revealed that all the study variables had a Cronbach's Alpha of above 0.70, indicating that the scale used to measure the study variables was reliable; hence all items in the questionnaires were retained. On other hand, the validity was attained by incorporation of reviews from research experts and the supervisors.

Table 4.2 Pilot Test Results

Scale	Cronbach's Alpha	Number of Items
Performance of Public Transport Terminus Projects	0.838	6
Engagement of Stakeholders in the Project	0.828	6

Identification		
Engagement of Stakeholders in the Project Planning	0.791	5
Engagement of Stakeholders in the Project Implementation	0.822	5
Engagement of Stakeholders in the Project Monitoring and evaluation	0.781	5

4.4 Socio-Demographic Characteristics of Respondents

The demographic information of the participants in this study included gender; age; educational level and category of respondent with respect to performance of public transport terminus projects. The data collected in this regard was analyzed and results are summarized in Table 4.3.

Male respondents constituted 56.3% of respondents, whereas female constituted 43.7%, (see Table 4.3 below). This suggests that men made up the bulk of the responders. This study was interested in gender since it encouraged equal rights for participation by women and girls throughout the project life cycle of public transportation terminal projects.

Regarding the education level of respondents, Table 4.3 results below, show that majority 45.1% of respondents had certificate level of education; 29.6% respondents had Diploma education level; 18.3 had attained Masters Education level and the percentage of respondents who indicated other level of education was 2.8% (these included primary education level, and informal education). This results implies that respondents had a strong intellectual capacity to answer to and understand the questions appropriately.

Table 4.3 shows most respondents (26.8%) were of age between 31 and 55, with 22.5% being above the age of 41 years. Those respondents who indicated age between 20 and 25 years were 21.1%; 19.7% of respondents were of age between 36 to 40 years; 5.6% of respondents were 20 years and below and only 4.2% of respondents were of age between

26 and 30 years. Youth were the majority respondents based on these study results. The conclusions of this study, which sought to shed light on the importance of stakeholder participation in project life cycles and the effectiveness of community development initiatives such as public transportation terminal projects, will be significant to young people. Youth are assets who may spur economic growth and significantly contribute to the social advancement of their neighborhoods and society.

Project benefiaries accounted for 73.2 percent of respondents, followed by project implementation committees (15.5%), donor project representatives (7.1%), and project management teams (4.2%) These findings imply that project beneficiaries made up the largest percentage of the study's respondents. Beneficiaries of the project must participate to ensure that the project plans represent their actual needs and objectives.

Table 4.3 Respondents' Socio-Demographic Characteristics

Variables	Characteristics	Frequency	Percent
Please indicate your gender	Male	40	56.3
	Female	31	43.7
	Total	**71**	**100**
What is your level of formal education?	Certificate	32	45.1
	Diploma	21	29.6
	Degree	13	18.3
	Master's Degree	3	4.2
	Other (specify)	2	2.8

	Total	**71**	**100**
Please indicate your age bracket	Below 20 yrs	4	5.6
	20-25 yrs	15	21.1
	26-30 yrs	3	4.2
	31-35 yrs	19	26.8
	36-40 yrs	14	19.7
	41 years and above	16	22.5
	Total	**71**	**100**
Kindly, indicate your category	Donor Project Representatives	5	7.1
	Project Management Team	3	4.2
	Project Implementation Committee	11	15.5
	Project Beneficiaries	52	73.2
	Total	**71**	**100**

4.5 Descriptive Statistics

Descriptive statistics have been used to analyze the quantitative data, and the outcomes are largely percentages, mean and standard deviation presented in tables. The qualitative data was used analyzed through thematic analysis and interpretive approaches. The findings are presented in narrative and verbatim citations.

4.5.1 Performance of Public Transport Terminus Projects

The effectiveness of public transportation terminal initiatives in Kenya's Nyeri County served as the study's dependent variable. The results on performance of public transport terminus projects are presented descriptively in Table 4.4 below.

Table 4.4 Performance of Public Transport Terminus Projects

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
The finished product satisfied the needs of the stakeholders and would accomplish the goal as originally envisioned	0.0%	5.6%	26.8%	47.9%	19.7%	3.82	0.82

Cost overruns for the project result in additional charges	0.0%	5.6%	25.4%	45.1%	23.9%	3.87	0.84
The project was completed within the budgeted cost estimate	19.7%	7.0%	60.6%	12.7%	0.0%	2.66	0.94
More time was required because the project was time-constrained	5.6%	4.2%	22.5%	45.1%	22.5%	3.75	1.04
The project was completed in the allotted amount of time	19.7%	26.8%	22.5%	22.5%	8.5%	2.73	1.25
The task was completed within the allocated budget	21.1%	1.4%	59.2%	15.5%	2.8%	2.77	1.04
Composite mean and composite standard deviation						**3.27**	**0.99**

According to Table 4.4 above, the majority of respondents47.9% agreed that the final product will achieve the aim as originally envisioned and satisfy the demands of the stakeholders. The remaining respondents26.8%were indifferent, 19.7%strongly agreed, and 5.6% disapproved. The mean statement value of 3.82, that was significantly greater than the composite mean of 3.27, the statement appears to have had a positive influence on the overall performance of public transportation terminal developments in Nyeri County, Kenya.

From Table 4.4 above, 5.6%, 25.4%, 45.1%, and 23.9% respondents, disagreed, agreed and strongly agreed respectively that terminal project's cost overruns result in increased expenditures. With a mean value of 3.87, the statement was found to be favorably influencing the performance of public transport terminal projects, as seen by the mean value's greater value than the 3.27 composite mean. Since the standard deviation of the statement was less than the combined standard deviation, the respondents' opinions on this statement were also comparable. 60.6% of respondents were indifferent, 19.7% strongly disagreed, 12.7% agreed, and 7.0% disagreed when asked if the project was finished within the projected cost estimate (results see Table 4.4 above).

Table 4.4 above showed that 45.1% and 22.5% respondents respectively agreed and strongly agreed that more time was required because the project was time-constrained; 5.6% strongly disagreed; 4.2% disagreed; and 22.5% were neutral. The statement mean of 3.75; greater than composite mean (3.27); implied that the statement was positively affecting dependent variable. The statements standard deviation value of 1.04 greater than composite standard deviation 0.99; implied that respondents had divergence opinions concerning the statement.

The study results in Table 4.4 above further revealed that 26.8% disagreed that the project was completed in the allotted amount of time; 19.7% strongly disagreed; a sum of 31.0% agreed and 22.5% respondents were also neutral. The line statement had a mean value 2.73; less than composite mean 3.27, this implied that the statement was negatively influencing the performance of public transport terminus projects; thus calls for improvement. Standard deviation value of 1.25, greater than composite standard deviation 0.99, implied that there is divergence views or opinion among the respondents.

Table 4.4 above revealed further information, which included the following: 15.5% and 2.8% of respondents respectively agreed and agreed strongly that that the work was performed within the budget allotted, 21.1% strongly disagreed, 1.4% disputed and 59.2% of respondents were uncertain. This line item mean value of 2.77, which is less than the combined average value of 3.27, shows that this line statement has a negative impact on the performance of public transit terminal projects. Project performance is measured and considered through a variety of indicators of performance that are related to numerous groups such as budget of the project, timelines of completion, project quality, satisfaction of the beneficiaries, changes by the customer, performance of the business, dimensions of health and safety.

Based on the composite mean value of 3.27, study inferred that most respondents expressed uncertainty regarding the execution of projects related to public transport terminals in Nyeri County. In a similar vein, Ates' (2018) research found that a project is functioning well if it is completed on schedule, on budget, and in accordance with the

design requirements. Mazuruse et al.'s (2021) research showed that a project is considered successful if its objectives are met. A project is considered to be performing when it effectively distributes its resources to meet its objectives on time, within financial limits, and at the required performance level. In addition Rasool, et al., (2022) discovered that project tracking, coordinating the project, programme instruction, project design, and institutional setting all had an impact on the success of World Bank projects.

4.5.2 Stakeholder Participation in Project Identification and Performance of Public Transport Terminus Projects

Finding out how stakeholder engagement in project identification affected the Nyeri City Bus Terminal Project's performance in Nyeri County was the study's primary goal. A statement on the effect of stakeholder involvement in project identification on the Nyeri City Bus Terminal Project's performance was given to the respondents, who then had the chance to indicate how much they agreed with it. Table 4.5, which follows, displays the results.

Table 4.5 Stakeholder Participation in Project Identification

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
All project stakeholders attended consultations sessions during the identification of terminus project	11.3%	5.6%	12.7%	52.1%	18.3%	3.61	1.19
During the start phase, stakeholders were identified	0.0%	4.2%	7.0%	38.0%	50.7%	4.35	0.79
The interests, power, and influence of stakeholders	5.6%	2.8%	29.6%	49.3%	12.7%	3.61	0.95

were examined in order to determine how to manage them							
The local population participated to the establishment of the initiative's objectives and goals during the project's genesis phase	9.9%	5.6%	21.1%	42.3%	21.1%	3.59	1.18
All key stakeholders were contacted at the project's commencement phase to determine project objectives	11.3%	8.5%	15.5%	29.6%	35.2%	3.69	1.34
Prior to the start of the actual project, a requirements assessment survey was conducted via interviews	0.0%	21.1%	16.9%	39.4%	22.5%	3.63	1.06
Composite mean and composite standard deviation						**3.75**	**1.08**

Table 4.5 data above revealed that 52.1% and 18.3% respondents respectively agreed and strongly agreed that all project stakeholders attended consultative sessions during identification of the project; 11.3% strongly disagreed; 5.6% disagreed; and 12.7% were not sure. Improvement is required because the statement's mean value (3.61), which is lower than the composite mean (3.75), indicated that it was having a negative impact on the Nyeri Town Bus Terminus Project's performance. There was divergence in the respondents' viewpoints, as evidenced by a standard deviation value of 1.19, which was higher than the combined standard deviation (1.08).

Furthermore, the results showed that 38.0% of respondents agreed that stakeholders were identified at the project's beginning, 50.7% strongly agreed, 4.2% opposed, and 7.0% were indifferent. The statement's mean score of 4.35 suggested that it had a favourable impact on the Nyeri Town Bus Terminus Project's performance, considering this figure was greater than the combined average score (3.75). According to Table 4.5 above, 49.3% of respondents agreed with the statement that stakeholders' interests, power, and influence were considered when deciding how to manage them; 29.6% disagreed; 12.7%

strongly agreed; 5.6% strongly disagreed; and 2.8% disagreed. The study's conclusions suggested that this statement had a detrimental impact on the Nyeri Town Bus Terminus Project's performance, as seen by the mean value of 3.61, lower than the composite mean of 3.75. Enhancement is required to guarantee that the Nyeri Town Bus Terminus Project stakeholders' interests and power are assessed and managed, as this will contribute to the project's success.

According to Table 4.5 above, majority 42.3% respondents agreed that local community had a role in establishing the initiative's aims and goals at the project's genesis period, followed by 21.1% strongly agreeing, 5.6% disagreed, 9.9% strongly disagreed, and 21.1% were unsure. The results of this analysis suggest that this line statement has a detrimental impact on the Nyeri Town Bus Terminus Project's performance, as seen by a mean value that is 3.59 less than the composite mean of 3.75. The statement's standard deviation value of 0.95 indicates that the respondents had convergence attitudes, since it is smaller than the combined standard deviation of 1.08.

Additionally, Table 4.5 above demonstrated that, when it came to the respondents' strong disagreements with idea that all key stakeholders were contacted at the project's commencement phase to determine project objectives, 11.3% who severely disagreed, 8.5% who disagreed, 15.5% who were indifferent, 29.6% who agreed, and 35.2% who highly agreed. This statement lower mean than merged mean value of 3.75, indicating that it was having a negative impact on the performance of public transportation terminal projects in Kenya's Nyeri County. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways. This may be accomplished through combining resources, planning initiatives ahead of time, disseminating knowledge, advising, making choices, collaborating, and inspiring others.

In conclusion, Table 4.5 above reveals that 39.4% of respondents agreed, 22.5% strongly agreed, 21.1% disagreed, and 16.9% were indifferent on the question of whether a needs assessment survey was accomplished prior to the start of the actual project, interviews

will be conducted. The mean value of the statement was 3.63, which was considerably lower than the overall mean of 3.75, indicating that there is room for improvement. This shows that the statement in question has a detrimental influence on the performance of Nyeri County's public transportation terminal developments. The standard deviation figure of 1.06, which was less than the combined standard deviation of 1.08, suggested that respondents' attitudes were converging.

The performance of public transportation endpoint projects in Nyeri County was impacted by stakeholder engagement in project identification, this is as shown by composite mean (3.75). This advocates that most study participants concur with the assertion concerning stakeholder participation in the identification and execution of the public transportation terminal project in Nyeri County. The majority of survey respondents, who feel that participation of stakeholder in project identification has a considerable influence on project success, are in agreement with this finding. One of the interviewed respondents said:

> *"Stakeholder participation in project identification helped project official/management team to find the best fitting location for the Bus Terminus project. Stakeholder participation in project identification of Nyeri Bus Terminus project has helped reduce traffic jam within the Nyeri town Central Business District"*

The results of Wamugu and Ogollah's (2017) study are in line with the conclusions of this investigation. This study demonstrates that, in order to improve stakeholder satisfaction, it is critical that all stakeholders participate in the project scope design in an appropriate and effective manner. Matu, et, al., (2020), creating a well-defined project during the pre-project planning phase is essential to the accomplishment of project objectives, stakeholder satisfaction, and project success. I made a discovery. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways. This may be accomplished through combining

resources, planning initiatives ahead of time, disseminating knowledge, advising, making choices, collaborating, and inspiring others.

4.5.3 Stakeholder Participation in Project Planning and Performance of Public Transport Terminus Projects

The second goal was to ascertain how the performance of the Nyeri City Bus Terminal Project in Nyeri County was affected by stakeholder engagement in project planning. Regarding influence of participation stakeholder in project planning design on the performance of the Nyeri City Bus Terminal Project in Nyeri County, as indicated in Table 4.6, participants were asked to rate their level of concurrence with the statement.

Table 4.6 Stakeholder Participation in Project Planning

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
All project stakeholders approved planned project activities	5.6%	5.6%	23.9%	32.4%	32.4%	3.80	1.13
This project needed my approval before it could start planning.	11.1%	14.1%	15.5%	35.4%	23.9%	3.75	1.41
Stakeholders made decisions regarding the costs and cost management strategies	18.3%	32.4%	16.9%	18.3%	14.1%	3.26	1.33
The stakeholders were informed of the project deliverables	2.8%	33.8%	18.3%	14.1%	31.0%	3.43	1.31
Stakeholders determine and concur on the project schedules	4.2%	38.0%	21.1%	31.0%	5.6%	3.14	1.05
Composite mean and composite standard deviation						3.48	1.25

Table 4.6 results above showed that a total of 64.8% of respondents agreed that all Bus Terminus project stakeholders approved planned project activities; 23.9% were not sure and adding to 11.2% respondents disagreed. A mean value of 3.80 greater than composite

mean (3.48); implied that this line item influences performance of Nyeri Town Bus Terminus Project, Nyeri County positively. A standard deviation (1.13), which was less than composite standard deviation (1.25), implied that there is convergence views among the respondents.

Table 4.6 above indicates that 18.3% of respondents strongly opposed, 32.4% disagreed, 16.9% were neutral, 18.3% agreed, and 14.1% highly agreed that the stakeholders made judgments on the expenses and cost management measures. This particular statement mean (3.26) was less compared to composite mean (3.48), this implied that the line item was negatively influences dependent variable, hence some improvement is required to be done being a key element of the performance of Bus Terminus Project. There are divergence opinions among the responders since the line item standard deviation 1.33 is greater than composite standard deviation 1.25.

Further, Table 4.6 above results shows 33.8% and 31.0% respondents respectively disagreed and strongly agreed that the stakeholders were informed of the project deliverables; 18.3% neither agreed nor disagreed; 14.1% agreed; and the percentage of respondents that strongly disagreed was 2.8%. The statement mean value was 3.43, which was lesser than composite mean value of 3.48, this indicated that the statement was negatively influencing on performance of Nyeri Bus Terminus Project, and thus there is need for improvement since informing stakeholders on project deliverables will improve performance of Nyeri Bus Terminus project. The respondents' opinions different since a composite standard deviation (1.25), was lower than statement standard deviation of 1.31

Lastly, on whether stakeholders determined and concurred on the project schedules; 38.0% of the participants agreed, 21.1% agreed, 31.0% agreed, 5.6% strongly agreed, and 4.2% strongly disagreed. This statement's mean was 3.14, which was lower than the composite mean of 3.48. The Nyeri Bus Terminal Project's overall success suffered as a result of this statement. Thus, in order to enhance the Nyeri Bus Terminal Project's performance, it is imperative to ensure that the stakeholders determine and agree the project timeframe. The standard deviation number of 1.05, which is smaller than the

aggregate standard deviation of 1.25, indicates that the opinions of the respondents are converging. Stakeholder participation in the design and development phases of the Nyeri, Tanzania Town Bus Terminus Project was shown to have an influence on its performance, with a combined average value of 3.48. This demonstrated that remarks on the involvement of stakeholders in the design and planning phases of the Nyeri Town Bus Terminus Project's performance were generally supported by respondents. The data from the interviews on participation of stakeholders in project planning design are summarized in these results. One of the interviewee said:

> *"At the initial stage there was political interference, and some level of resistance from the local communities, but stakeholder participation in project planning design helped to solve this conflict."*

Another interviewed respondents added:

> *"Yes, stakeholder participation in project planning design has helped to decongest Nyeri town Central Business District."*

In a similar vein, a research by Mwanajuma and Ngugi (2017) on the influences that led to the success of water related projects revealed that exact designs must be created by stakeholders for water-related activities to succeed. Stakeholder involvement throughout the planning process has an impact on the ultimate success of any project, including the construction of bus terminals. Stakeholders are crucial to the success of any project. The undertaking cycle's beginning phase is crucial since it establishes the project's framework. The beginning stage of an infrastructure project's construction cycle is crucial for planning, executing, and determining the project's final outcomes. The goal of the commencement phase is to ascertain whether there is enough demand for the endeavor in order to start assembling background data essential for the development of the project.

4.5.4 Stakeholder Participation in Project Implementation and Performance of Public Transport Terminus Projects

Examining the effect of stakeholder participation in project execution on the Nyeri Town Bus Terminus Project's performance was the third objective of the study. It was requested that the respondents assess their degree of agreement with the claim on stakeholder engagement in project implementation. The results summary on the five statements on stakeholder participation in project implementation and performance of Nyeri Town Bus Terminus Project as follows- see Table 4.7 below.

Table 4.7 Stakeholder Participation in Project Implementation

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Executing the project's strategy was the responsibility of the entire project team.	5.6%	1.4%	7.0%	60.6%	25.4%	3.99	0.95
The project team obtained permission from all stakeholders involved before starting.	14.1%	22.5%	23.9%	16.9%	22.5%	3.11	1.37
Execution of the project began after consultation with all stakeholders involved.	0.0%	1.4%	14.1%	70.4%	14.1%	3.97	0.58
Stakeholder participation allowed for the project's implementation.	2.8%	5.6%	8.5%	40.8%	42.3%	4.14	0.99
Involvement of stakeholders in the project's implementation was satisfactory.	2.8%	15.5%	31.0%	38.0%	12.7%	3.42	1.00
Mean composite standard deviation						**3.73**	**0.98**

Table 4.7 above results show that 60.6% and 25.4% respondents respectively agreed and strongly agreed that executing the project's strategy was the responsibility of the entire project team; 7.0% had no opinion. 1.4% aren't sure. 5.6% strongly concurred. The

statement's mean (3.99) is higher than the composite mean (3.73), suggesting that the Nyeri Town Bus Terminal project performed better at this location.

Results of Table 4.7 above on statement whether the project team obtained permission from all stakeholders involved before starting, 24.5% agreed strongly; 16.9% agreed; 23.9% were indifferent; 20.5% disagreed, with 14.1% strongly disagreeing. The item's mean value was 311, and this was considerably lower than the combined average value of 3.73, implying that the statement negatively impact on the performance of the Nyeri Town Bus Terminus Project and that some improvements are required.

The results in Table 4.6 further showed that majority 70.4% agreed that execution of the project began after consultation with all stakeholders involved; 14.1% strongly agreed; 14.1% were indifferent; and only 1.4% disagreed. This line statement influences the performance of Nyeri Town Bus Terminus Project positively as it had mean value (3.97) greater than composite mean (3.73). The respondents had divergence views as indicated by composite standard deviation (0.98); less than statement standard deviation (0.58).

Moreover, Table 4.7 study results further show that 40.8% and 42.3% respondents respectively agreed and strongly agreed stakeholder participation allowed for the project's implementation; 2.8% strongly agreed; 5.6% disagreed; and 8.5% were neutral. A mean value 4.14 for this statement implied that the positively influence the dependent variable, since its mean is greater than composite mean (3.73). Observing how project is carried out in accordance with requirements such as spending plans, intended aesthetics, and stakeholder satisfaction in accordance with the desired project's quality." It validates the positive influence of successful stakeholder participation throughout the project's lifespan on project quality.

Finally, study results of Table 4.7 above showed that 2.8%; 15.5%; 31.0%; 38.0%; and 12.7% of those surveyed strongly opposed; disagreed; were neutral; agreed; and highly agreed with the conclusion that stakeholder participation in project delivery was satisfactory. The statement mean value 3.42, which was less than to composite mean

value of 3.73; suggests that this particular statement has a negative influence on performance of Nyeri Town Bus Terminus Project in Nyeri County, Kenya, hence need for improvement. A higher item deviation from the mean (1.00) than overall standard deviation (0.98) indicated that respondents' opinions differed.

On average, most of study the participants believed that participation of stakeholder in project execution positively influenced the performance of Nyeri Town Bus Terminus Project, this as shown by composite mean 3.73. Most of interviewed respondents also had similar sentiments as they stated that project implementation stage is an important part of project life cycle management. The interviewed respondents stated that:

> *"During the implementation of this Bus Terminus Project, some traders were excited while others were resistant, the spaces to be allocated to traders were less compared to the number of applicants; but participation of stakeholders in project implementation help to solve the issues and the projects was executed."*

The findings of the study are consistent with argument Ndambiri, Kiragu, and Riro (2018) who revealed that success of urban transportation by road infrastructure projects is positively and significantly impacted by the participation of stakeholders in project implementation. Tore (2017) noted, observing how a project is carried out in accordance with requirements such as spending plans, intended aesthetics and stakeholder satisfaction as per desired project's quality. It confirms the impact of successful stakeholder involvement in the project lifetime on project quality.

4.5.5 Stakeholder Participation in Project Monitoring & Evaluation and Performance of Public Transport Terminus Projects

The purpose of the fourth study's findings was to ascertain how the Nyeri Town Bus Terminus Project in Nyeri County performed in relation to stakeholder engagement in project monitoring and evaluation. The statements on participation by stakeholders in the evaluation and tracking of projects was given to the respondents, and they were asked to rank how much they agreed with it. Results on this objective is in Table 4.8 below.

Table 4.8 Stakeholder Participation in Project Monitoring & Evaluation

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
With participation from all partners, the project team carried out project monitoring	14.1%	8.5%	9.9%	40.8%	26.8%	3.58	1.35
All parties participate in project monitoring activities	12.7%	21.1%	25.4%	25.4%	15.5%	3.10	1.27
Through regular consultation meetings, the general public was asked to take part in project monitoring	14.1%	22.5%	21.1%	29.6%	12.7%	3.04	1.27
Plans for project monitoring took stakeholder feedback into account	0.0%	8.5%	29.6%	46.5%	15.5%	3.69	0.84
Stakeholders participated in forums and site visits	4.2%	8.5%	19.7%	53.5%	14.1%	3.65	0.97
Composite mean and composite standard deviation						3.41	1.14

Results showed that majority 40.8% respondents agreed that with participation from all partners, the project team carried out project monitoring; 14.1% strongly disagreed; 8.5% disagreed; 9.9% were not sure; and 26.8% strongly agreed-(see Table 4.8 above). The statement mean value of 3.58, which was greater than composite median (3.41), suggested that this statement positively affects performance of Nyeri Town Bus Terminus Project, Nyeri County. The standard deviation value (1.35); which was greater than composite standard deviation (1.14), implied that respondents had divergent views.

Results in Table 4.8 above showed 12.7%; 21.1%; 25.4%; 25.4%; and 15.5% respondents respectively strongly disagreed, disagreed, were neutral, agreed and strongly agreed that parties participate in project monitoring activities. The statement had a mean value 3.10, less compared to composite mean value of 3.41, implied that line item influences performance of Nyeri Town Bus Terminus Project, negatively and some improvement is needed to be done being a key element in the performance of Nyeri Town Bus Terminus

projects. A standard deviation value of 1.27; that was greater than composite standard deviation 1.14 implied that there was respondent's divergence opinions among respondents.

The results presented in Table 4.8 above, 29.6% of respondents agreed that the general public was asked to participate in project monitoring through regular consultation meetings; 22.5% disagreed; 21.1% were indifferent; 12.7% strongly agreed; and 14.1% strongly disagreed. With a mean value of 3.04, the statement performed worse overall than the composite mean of 3.41, suggesting that it has an adverse effect on the Nyeri Town Bus Terminal projects' overall performance. Given that the item standard deviation was 1.14 and the total standard deviation was 1.27, it seemed likely that respondents had similar views.

Further, Table 4.8 above results revealed that 46.5% and 15.5% respondents respectively agreed and strongly agreed that plans for project monitoring took stakeholder feedback into account; 8.5% disagreed; while those respondents that neither agreed nor disagreed were 29.6%. The statement recorded a mean value 3.69 that is greater than composite mean 3.41; this implied that that the statement positively influenced performance of Nyeri Town Bus Terminus projects. The statement also had standard deviation 0.84 that is less than composite standard deviation 1.14; this implies that there is convergence views among the respondents.

The majority of respondents agreed with statements regarding participation of stakeholder in project monitoring and evaluation as well as the performance of the Nyeri Town Bus Terminus Project, according to the composite mean value of 3.41 displayed in Table 4.8 above. Monitoring and evaluating a project is a continual process that makes sure the project's outcomes align with its goals and plan of action and that it was completed within the allocated budget and time frame. These findings repeat the data from the interviews. One of the interviewees contended:

"Monitoring was continuous to be able to track the progress of the project. Evaluation was done at the middle and at the end to assess the project had achieved the target goals. Participation of stakeholders in project monitoring and assessment aided in tracking the project's objectives."

This finding is consistent with the argument by Adler, Laar, Kotoh, Legido-Quigley, Perel, Lamptey, and Lange's (2020) who argue that stakeholder participation in assessment and tracking leads to success of community projects in Ghana. Hossain and Habib (2021), integrating users in project review and tracking offers several benefits, notably in terms of enhancing efficiency. Furthermore, providing project participants significant leeway to make judgments about what is best for everyone not only increases their creative ability but also leads in empowerment.

4.6 Inferential Analysis

Research used regression and correlation analysis to examine the impact of stakeholder engagement in the project life cycle (identification, planning, execution, monitoring, and assessment) on the success of public transportation terminal projects in Nyeri County, Kenya.

4.6.1 Correlation Analysis

The success of public transportation terminal projects in Nyeri County, Kenya, was evaluated in relation to participation of stakeholders in project life cycle practices using the Pearson correlation analysis. A positive Pearson correlation value suggests a positive relationship, whereas a negative number denotes a negative relationship. The correlation data are shown in Table 4.9 below.

Table 4.9 Correlation Results

	Projects Identification	Projects Planning	project Implementation	Project Monitoring and

					Evaluation
Projects Identification	Pearson Correlation				
	Sig. (2-tailed)				
	N	71			
Projects Planning	Pearson Correlation	0.259			
	Sig. (2-tailed)	0.037			
	N	71	71		
Project Implementation	Pearson Correlation	0.399	0.285		
	Sig. (2-tailed)	0.001	0.021		
	N	71	71	71	
Project Monitoring and Evaluation	Pearson Correlation	0.179	0.102	0.126	
	Sig. (2-tailed)	0.153	0.42	0.316	
	N	71	71	71	
Performance of Public Transport Terminus Projects	Pearson Correlation	0.531	0.494	0.502	0.483
	Sig. (2-tailed)	0.001	0.000	0.000	0.002
	N	**71**	**71**	**71**	**71**

Correlation is significant at the 0.05 level (2-tailed).

The findings, which are displayed in Table 4.9 above, demonstrate that stakeholder participation in the selection and success of public transportation terminal projects in Kenya's Nyeri County is highly correlated. (Sig. = 0.001 < 0, 05; R = 0.531). This suggests that enhancing several facets of stakeholder involvement in identification would result in notable enhancements in the operation of public transportation endpoint projects in Kenya's Nyeri County. The outcomes of this investigation align with the discoveries of Wamugu and Ogollah (2017), demonstrating that proper and suitable engagement of all stakeholders is crucial in project scope development, leading to an improvement in stakeholder contentment. This study demonstrates that, in order to improve stakeholder

satisfaction, it is critical that all stakeholders participate in the project scope design in an appropriate and effective manner. Matu, et, al., (2020), creating a well-defined project during the pre-project planning phase is essential to the accomplishment of project objectives, stakeholder satisfaction, and project success. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways

The correlation data, as presented in Table 4.9 above, indicate a strong, positive, and statistically significant association (R=0.494, Sig=0.000<0.05) between public transport terminal projects performance and stakeholder engagement in project development. This suggests that project performance for public transportation terminals in Kenya's Nyeri County rises favorably as stakeholder engagement in project planning metrics improves. A study by Mwanajuma and Ngugi (2017) on the influences that led to the success of water related projects revealed that exact designs must be created by stakeholders for water-related activities to succeed. Stakeholder involvement throughout the planning process has an impact on the ultimate success of any project, including the construction of bus terminals. Stakeholders are crucial to the success of any project. The undertaking cycle's beginning phase is crucial since it establishes the project's framework.

Additionally, Table 4.9 correlation findings demonstrated positive statistically significant relation between the performance of the public transport endpoint project in Nyeri County, Kenya, and participation of stakeholder in project execution (Pearson correlation = 0.502, Sig = 0.000 < 0.05). This indicates that greater performance of the public transport terminal project in Kenya's Nyeri County will result from increased stakeholder engagement in project implementation techniques. Ndambiri, Kiragu, and Riro (2018) argue that success of urban transportation by road infrastructure projects is positively and significantly impacted by the participation of stakeholders in project implementation. Tore (2017) noted, observing how a project is carried out in accordance with requirements such as spending plans, intended aesthetics and stakeholder satisfaction as per desired project's quality. It confirms the impact of successful stakeholder involvement in the project lifetime on project quality.

Lastly, Table 4.9 above's correlation results show a favourable and substantial relationship between the success of public transport terminal projects in Nyeri County, Kenya, and stakeholder participation in project monitoring and assessment. The success of the public transport terminal project in Nyeri County, Kenya, has been aided by this increase in several indicators of stakeholder engagement in project monitoring and assessment (R = 0.483, Sig = 0.002 < 0, 05). This implies a considerable increase. This viewpoint was backed by Adler, Laar, Kotoh, Legido-Quigley, Perel, Lamptey, and Lange's (2020) study on the successful execution of community initiatives in Ghana. He discovered that stakeholder engagement in assessment and tracking led to the success of various community programs in Ghana. Hossain and Habib (2021), integrating users in project review and tracking offers several benefits, notably in terms of enhancing efficiency. Furthermore, providing project participants significant leeway to make judgments about what is best for everyone not only increases their creative ability but also leads in empowerment.

4.6.2 Regression Analysis

This study also used multi-linear regression analysis to determine whether stakeholder participation in the project lifecycle was associated with the performance of a public transport endpoint project in Nyeri County, Kenya. We tested the joint influence on. The findings of the multi-linear regression are presented in table 4.10 to 4.12 below.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.819	0.67	0.661	0.391018
a Predictors: (Constant), Stakeholder participation in project monitoring and evaluation; project implementation; project identification , project planning				

From, Table 4.10 above, joint R value of 0.819 specify that participation of stakeholder in the project identification, planning, implementation, monitoring, and evaluation phases of public transport terminal projects in Nyeri County, Kenya, positively influences its performance. The R-square value was 0.67, this specified that 67.0% variation in the performance of public transport terminal projects in Nyeri County, Kenya, can be attributed to stakeholder engagement in the identification, planning, implementation, monitoring, and evaluation phases. Although this is a significant proportion, additional factors other than stakeholder engagement in the project life cycle can account for 33.0% of the difference in performance of public transport terminal projects. This raises a discussion point for more research.

Table 4.11 ANOVA (Fitness)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.572	4	0.393	36.152	0.000
	Residual	16.142	66	0.245		
	Total	17.714	70			
a. Dependent Variable: Performance of Public Transport Terminus Projects						
b Predictors: (Constant), Stakeholder participation in project monitoring and evaluation; project implementation; project identification , project planning						

The F statistic value (-see Table 11 above) showed that, the overall model was significance since the sig value of 0.000 was less than 0.05, at 5% confidence interval. The model's significance was further supported by the F computed statistic of 36.152 > F (3, 66) critical value of 2.7437. Consequently, the model significant findings indicate that it is reasonable to forecast changes in public transportation terminal project performance by including stakeholders in project identification, planning, execution, monitoring, and assessment.

Table 4.12 Regression Coefficients

Predictor variables	B	Std. Error	t	Sig.
(Constant)	0.01	0.324	0.030	0.976
Stakeholder participation in Project	0.533	0.078	6.830	0.000

Identification				
Stakeholder participation in Project Planning	0.472	0.069	6.835	0.001
Stakeholder participation in Project Implementation	0.545	0.075	7.260	0.000
Stakeholder participation in Project Monitoring and Evaluation	0.594	0.074	8.021	0.003
Dependent Variable: Performance of Public Transport Terminus Projects				

The multilinear regression results in Table 4.12 above revealed that participation of stakeholder in project identification positively and significantly influence public transport terminus projects performance in Nyeri County, Kenya (Beta = 0.533, Sig=0.000< 0.05). This implies that a unit increase in various indicators of stakeholder participation in project identification such as ensuring that all terminus project stakeholders attend consultations sessions during identification, identifying key project stakeholder at initial phase; examining the interests, power, and influence of stakeholders to determine how to manage them, and contacting key stakeholders at the project's commencement phase to determine project objectives result to 0.533 unit improvement in public transport terminus projects performance. Proper and suitable engagement of all interested parties is critical in project scope design, resulting in increased satisfaction among stakeholders. The results of Wamugu and Ogollah's (2017) study are in line with the conclusions of this investigation. This study demonstrates that, in order to improve stakeholder satisfaction, it is critical that all stakeholders participate in the project scope design in an appropriate and effective manner. Matu, et, al., (2020), creating a well-defined project during the pre-project planning phase is essential to the accomplishment of project objectives, stakeholder satisfaction, and project success. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways

The variable has a positive and substantial effect on the success of public transport terminal projects in Nyeri County, Kenya, according to Table 4.12 above's regression findings on stakeholder engagement in project planning (Beta = 0.472, Sig=0.001 <0.05). The results suggested that public transport terminal projects in Nyeri County, Kenya will

perform better by 0.472 units for every unit increase in stakeholder engagement in project planning procedures. The final success of the planning process is impacted by stakeholder engagement. Mwanajuma and Ngugi (2017) on the influences that led to the success of water related projects revealed that exact designs must be created by stakeholders for water-related activities to succeed. Stakeholder involvement throughout the planning process has an impact on the ultimate success of any project, including the construction of bus terminals. Stakeholders are crucial to the success of any project. The undertaking cycle's beginning phase is crucial since it establishes the project's framework.

The results in Table 4.12 also showed that public transport terminus projects performance in Nyeri County, Kenya was positively and significantly impacted by stakeholder participation in project implementation (Beta = 0.545, Sig=0.000 less than 0.05). This suggests that an increase of one unit in stakeholder participation practices in project implementation leads to an improvement of 0.545 units in public transport terminus project performance in Nyeri County, Kenya. Ndambiri, Kiragu, and Riro (2018) argue that success of urban transportation by road infrastructure projects is positively and significantly impacted by the participation of stakeholders in project implementation. Tore (2017) noted, observing how a project is carried out in accordance with requirements such as spending plans, intended aesthetics and stakeholder satisfaction as per desired project's quality. It confirms the impact of successful stakeholder involvement in the project lifetime on project quality.

Lastly, using regression analysis, the study's findings demonstrated that success of the public transportation terminal projects in Nyeri County was positively and significantly impacted by stakeholder involvement in project monitoring and assessment (Beta = 0.594, Sig<0.05). This suggests that the performance of public transportation terminal projects in Nyeri County improves by 0.594 for every unit increase in stakeholder participation in project monitoring and assessment procedures. Hossain and Habib (2021), argued that including users in project assessment and tracking has a lot of advantages, particularly in terms of increasing efficiency. They also claims that

interactive monitoring and evaluation aids in project execution tracking. Furthermore, giving participants in the project considerable latitude to make decisions about what is best for everyone not only boosts their imaginative abilities but also results in empowering.

The optimal regression equation is as shown below

> **Performance of public transport terminus projects in Nyeri County, Kenya = 0.01 + 0.594 stakeholder participation in projects monitoring and evaluation + 0.545 stakeholder participation in projects implementation + 0.533 stakeholder participation in projects identification + 0.472 stakeholder participation in projects planning + ε**

According to the regression model, the most important factor influencing how well public transportation terminus projects in Nyeri County, Kenya performed was stakeholder involvement in project monitoring and evaluation. This was followed by their involvement in project implementation, project identification, and project planning.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The goal of the research was to examine influence of stakeholder participation in project life cycle on the performance of public transport terminus projects in Kenya, a case of Nyeri town bus terminus project, Nyeri County. The summary of study results and an overview of the conclusions from descriptive analysis as well as inferential results are discussed in this chapter. The chapter also present recommendations and areas for further research.

5.2 Summary

The research investigated the impact of the participation of stakeholders in project identification on the Nyeri Town Bus Terminus project's performance in Kenya's Nyeri County. The composite mean value of 3.75 in the descriptive data indicated that most participants agreed with the remarks on stakeholders' engagement in project identification. The findings of the regression analysis showed a favorably significant (beta=0.533; p=0.000) relationship between the performance of public transportation terminal projects in Nyeri County and stakeholder engagement in project identification. Wamugu and Ogollah (2017) argue that effective and appropriate participation of all interested parties is crucial in project scope design, resulting in higher satisfaction among stakeholders. Matu, et, al., (2020), creating a well-defined project during the pre-project planning phase is essential to the accomplishment of project objectives, stakeholder satisfaction, and project success. Stakeholder participation can occur at all or just certain stages of a project's life cycle, at different societal levels, and in a variety of ways

Moreover, study examined influence of participation of stakeholder in project planning success Terminus Project in Nyeri County. The descriptive results showed that majority respondents agreed with statements on participation of the stakeholder in project planning design on Nyeri Town Bus Terminus Project performance, this is as shown by aggregate mean value 3.48. The regression results on stakeholder participation in project planning further showed that the variable positively and significantly influence on performance of public transport terminus projects in Nyeri County, Kenya (Beta = 0.472, Sig=0.001 <0.05). Mwanajuma and Ngugi (2017) on the influences that led to the success of water

related projects revealed that exact designs must be created by stakeholders for water-related activities to succeed. Stakeholder involvement throughout the planning process has an impact on the ultimate success of any project, including the construction of bus terminals. Stakeholders are crucial to the success of any project. The undertaking cycle's beginning phase is crucial since it establishes the project's framework

Further, the study determined how stakeholder participation in project implementation affects success of public transport Terminus Project Nyeri Town Bus Terminus Project in Nyeri County, Kenya. From descriptive outcomes; popular participants were in agreements with assertions about the impact of stakeholder taking part in project implementation on the success of the Nyeri Town Bus Terminus Project in Nyeri County, as evidenced by an overall composite mean value of 3.73. According to the findings, the linear regression coefficient of participation of stakeholders in the project's execution was (Beta = 0.545, Sig=0.000 0.05), implying that stakeholder taking part in project execution was essential to the performance of the Nyeri Town Bus Terminus Project. Ndambiri, Kiragu, and Riro (2018) in their study argue that success of urban transportation by road infrastructure projects is positively and significantly impacted by the participation of stakeholders in project implementation. Tore (2017) noted, observing how a project is carried out in accordance with requirements such as spending plans, intended aesthetics and stakeholder satisfaction as per desired project's quality. It confirms the impact of successful stakeholder involvement in the project lifetime on project quality.

Lastly, the goal of the study was to assess how stakeholder participation in project monitoring and evaluation influences the performance of Nyeri Town Bus Terminus Project in Nyeri County. The findings showed that the participation of stakeholders in project monitoring and evaluation had a linear regression coefficient of (=0.594, sig=0.003), suggesting that this involvement had a significant impact on Nyeri Town Bus Terminus Project's performance in Nyeri County. This data supports the hypothesis made by Adler et al. (2020) that stakeholder participating in monitoring and tracking leads to the effectiveness of community programs in Ghana. Bitamba and An (2020) study on timely completion of governmental building initiatives in Trans-Nzoia County and

discovered that careful oversight of the project is critical in completing timely projects. Hossain and Habib (2021), argued that including users in project assessment and tracking has a lot of advantages, particularly in terms of increasing efficiency. They also claims that interactive monitoring and evaluation aids in project execution tracking. Furthermore, giving participants in the project considerable latitude to make decisions about what is best for everyone not only boosts their imaginative abilities but also results in empowering.

5.3 Conclusion

Study concluded that stakeholder participation in project identification had a substantial impact on the performance of the Bus Terminus project in Nyeri County, Kenya. Improving stakeholder participation in project identification practices such as ensuring that project stakeholders attended consultations sessions during the identification, identifying stakeholder at project initiation stage; and ensuring local stakeholders participated in establishment of the initiative's objectives and goals at project initiation stage; and contacting all project before project initiation stage will lead to significant positive performance of Bus Terminus project in Nyeri County, Kenya.

Additionally, study found that Bus Terminus project in Nyeri County, Kenya performance much better when stakeholders were involved in the project design process. Increased stakeholder participation in project planning techniques, such as making sure all project stakeholders are included in the approval of planned project activities and providing project stakeholders with the opportunity to make cost-cutting decisions., informing all project stakeholders on project deliverables, and ensuring that stakeholders agree with project schedules, will assist the Nyeri Bus Terminus project in meeting its performance objectives.

Further, the study found that performance of Nyeri Town Bus Terminus Project in Nyeri County, Kenya was greatly influenced by stakeholder taking part in project execution. An increase in stakeholder taking part in project execution practices, such as ensuring

execution of project's strategy is a responsibility of the entire project team; consulting project stakeholders in before project execution, and allowing stakeholder to participate in project implementation will significantly lead to better performance of Nyeri Town Bus Terminus Project.

Lastly, The study comes to the conclusion that the success of the Nyeri Town Bus Terminus project is greatly impacted by stakeholder engagement in project monitoring and assessment. Stakeholder involvement in monitoring and evaluation processes has to be enhanced for the Nyeri Town Bus Terminus project to operate more effectively. Examples of these improvements include making sure all stakeholders take part in monitoring activities, making sure plans for monitoring take stakeholder feedback into account, and making sure stakeholders participate in project forums.

5.4 Recommendations

The sub-section presents recommendations of study to various beneficiaries such as the Government policy makers, the management at Nyeri Town Bus Terminus project as well as other scholars and researchers. The presentation of the findings has been done per objective.

The study suggests that in order to improve the performance of Bus Terminus project in Nyeri County and other Counties in Kenya, there is need for improved stakeholder participation in identification. To ensure the success of the Bus Terminus project, stakeholders and all project team members should be included during project beginning. All Bus Terminus projects should use effective project design and initiation activities, as well as embrace and constantly enforce best practices for stakeholder management.

Additionally, the study suggests stakeholder engagement in project planning procedures should be given more weight by the Bus Terminus project management team. The management team overseeing the Nyeri Bus Terminus Project and other Bus Terminus Projects in other counties, for example, must make sure that stakeholders approve planned project activities, make decisions about project costs, and are always informed

about project deliverable. The study also advises the management team of the Bus Terminus projects to make sure that project stakeholders determine and agree with project schedules; as this will aid in the project's success.

The success of the Bus Terminus project has been demonstrated to be positively impacted by the full involvement of stakeholders in project implementation techniques, a recommendation that the project management team should take into consideration for future Terminus initiatives. Project success results from consulting project stakeholders prior to project implementation.

Monitoring and evaluation stakeholders play a vital role in ensuring that project monitoring and evaluation are effective and efficient, and that they offer relevant insights to enhance project or program results. The report suggests that Bus Terminus project designers and implementers engage stakeholders effectively and ensure that monitoring and evaluation mechanisms are created and implemented to fulfill the demands of all stakeholders.

5.5 Areas for Further Research

Future research should focus on using different research approaches than the one used in this study. This study examined the influence of stakeholder participation in project life cycle on performance of public transport terminus projects in Nyeri County, Kenya; similar studies have to be conducted in counties other than Nyeri County in order to learn the connection between community involvement and the success of public transportation hub projects.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

I am pursuing a Masters in Project Planning and Management of the University of Nairobi. I am currently conducting study research on "*stakeholder participation and performance of public transport terminus projects in Kenya, a case of Nyeri town bus terminus project, Nyeri County*". I respectfully request that you provide me with the required assistance and support so that I can collect the essential data for the study. By answering the questions, you agree that any data and information acquired will be used solely for academic reasons and will be treated confidentially. I appreciate your assistance in this matter, and may God bless you.

Thank you.

Yours Sincerely,

Jemimah Wangui Ruheni

Appendix II: Questionnaire

Please put a tick (V) in the appropriate space given.

Section A: Demographic Data

1. Please indicate your gender
   a) Male [ ] b) Female [ ]
2. What is your level of formal education?
   a. Certificate [ ] b. Diploma [ ]
   c. Degree [ ] d. Master's Degree [ ]
   d. PhD [ ] e. Other (specify) ……
3. Please indicate your age bracket
   a. below 20 [ ] b. 20-25 yrs. [ ]
   c. 26-30 yrs. [ ] d. 31-35 yrs. [ ]
   e. 36-40 yrs. [ ] f. 41 years and above [ ]
4. Kindly, indicate your category
   a. Donor Project Representatives [ ]
   b. Project Management Team [ ]
   c. Project Implementation Committee [ ]
   d. Project Beneficiaries [ ]

Section B: Stakeholder Participation

1. Below are statements concerning influence of stakeholder participation on performance of Nyeri town bus terminus project, Nyeri County, please state your level of agreement or disagreement with the statements where; 5 represents strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree.

	Statements on stakeholder participation in project identification	**1**	**2**	**3**	**4**	**5**
(a)	All project stakeholders attended consultations sessions during the identification of terminus project					
(b)	During the start phase, stakeholders were identified					
(c)	The interests, power, and influence of stakeholders were examined in order to determine how to manage them					
(d)	The local population participated to the establishment of the initiative's objectives and goals during the project's genesis phase					
(e)	All key stakeholders were contacted at the project's commencement phase to determine project objectives					
(f)	Prior to the start of the actual project, a requirements assessment survey was conducted via interviews					
	Statements on stakeholder participation in project planning	**1**	**2**	**3**	**4**	**5**
(a)	All project stakeholders approved planned project activities					
(b)	This project needed my approval before it could start planning.					
(c)	Stakeholders made decisions regarding the costs and cost management strategies.					
(d)	The stakeholders were informed of the project deliverables					
(e)	Stakeholders determine and concur on the project schedules					

	Statements on stakeholder participation in project implementation	**1**	**2**	**3**	**4**	**5**
(a)	Executing the project's strategy was the responsibility of the entire project team.					
(b)	The project team obtained permission from all stakeholders involved before starting.					
(c)	Execution of the project began after consultation with all stakeholders involved.					
(d)	Stakeholder participation allowed for the project's implementation.					
(f)	Involvement of stakeholders in the project's implementation was satisfactory.					
	Statements on stakeholder participation in project monitoring and evaluation	**1**	**2**	**3**	**4**	**5**
(a)	With participation from all partners, the project team carried out project monitoring					
(b)	All parties must participate in project monitoring activities					
(c)	Through regular consultation meetings, the general public was asked to take part in project monitoring					
(d)	Plans for project monitoring took stakeholder feedback into account					
(e)	Stakeholders participated in forums and site visits					

SECTION B: Performance of Public Transport Terminus Projects

1. Please indicate extent to which you agree or disagree with following indicators on performance of public transport terminus projects in Nyeri County. Please state your level of agreement or disagreement with the statements where; 5 represents strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree.

	Statement	**1**	**2**	**3**	**4**	**5**
(a)	The finished product satisfied the needs of the stakeholders and would accomplish the goal as originally envisioned					
(b)	Cost overruns for the project result in additional charges					
(c)	The project was completed within the budgeted cost estimate					
(d)	More time was required because the project was time-constrained					
(e)	The project was completed in the allotted amount of time					
(f)	The task was completed within the allocated budget					

Appendix iii Interview Guide for Key Informants

Research study topic is:

"***Stakeholder participation and performance of public transport terminus projects in Kenya, a case of Nyeri town bus terminus project, Nyeri Count***"

Questions.

i. How did stakeholder participation in project design influence the performance of Nyeri Town Bus Terminus Project, Nyeri County?
ii. Did all stakeholder participation in project planning design of Nyeri Town Bus Terminus Project, Nyeri County? How did stakeholder participation in planning process affect the performance of Nyeri Town Bus Terminus Project?
iii. Stakeholder participation in project implementation affects the performance of projects, what was the experience of Stakeholder participation in execution of Nyeri Town Bus Terminus Project, Nyeri County?
iv. Do stakeholder participation in project M&E affect the performance of Nyeri Town Bus Terminus Project, Nyeri County? How stakeholder participation in project M&E did affected the success of Nyeri Town Bus Terminus Project, Nyeri County?