INFLUENCE OF STAKEHOLDER ENGAGEMENT ON PERFORMANCE OF STREET CHILDREN REHABILITATION PROGRAMMES IN NAIROBI COUNTY KENYA

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DECLARATION

This research project is my original work which has never been presented to any other institution or university for the award of any degree, diploma or certificate whatsoever.

Signature …… Date…….....

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L50/76132/2014

This research project is being submitted for examination with my approval as the university supervisor.

Signature …… Date …….....

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DEDICATION

This work is dedicated to my dear mum Wanjiru Nderitu for her belief in a holistic education and her continued support throughout the years.

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ABBREVIATION AND ACROMNYS

ANOVA	Analysis of Variance
GOK	Government of Kenya
ICT	Information and communication technologies
NGOs	Non –governmental Organizations
PAN	Project Activity Network
PMBOK	Project Management Body of Knowledge
PRAM	Project Risk Analysis and Management
SPSS	Statistical Software Package for Social Science
TRA	Theory of Reasoned action
UK	United Kingdom
UNICEF	United Nations Children's Emergency Fund
UNON	United Nations Office in Nairobi

ABSTRACT

Street children are a worldwide concern especially in Africa and other developing countries and this has led to an increase in street children rehabilitation programmes globally. Many of the street children have been rescued from street life and sheltered, sponsored in education and offered jobs by some of the rehabilitation projects centers. Despite the critical role played by stakeholder engagement in the performance of the rehabilitation programmes, studies seeking to determine the influence of stakeholder engagement in performance of street children rehabilitation programmes in Nairobi remain elusive. This study sought to determine influence of stakeholder engagement on performance of street children rehabilitation programmes. The purpose of this research was to determine influence of stakeholder engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya. The research design that was used by this study is descriptive survey. The target population used for the study was 5 rehabilitation programmes where 70 respondents were selected as the study population. The study undertook a census where all the 70 study population was considered for the study. The primary data for this study was collected using the questionnaires and complemented by desk research hence ensuring that detailed and relevant information on the subject of study was collected. Qualitative data was analyzed through content analysis and presented in prose form. Quantitative data was presented using tables for ease of understanding and analysis. Descriptive statistics- mean and standard deviation were used to determine the extent to which stakeholders' engagement influence performance of street children rehabilitation programmes. Inferential statistics-correlation and regression were done to determine the influence of stakeholder engagement on performance of street children rehabilitation programmes. Pearson Product-Moment Correlation analysis was carried out to examine the association between the variables. From the findings, the initiation stage of a project is a plan that encompasses stakeholder analysis and execution based on the analysis of the needs, interests and potential will influence the street children rehabilitation programmes. Effective budgeting and enhancing effective decision making as well as generating innovation through stakeholder engagement influence performance of the street children rehabilitation centers. The study concluded that stakeholder engagement is an essential business management practice. In a programme and project management environment, a stakeholder has an interest in the proposed change and can influence or impact the success of that change. The study recommended that legitimate and valid stakeholders need to be identified and their power and influence understood to manage their potential impact on the projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project stakeholder management was recently introduced as an important key area of project management. Its processes and techniques positively affected the project activities (Donaldson and Preston, 2005). It was intended to complete a combination of projects under the sponsorship of a specific organization in which the projects share limited resources. It included various activities, such as decision making on which projects were to be given main concern, which projects were to be added to or abandoned from the portfolio, and how to allocate raw material for different projects.

Stakeholder management is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives (Carley, 2006). In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence in both directions. Mitchell, Agle and Wood (1997) suggest that power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment. The number and nature of stakeholders will vary with the life of the project; it would therefore make sense to carry out the review of identification throughout the project (Moodley 2002). Stakeholder engagement takes place in different phases of the project cycle and at different levels of society, and takes many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to

information sharing, consultation, decision-making, partnership and empowerment (Mugo, 2004). Stake holder engagement can be both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, participation is a process that empowers people and communities through acquiring skills, knowledge and experience, leading to greater self-reliance and self-management (Albert, 2004).

There is need for stakeholders' engagement. Most projects are customized in project management. Hence, successful accomplishment of the projects requires stakeholder engagement. Moreover, the management of stakeholder's engagement in rehabilitation programmes is receiving more concentration in practice (Bojang, 2006). However, the optimization of individual engagement does not essentially amend overall programmes performance; hence the portfolios require being coordinated with the customers. Stakeholders' engagement enhances the significance and appropriate inquiry of what needs to be achieved from the projects in project management.

Street children are a worldwide concern especially in Africa and other developing countries and this has led to an increase in street children rehabilitation programmes globally. There are an estimated 100 million children living on the streets in the world today (UNICEF, 2009). Children living on the streets are especially vulnerable to victimization, exploitation, and the abuse of their civil and economic rights. International indifference to the problem has led to continual neglect and abuse of these children (Droz, 2006).

The United States in 1996 had 5.5 million children living in extreme poverty, approximately one million of whom were on the streets (Nalkur, 2009). Studies show that poor children in the United States are poorer than children in most Western industrialized countries, since the United States has less generous social programs, the widest gap between rich and poor and high numbers of poor immigrant and unmarried teen mothers. Banerjee and Rondinelli (2003) observed that the poverty and social conditions many American children face lead to large numbers of homeless and street children. In Yemen, for instance, there are 30,000 street children. Migration to the cities, poverty, unemployment, high fertility rates, lack of social services, and abandonment of support for the poor by the state, all lead to the problem of street children. The street children could be used for selling drugs and for sex; they could be trafficked as well. These children want to live and so can be involved in such illegal activities (Morrissey, 2007).

In Africa, for example Ghana, Orme and Seipel (2007) argue that children have made the street their home hence the need for street children rehabilitation programmes. Firms have increasingly realized that stakeholder engagement in programme success is valuable with regard to the costs and quality of portfolio projects and the costs and time associated with the project performance. Furthermore, more and more stakeholders are becoming involved in their development projects. This engagement may vary from giving minor plan suggestions to being responsible for the complete development of projects. In contrast with generally held theory, however, prior research has shown that stakeholder engagement in rehabilitation programmes may not always lead to improvements in project competence and project efficacy. Moodley (2002) found positive relationship value for stakeholders' engagement in street children rehabilitation programme success.

However, the clarity of the influence of stakeholder's engagement for programmes performance still remains unaddressed. An empirical research is therefore required to determine the extent to which stakeholders' engagement influence performance of street children rehabilitation programmes in Kenya.

1.2 Statement of the Problem

A street children rehabilitation programme has been in the social development agenda of the Kenyan government for more than two decades. To that effect, many centers in the country have been created and mandated by the government to fully operate on rehabilitating the street children to be responsible people. Many of the street children have been rescued from street life and sheltered, sponsored in education and offered jobs by some of the rehabilitation projects centers. Recently a programme called Give a Child a Good Start was launched in partnership with Unilever. Its aim is to feed the homeless, and recently a street breakfast was organized which was attended by over 400 children. While such success stories are narrated, many street children centres in Kenya continue, street children rehabilitation programme are facing myriad of challenges in carrying out rehabilitation work successfully. In Nakuru, Deborah Children's home and the House of Plenty Children's rehabilitation programmes have all closed down in Kenya. This has influence engagement of stakeholders as their interests could influence outcome of rehabilitation programme. Despite the critical role played by stakeholder engagement in the performance of the rehabilitation programmes, studies seeking to determine the influence of stakeholder engagement in performance of street children rehabilitation programmes in Nairobi remain elusive. This study sought to determine influence of

stakeholder's engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya.

1.3 Purpose of the Study

The purpose of this research was to determine influence of stakeholders' engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya.

1.4 Research Objectives

The objectives of this research work were:

i. To determine the influence of stakeholder engagement in project identification on performance of street children rehabilitation programmes.

ii. To determine the influence of stakeholder engagement in project planning on performance of street children rehabilitation programmes.

iii. To determine the influence of stakeholder engagement in project monitoring on performance of street children rehabilitation programmes.

iv. To determine the influence of stakeholder engagement in risk management on performance of street children rehabilitation programmes.

1.5 Research Questions

The study sought to answer the following questions;

i. How does stakeholder engagement in project identification influence performance of street children rehabilitation programmes?

ii. To what extent does stakeholder engagement in project planning influence performance of street children rehabilitation programmes?

iii. To what extent does stakeholder communication influence performance of street children rehabilitation programmes?

iv. How does stakeholder engagement in risk management influence performance of street children rehabilitation programmes?

1.6 Significance of the Study

The study will be invaluable to the management board of street children programmes in that it will provide an insight on how various stakeholders' engagement can influence the performance of the street children rehabilitation programmes.

The findings of the study through this project will enhance capacity and response by management and stakeholders leading to improvement in performance of street children rehabilitation programmes. The consequent awareness and information among the management will lead to positive stakeholder engagements and follow up with programmes for resources as well as improvement in management. This will be manifested by their enhanced capacity to timely account for engagement of the stakeholders to improve success of street children rehabilitation programmes.

1.7 Delimitations of the Study

The scope of study was the Nairobi County. The study sought to determine influence of stakeholders' engagement on performance. The study focused on street children rehabilitation programmes in Nairobi County, Kenya. The respondents in the research work were management officers in the street children programmes managed by the county government of Nairobi.

1.8 Limitation of the Study

In undertaking this study, fear of victimization was a key limitation to this research work. Respondents were afraid to provide factual information on the basis that information provided could be used against them.

1.9 Assumptions of the Study

The study assumed that the respondents who would participate in the study would be a representation of views of management of street children programmes. There was also the assumption that sampling would not be biased and the chosen sample population would participate voluntarily. This would be possible due to positive perspective of the street children programmes by the programmes staff. There was also an assumption that there would be availability of current information and current data required by the study. It was assumed that respondents would be adequately represented in this study regardless of percentages of respective gender that would participate as respondents.

1.10 Definition of Terms

A project can be defined as a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period of time and within and established budget to produce identifiable deliverables (Boyce and Haddad, 2001)

Employee Participation: Officers at all levels, regardless of their respective ranks are the essence of the respondents and their full involvement enables their abilities to be used for its benefit.

Leadership and Top Management: Top management provides leadership that influences people to strive willingly towards achievement of stipulated goals.

Project Performance- It is the measure of project through cost, time and quality, are the basic elements of project success. (Nichols, 2000)

Stakeholder: Stakeholders are individuals, groups or organizations who, directly or indirectly, stand to gain or lose from a given development activity or policy. In this case, the stakeholders in the street children rehabilitation programmes are many but the study will focus on management and government officials since they are the key stakeholders in the projects.

Stakeholder engagement: This is the process by which an organization involves individuals, groups or organizations who may be affected by the street children rehabilitation decisions it makes or can influence the implementation of its decisions.

Street children Rehabilitation program – This is a program for restoring street children and street children family to good living standards and care, It is a system of projects or services intended to meet street children family need.

Street children: This is a term for children experiencing homelessness who are living on the streets of a city, town, or village. Homeless youth are often called street kids and street youth

Training: It refers to the acquisition of specific skills or knowledge. Training programs attempt to teach employees how to perform particular activities or a specific job.

1.11 Organizational of the Study

The study was organized into various chapters. Chapter one presented the introduction that is, background of the study, statement of the problem and research objective and research questions. Chapter two presented the literature review, chapter three presented research methodology while chapter four examined the data collection and analysis and finally chapter five which provided findings of the study, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review on this body of knowledge under research. This study presents theoretical review, gaps identified in the literature reviewed which if bridged would contribute to successful operation of community projects. The conceptual framework was used to demonstrate the relationship between the variables.

2.2 Project Performance

Project performance has been defined by the criteria of time, budget and deliverables. It is the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness, efficiency and sustainability (IBBS and Kwak, 2000). The ultimate importance of project performance is achieved through avoiding the project's failure to keep within cost budget, failure to keep within time stipulated for approvals, design, occupancy and failure to meet the required technical standards for quality, functionality, fitness for purpose, safety and environment protection (Flanagan and Norman 2003).

Project performance ensures that enterprises maximise on profitability, minimise the consequences of risky and uncertain events in terms of achieving the project's objectives and seizes the chances of the risky events from arising (Kululanga and Kuotcha, 2010). The benefits of project risk management for small businesses lie at the point of time and budget project advantages. It is understandable why there are as many models of project risk management as general risk management schemes.

The criteria of project performance for the project will be cost, time and quality which are basic elements of project success (Mohammed, 2002). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this study will be defined in terms of cost, time, quality and profitability, as small and medium enterprise focus on earning returns over project investment. In Kenya, project performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective is effective indicator to measure of project performance (Nyikal, 2011).

2.3 Stakeholders Engagement and Project Performance

Lekunze, (2001) did a study on stakeholder participation in integrated water resource management in community water management projects in Cameroon. The study analyzed the participation of youth to water resource management by comparing the results of the different approaches used. The study established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach. Atiibo (2012) on the other hand examined stakeholder management challenges and their impact on project management in the case of advocacy and empowerment in the upper east region of Ghana. The study found that the interests and roles of the key stakeholders were very critical to the operations, however stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized. Challenges like unhealthy competition, conflicting interests, poor commitment, limited

interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs and practices were found to impact severely on the work of the NGOs. The study concluded that the many challenges encountered were due to the casual and ad-hoc actions and the non-institutionalization of stakeholder management by the NGOs.

Menoka, (2014) carried out a study on stakeholder engagement and sustainability-related project performance in construction. The study focused on stakeholder engagement with the aim to improve the construction project performance through achieving construction sustainability. A framework was developed which integrated stakeholders with sustainability driven project performance. This research performed an empirical investigation through mixed-method research as the appropriate research technique. ANOVA revealed the variation of the perception of participant's roles and companies' strategic focuses towards the stakeholder's engagement, construction sustainability and construction project performance. Based on the findings from the interview and questionnaire survey a conceptual framework was set out that underlined the preparation and presentation of stakeholder engagement to improve the construction project performance through achieving construction sustainability. This derived framework demonstrated that such engagement can be valuable in anticipating the expectations of the different stakeholders from the projects, which may impact on behaviour.

Madeeha and Naqvi, (2014) conducted a study on impact of external stakeholder's engagement on project portfolio management success in Pakistan. The study hypothesized a connection between external stakeholders like customers and supplier's engagement and project portfolio management success. The results were based on a

cross-sectional sample of 85 well known Software Houses in Lahore, Pakistan. External stakeholders' engagement had significant and strong relationship with the project portfolio management success and with moderation; it partially moderated the project portfolio management success. Long term and short term objectives obtained by adding the supplier engagement. Supplier engagement enhanced the product worth and quality. Studies found positive effect of supplier's engagement in the project and product development. This study found positive and noteworthy impact of the supplier's engagement on the project portfolio management success.

O'Halloran, (2014) investigated the awareness of stakeholder management amongst project managers in the construction industry in Ireland. The outcome of the primary research showed project managers in the Irish construction industry considered the vast majority of stakeholder analysis and engagement methods as effective. The particular method adopted is often dependent on the characteristics of the project and stakeholders. The results suggest construction project managers in Ireland are more likely to undertake stakeholder management processes in accordance with a standardized methodology. In addition, the respondents strongly advocate the use of a project stakeholder register and the central role of stakeholder management in delivering successful projects.

2.3.1 Stakeholders Engagement in Project Identification and Project Performance

A stakeholder is a person or group or organization that has interest or concern in an organization they can affect or be affected by the organization action objectives and politics, example of stakeholders are directors, employees, creditors, government, or community (Fudge, and Wolfe, 2008). The project stakeholders are individuals or organizations that are actively involved in a project or whose interest may be affected as

a result of project execution or project completion and may as well exert influence over the projects objective and outcome. Stakeholders benefit for having their expectations understood and managed through communication of appropriate messages on one hand and the other hand ensuring that the stakeholders understand what support the project needs from them. Stakeholders have a stake in the outcome of the project. It could be an interest, a right, ownership. Rights can either be legal or moral ownership in a circumstance (Carol, Cohen, and Palmer, 2004).

The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs (Nijkamp *et al*., 2002). The key project controls needed here are an understanding of the project environment and making sure that all necessary controls are incorporated into the project. According to Albert (2004) any deficiencies should be reported and a recommendation should be made to fix them. The initiation stage should include a plan that encompasses the following areas: Analyzing the needs/requirements in measurable goals, Reviewing of the current operations, Financial analysis of the costs and benefits including a budget , Stakeholder analysis, including users, and support personnel for the project, Project charter including costs, tasks, deliverables, and schedule.

Legitimate and valid stakeholders need to be identified and their power and influence understood to manage their potential impact on the projects (Mc. Curley, Steve and Ricky, 2006). Identification of stakeholders is part of the project planning process, and consists of lifting individuals and groups considered by the project or be impacted by it, appropriate strategies can then be formulated and implemented to maximize a stakeholder's positive influence. This becomes a key risk management issue for project

managers. Failure to appropriate the connection between the risk management and stakeholder's management has led to countless project failures (Malunga and Banda, 2004).

A stakeholder's significance and support depends on the situation and the issues, continuing and support cannot be assumed, stakeholder classification strategies have been developed to attempt to understand each stakeholder's importance to the project and define the most appropriate relationship in management. A stakeholder can be a consumer or a buyer, one model categories stakeholders are based on assessing the stakeholder relationship with the project and the urgency of stakeholders claim on the project leading to a specific managerial action (Mitchell, et al, 1997).

Anybody who can affect or is affected by the strategy of an organization or project is a stakeholder, they can be internal or external and they can be at senior or junior level. Some definitions suggest that stakeholders are those that have power to impact an organization or project in some way example people or small group with the power to respond to negotiate with and change the strategic future of the organization (Takim, 2009).

A stakeholder is defined as any group who can affect or is affected by the achievement of the organization objectives (Fudge & Wolfe, 2008). Stakeholders outline the vision of promoting new and improved decisions making by developing tools data training necessary for implementation of the project. The main focus on the activities should be on supporting the implementations of the projects management as opposed to creating decisions making framework, information should be available to support the tradeoffs

analysis required for project management Pollit, (2007).Project management skills are very important this is because the management skills provide the will, the energy and direction from the time the project is conceived to the time the project is terminated. Limited skills render the rehabilitation program undirected, with less energy or immobile (Greenwood, 2003).

The level of the stakeholder participation in a project will certainly fluctuate; project managers should work hard to ensure the participation is never nonexistence (Bojang, 2006). The ideas of involving people within the organization during policies implementation include, presenting the designs, workshops, open forums recurring agenda, items in established departmental meetings. Keeping people involved will facilitate the change process by ensuring people understand "why" behind the change. Lack of stakeholder participation within the project can lead to huge resistance to change Erbaum, (2003). Business stakeholders are often limited to the most obvious the forgotten community in which the business operates can often be overlooked as a key business sustainability stakeholder (Julie & Urlaub, 2011).

Limited engagement leads to lack of understanding which leads to costly mistakes, when implementing the project (Atiibo, 2012). Lack of participation of key influencers within the program can lead to the whole program or part of a project gets stalled. When people are involved they will feel responsible for the changes happening around them. Anticipate their pain point, changing roles, fear of redundancy, training and accountability. This varies from organization to organization. Within every organization reaction will vary between individuals and will be dependent on a range of factors including personal upbringing and previous experiences of change Gruning, (2001).

Donor agencies are yet other stakeholders that are involved in the performance of street children program in Kenya. Donor agencies have the mission of funding the project and monitoring and evaluating as part of their mission they must make sure that this project lives to see their completion and gives advice to the community. Governments too are an important part of stakeholders, they want to ensure both jobs and tax revenue are stable and maintained. It is the reason that the governments are so willing to bail out huge organization (GOK, 2009).

2.3.2 Stakeholder Engagement in Project Monitoring and Project Performance

According to the Project Management Institute (PMI) Standards Committee, project stakeholders are individuals and organizations who are actively involved in the project or whose interests may be affected by the execution of the project or by successful project completion. Stakeholders can affect an organization's functioning, goals, development and even survival (Atiibo, 2012). They also mentioned that stakeholders are beneficial when they help to achieve its goals and they are antagonistic when they are opposed to the mission. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail.

Stakeholder engagement is an element of organizational capability that deals with stakeholder-related decision making, in the context of programme performance. They found that effective decision making through engagement with stakeholders affects firm's programme performance. Glass (2010) noted that a mechanism of programme reporting to make a children rehabilitation strategies, actions and achievements more transparent, to increase communication performance, develop a reputation for responsible behavior

and achieve set objectives. Engagement of stakeholder through monitoring and reporting in street children rehabilitation programmes contributes by identifying challenges around performance. Senior leaders in organizations can adopt stakeholder engagement as an opportunity to influence other organizations and create alignment to structures and processes to support the vision and mission of project performance (Katiku, 2011)

Stakeholder engagement process builds a proactive two-way process between the organization and the stakeholder. The communication, opinions and proposals flow in both directions and the organization which can change its behavior as a result of engagement. This process is not actually linear; rather it is an iterative process in which an organization learns and improves its ability to perform meaningful stakeholder engagement through developing relationships of mutual respect, in place of one-off consultations. Holmes and Moir (2009) developed a preliminary conceptual framework to explore the drivers of a firm's engagement with a nonprofit stakeholder and also to identify factors that impact on generating innovation through stakeholder engagement. Engaging stakeholders in construction is a formal process of relationship management through which clients, contractors and sub-contractors engage with a set of primary and secondary stakeholders, in an effort to align their mutual interest to reduce risk in projects.

The example of organizations has established the importance of proactive development of long-term rehabilitation with stakeholders and stakeholder engagement. In the project the stakeholder engagement and commitment process is supported by the project executive's communication, to engage with project leadership and suppliers in order to introduce a right first time quality concept and to get their buy-in (Musonda, 2002). On the downside,

British Airways' management failed to properly engage with its important stakeholders prior to going operational—staff and paid the price of a tarnished reputation.

Whether the focus was on the successful rehabilitation centers or the unsuccessful opening, the reason of both the success and the failure was lack of stakeholder engagement in programme communication (Malcolm, 2001). Excluding important stakeholders from engagement in key project decisions is always a losing strategy. In August 2010, the UK street children rehabilitation project suffered a series of delays and increased costs by reducing the number of dispatches available to handle emergencies and the slow pace of work resulted in programme being not fit for purpose (Mohammed, 2002). These problems happened, in part, due to mismanaged relationships with major stakeholders and contractors and an adversarial relationship between the government and the main rehabilitation centers management

2.3.3 Stakeholder Engagement in Project Planning and Project performance

After the initiation stage, the project is planned to an appropriate level of detail. The main purpose is to plan time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. As with the Initiation process group, a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals (Nijkamp *et al*., 2002). It define the mature the project scope, develop the project scope, develop the project management plan, and identify and schedule the project activities that occur within the project. Rao (2001) defines planning as a common thread that intertwines all the activities from conception to commissioning and handing over the clockwork to client. This shows that planning encompasses the

essential activities such as scheduling, break down structures, time estimates and statement of work.

Harold (2003) argues that project management is planning, directing and controlling of company resources for a relatively short – term project which has been established for the completion of specific goal. Project planning generally consists of: determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing the schedule; developing the budget; risk planning; gaining formal approval to begin work (Rosario, 2000).

In Additional processes, such as planning for communications and for scope management, identifying roles and responsibilities, determining what to purchase for the project and holding a kick-off meeting are also generally advisable. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. Stakeholders official are engaged fully in the planning stage. At this level, the project officials prepare the project budget, work plan and open a bank account for the project funds to be channeled through (Madeeha & Imran, 2014). The District Works Officer who is a Government official assists in preparation of bill of quantity for the project. The other relevant departmental heads approve the budget and work plan for the projects in their relevant fields. The objectives of engaging stakeholders in planning include analyzing, anticipating, scheduling, coordinating and controlling and information

management influence success of the project. According to Rao (2001) the benefits of systematic plan is breaking down complex activities into manageable chunks.

2.3.4 Stakeholder Engagement in Risk Management and Project Performance

So far it has become evident that the project management of projects is incredibly challenging (Zhai, Xin, & Cheng, 2009), stemming from the unusual risks and issues of great variety that traditional methods cannot process (Miller & Hobbs, 2005). This uncertainty and complexity relates to the defining characteristics of projects, long duration, huge investment and many uncontrollable emergent factors (Chang, 2013). There are several ways proposed to categorize the risks and issues. Some examples are by sponsorship/development, market, social acceptability, regulatory and political, financial, execution, and operation (Floricel & Miller, 2001) or government relations; host community relations; contract management and procurement; and the influence of multi-location execution. However in this section we will simply distinguish between two sources exogenous events, occurring outside of the control of management, and endogenous events, arising within project organizations.

Although such risks are not the focus of this study, they are noteworthy as they show what endogenous events 10 trouble project managers along with those coming from external stakeholders, as technological innovation does create high risk (van Merrewijk et al., 2008). The challenge is more with the managerial issues (Eweje et al., 2012), in the way that sponsors often cannot manage unforeseen turbulence within the project organization, the inherent complexity and the difficulty in establishing a common understanding (for example of the entire project life-cycle) with internationally dispersed stakeholders (Chang, 2013). Without discussing the characteristic of differing or even

competing agreements, interests, values and cultures of the internal stakeholders, altogether this creates an ambiguous culture (Takim, 2009). They see that the issue of misalignment of processes in communication and decisions of organizations causes the underestimation of costs, duration and other risks. Therefore, internal risks, especially those relating to internal management issues, should not be overlooked when designing external stakeholder participation.

Nonetheless, external risks have a much greater impact and occur more unexpectedly than internal ones Comparing to projects involve more extensive facets of society, and more uncertain factors affect the projects, even a small mistake can determine the project's failure or success (Jia et al., 2011). Social and environmental issues, thereby, are the most common factors, often leading to political tension and intervention (Floricel & Miller, 2001). For example, street children rehabilitation projects face challenges of public legitimacy, where projects approved by government are questioned, have to be adjusted to certain policy guideline.

Environmental protection is frequently critiqued by the public as it can have an existential impact on communities, and leading to socio-political pressure on the children rehabilitation projects (Thomas, 2000). Reports on the financial, social and environmental impact of children rehabilitation projects are routinely denounced and with more force. Through the existing political stability in terms of support for children rehabilitation projects, laws, best practices, and other parts of the institutional framework becomes less reliable for project managers (Ramabodu & Verster, 2010). As risks emerge over time, combine and amplify each other, turbulence from outside the children

rehabilitation projects can abruptly go into stalemate showing the power of stakeholder's engagement in risk management and project performance.

2.4 Theoretical Framework

The concept of Participatory Development can be traced back to 1950s when most third world countries were gaining their independence from colonial rule. By 1960, it had spread to more than 60 countries in Africa, Asia and Latin America among others (Morrissey, 2007). The current study can be based on concepts of Participatory Development which lead to emergence of community-based forms of development.

2.4.1 Stakeholders Theory

The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function (Mansuri & Rao, 2004) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2008) elaborated that the stakeholder model proposes that all persons or groups with legitimate interests engaging in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007). Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration.

Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Patton, 2008). The managerial importance of stakeholder engagement has been that demonstrate that just treatment of

stakeholders is related to the long term survival of the organization (McManus, 2004). While having its origins in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2011).

This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand the success of the projects can be influenced greatly by the engagement of various stakeholders. These stakeholders will engage depending on the relationship they foster with the top project management and not junior workers acting on their behalf.

2.4.2 The Theory of Reasoned action (TRA)

The Theory of Reasoned action (TRA) which was developed in 1967 also relates to the current study. It was revised and expanded by Ajzen and Fishbein in the early 1970`s. By 1980, the theory was used to study human behavior and to develop appropriate interventions. The Theory assumes that human beings are rational and that they make systematic use of information available to them before they decide to engage or not to engage in certain behavior (Yulia, 2005).

The theory looks at behavioral intentions as being the immediate antecedents to behavior. It is believed that the stronger a person's intention to indulge in a particular behavior is, the more successful they are expected to be. Intentions are functions of salient beliefs or information about the likelihood that indulging in a behavior will lead to a specific

outcome. Attitude is populated to be the first antecedent of behavioral intention. It is an individual's positive or negative belief about indulging in a specific behavior (Young, 2006). An individual will intend to indulge in a certain behavior when he or she evaluates it positively.

This theory can be applied to understand community participation in the sense that it is assumed that people will consider the implication of their actions before they decide to engage or not to engage in certain behavior. For instance if people perceive that participating in community projects will yield some benefits, then it is more likely that the community will increase their level of engagement and vice versa.

2.5 Conceptual Framework

The research relates Stakeholder engagement, project identification, project planning, project risk management and monitoring and evaluation (Independent variables) with level of performance of rehabilitation projects (dependent variable).

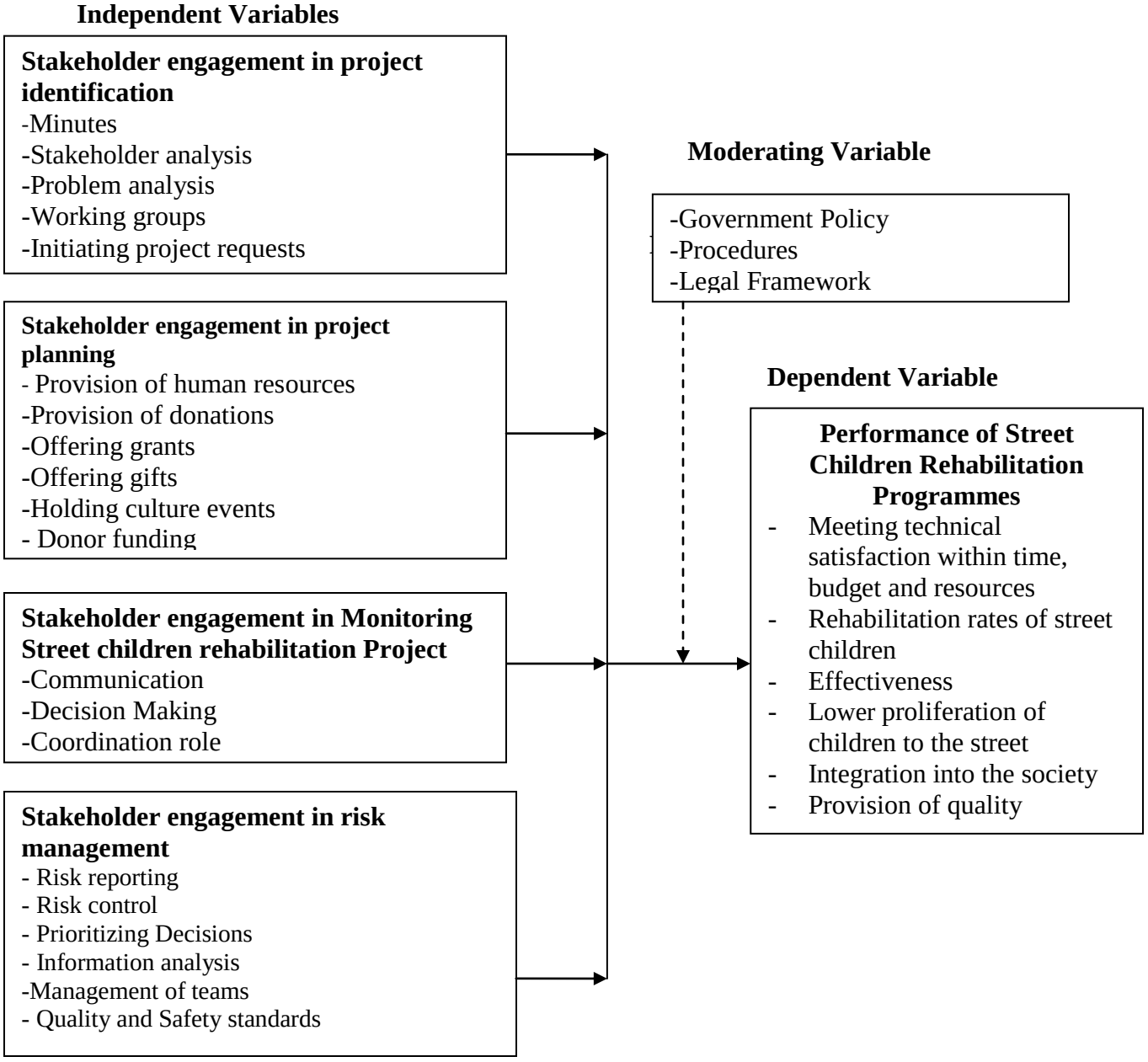

Figure 1: Conceptual framework showing relationship among variables

2.6 Knowledge Gap

From the review of the past studies in developing countries such as Cameroon indicated that stakeholder engagement in project management has been found to influence project outcomes. A study by Lekunze, (2001) found that stakeholder participation in integrated water resource management in community water management projects in Cameroon. In Ghana, Atiibo (2012) revealed that stakeholder management in resolving challenges facing project management in the case of advocacy and empowerment in the upper east region of Ghana. Other study such as Menoka, (2014) found that stakeholder engagement led to significant sustainability of community-related project performance in poverty alleviation. For instance a study by Adan (2012) revealed that stakeholders' role on performance of Constituencies' Development Fund projects influence project success. Despite the critical role played by stakeholder engagement in the performance of the rehabilitation programmes, studies that sought to determine the influence of stakeholder engagement in performance of street children rehabilitation programmes in Nairobi remain elusive. This motivates the current study to be carried to address in the inconsistence in the existing literature and theories.

2.7 Chapter Summary

Stakeholder engagement process builds a proactive two-way process between the organization and the stakeholder. The objectives of engaging stakeholders in planning include analyzing, anticipating, scheduling, coordinating and controlling and information management influence success of the project. Internal risks center mainly on the high-end technology deployed in projects and managerial issues for coordinating the many participating parties. As risks emerge over time, combine and amplify each other,

turbulence from outside the children rehabilitation projects can abruptly go into stalemate showing the power of stakeholder's engagement in risk management and project performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A research is a methodology to guide the researcher in collecting, analyzing and interpreting observed facts. This chapter outlines the research design, target population, variables, sampling techniques and sample size, data collection methods and instruments, validity and reliability, data analysis and presentation techniques and operationalization of variables.

3.2 Research Design

According to Chandran, (2004), research design defines the techniques that are to be used in collecting data, sampling strategies and tools appropriate for a study. It is the arrangement of conditions for collection and analysis of data in a manner that aims to instill relevance to the research purpose. The research design that was used by this study is descriptive survey. This was because it portrays an accurate profile of persons, events or situations and allows the collection of large amounts of data from a sizeable population in a highly economical way.

According to Saunders, Lewis and Thornhill (2007), a descriptive design involves planning, organizing, collecting and analyzing of data so as to provide the information being sought. It refers to the way the study is designed; the method used to carry out a research. This research design involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data that help in answering research questions or to test hypothesis of the current status on influence of stakeholders'

engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya.

3.3 Target Population

Population refers to an entire group of individuals who are the concern for the study within the area of the study (Mugenda, 2008). According to Ngechu (2006), a population is a well-defined set of people, services, elements and events, group of things or households that are being investigated. It's a complete group that fits the researcher's specification from which the researcher wants to generate the result of the study. The target population used for the study was rehabilitation programme in Joseph Kang'ethe Rehabilitation Center, Bahati Rehabilitation Center, Shauri Moyo Rehabilitation Center, Kayole Rehabilitation Centre and Pumwani/Mbotela Rehabilitation Center in Nairobi County where 2 Board of Directors, 3 Operational Managers, 4 Supervisors and 5 training staff were selected from each center.

Table 3. 1: Target Population

Centre	Respondents
Joseph Kang'ethe Rehabilitation	14
Bahati Rehabilitation	14
Shauri Moyo Rehabilitation	14
Kayole Rehabilitation	14
Pumwani/Mbotela Rehabilitation	14
Total	70

Source: Department of Societies, Nairobi County (2016)

3.4 Sample Size

The study adopted stratified random sampling technique to select respondents who were representative the target population. Stratified sampling method was used as it is involves

dividing the target population into various units based on any unifying characteristics as age, gender or religion. Once this has been done then the samples are drawn from each group (Chandran, 2004). The method assured the researcher that the sample was representative of the population. Stratified samplings as noted by Mugenda and Mugenda, (2003) is a method applied if the population from which a sample is to be drawn does not constitute an identical group and hence requires comparisons between various sub-groups. Since the respondents were classified according to their management levels that are directors, operation managers, supervisor and training staff, stratified random sampling method was used for this study. A sample proportion of 100% was used to determine sample representation from each level of management. The study therefore undertook a census where all the population was consider for the study.

Table 3. 2: Sampling Frame

C**entres**	**Respondents**	Sample Proportion	Sample Size
Joseph Kang'ethe Rehabilitation	14	100%	14
Bahati, Rehabilitation	14	100%	14
Shauri Moyo Rehabilitation	14	100%	14
Kayole Rehabilitation	14	100%	14
Pumwani/Mbotela Rehabilitation	14	100%	14
Total	70		70

3.5 Research Instruments.

The primary data for this study was collected using the questionnaires and complemented by desk research hence ensuring that detailed and relevant information on the subject of study is collected. Questionnaires was used in collecting data and consisted of a mixture of open ended and close ended questions. According to Kothari (2004) use of question allows for intensity and richness of individual perceptions in respondent responses.

3.6 Data Collection

The study used questionnaires because they are flexible and facilitate the capture of in-depth knowledge of the respondents, promote respondent cooperation and allow the respondents to probe further for clarification of issues (Kothari, 2004). As a method of data collection questionnaires are appropriate because they are easy to analyze and are cost effective. The questionnaires mainly contained closed and open ended questions and were self-administered to the sample respondents who were directors, operation managers, supervisors and training staff from the selected street children rehabilitation centers.

3.7 Pilot- Testing

Pilot testing to make corrective revisions to instruments and data collection procedures to ensure that the data that is collected is reliable and valid was done. Pre testing allowed errors to be discovered before the actual data collection and 10% of the sample size was considered adequate for piloting (Mugenda & Mugenda, 2003). The pilot testing was done in street children rehabilitation centers that were not to be considered for the study. Comments made by the respondents during piloting were used to improve on the instrument.

3.7.1 Validity of instrument

Validity refers to the extent to which an instrument collects data that it is meant to. It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. It refers to the appropriateness, meaningfulness and usefulness of any inferences a researcher draws based on data obtained through the use of an instrument (Mugenda & Mugenda, 2003).

Validity is the accuracy or meaningfulness and technical soundness of the research. It was the degree to which a test measure what it purport to measure. Mugenda and Mugenda (1999), stated that to enhance validity of a questionnaire, data should be collected from reliable sources, the language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding. The validity of data collected was made through collecting data from the relevant respondents having been obtained consent to collect data through a letter to street children rehabilitation centers for the study to be permitted to collect data and accorded assistance during collection of data. The validity of the instrument was established by being checked by the supervisor who approved the instrument for data collection.

3.7.2 Reliability

Reliability measures the degree to which a research instrument yields consistent results or data after repeated trials. It refers to the consistency of scores or answers provided by an instrument (Saunders, Lewis and Thornhill, 2007). Cronbach's alpha formula was used in determining the reliability of data. Reliability was obtained by correlating the scores of each questionnaire. Pearson Product Moment Correlation Coefficient (r) was used to test reliability of the questionnaires. Table 3.3 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 5 respondents, who were not included in the study. The 5 respondents were selected from street children rehabilitation centers. From the findings, the coefficients for project identification, project planning, and monitoring and risk management were 0.81, 0.82, 0.84 and 0.87. These were closer to 1 making the instrument very reliable. This implied that the instrument consistently yield

the same result after being administered several times to the same respondents thus it was very reliable.

Table 3.3 Reliability Results

Variable	Cronbach's	No of Item
Project identification	0.8137	4
Project planning	0.8234	4
Monitoring	0.8416	4
Risk management	0.8716	4

3.7 Data Analysis and Procedure.

The collected data was well examined and checked for completeness and comprehensibility. The researcher used qualitative and quantitative techniques in analyzing the data. Qualitative data was analyzed through content analysis and presented in prose form. Quantitative data was presented using tables and graphs for ease of understanding and analysis. It was analyzed with the use of the Statistical Packages for Social Sciences (SPSS) Version 20.

Descriptive statistics- mean and standard deviation were used to determine the extent to which stakeholders' engagement influence performance of street children rehabilitation programmes. Inferential statistics-correlation and regression were done to determine the effect of stakeholders' engagement on performance of street children rehabilitation programmes. Pearson's correlation analysis was carried out to examine the association between the variables.

3.8 Ethical considerations

Ethical consideration is paramount for every study. Ethical issues apply to all research approaches and to every stage of research that is, in the identification of the research problem, data collection, data analysis and interpretation, and lastly in the writing and dissemination of the research (Creswell, 2009). Ethical issues involve matters of access, confidentiality and anonymity of the participants, the participants' consent as well as legal issues like intellectual ownership, confidentiality, privacy, access and acceptance and deception (Johnson & Christensen, 2008). Since this study concerns sensitive issues and stakeholder engagement, the following ethical considerations were adhered to. The respondents were assured of their confidentiality that no one would be victimized for information he or she provided since the study was only for academic purpose.

Secondly, respondents were requested to make informed consent and not to give their names while responding to the research questions in this study, hence no information would be used to victimize them as anonymity was ensured. In addition, it was made clear that participation is voluntary and that respondents were free to decline or withdraw any time during the research period. Thirdly, privacy protection of the respondents was achieved throughout the data collection, analysis and dissemination stages by strict standard of anonymity.

3.9 Operationalization of Variables.

Table 3.3 present the Operationalization of the variables. This is done by presenting the research objectives, the research independent variables, measurement, the instrument of data collection and data analysis techniques

Table 3.4 Operationalization of Variables

Objectives	Variables	Indicators	Measurement	Data Collection	Scale	Data analysis Techniques
To determine the influence of stakeholder engagement in project identification on performance of street children rehabilitation programmes	**Independent Variable** Stakeholder engagement in project identification	Project costs	Number of minutes Project requests	Questionnaire	Ordinal	-Correlation -Regression
To determine the influence of stakeholder engagement in planning on performance of street children rehabilitation programmes	**Independent Variable** **Independent Variable** Stakeholder engagement in planning	Decision making concerning the project	Number of human resource Donations made	Questionnaire	Ordinal	-Correlation -Regression
To determine the influence of stakeholder engagement in project Monitoring on performance of street children rehabilitation programmes	**Independent Variable** Stakeholder engagement in project monitoring	Provision of human resources Offering grants Communication	Errors corrected	Questionnaire	Ordinal	-Correlation -Regression
To determine the influence of stakeholder engagement in risk management on performance of street children rehabilitation programmes	**Independent Variable** Stakeholder engagement in project risk management	Risk reporting Risk control Prioritizing decisions	Risk reports Information analysis	Questionnaire	Ordinal	-Correlation -Regression
Performance of street children rehabilitation programmes in Nairobi County, Kenya	**Dependent variable** Performance of street children rehabilitation programmes	Increasing rehabilitation rates Increase rate of integration into the society	Level of project success/performance	Questionnaire	Ordinal	-Correlation -Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter focused on data analysis, presentation and interpretation and presents the findings of the analysis based on the objectives of the study. Descriptive statistics and inferential statistics have been used to discuss the findings of the study.

4.1.1 Response Rate

The study targeted 70 respondents in collecting data with regard to the influence of stakeholders' engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya. From the study, 61 out of 70 target respondents filled in and returned the questionnaire contributing to 87%. This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires. Mugenda and Mugenda (2003) indicated that a response rate of 50%, 60% or 70% of the response rate was sufficient for a study.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Returned questionnaires	61	87
Unreturned questionnaires	9	13
Total	70	100

4.2 Respondents` Demographic Characteristics

This section presents demographic information of the respondents so as to enhance understanding of the background information of the respondents and their personal ability to provide relevant data sought for this study.

4.2.1 Gender distribution

The respondents were requested to indicate their gender. The findings are presented in table 4.2 below.

Table 4. 2: Gender of the respondents

	Frequency	Percent
Male	27	45
Female	34	55
Total	61	100

From the findings, 55% of the respondents were male while 45% of the respondents were female. This implies that majority of the respondents were male.

4.2.2 Age of Respondents

The study sought to investigate the age under which the respondents were. The findings are presented in table 4.3 below.

Table 4. 2: Age of the Respondents

	Frequency	Percent
31- 40 years	43	61
20-30 years	23	32
41-50 years	5	4
51 and above	2	3
Total	61	100

From the findings, majority 61% of the respondents were aged between 31- 44 years, 32% of the respondents showed that they were aged between 20-30 years, 5% were 41 to 50 years of age while 3% of the respondents were 51 years and above. This implies that majority of the respondents were mature in age and therefore information collected from them can be treated as valid.

4.2.3 Level of education

Respondents were requested to indicate their highest level of education. The Table 4.4 below summarizes the responses.

Table 4.3: Level of education

Highest level of education	Frequency	Percent
College	37	52
University	18	25
Secondary	11	15
Primary level	5	7
Total	61	100

From the findings, 52% of the respondents indicated that they had college level of education, 25% had university level of education and 15% had secondary while 7% of the respondents had primary level of education. This implies that the data was collected from well informed respondents who were qualified to understand the objectives of the study.

4.2.4 Years of experience

Respondents were requested to indicate how long they had been involved in children rehabilitation projects. The Table 4.5 below summarizes the responses.

Table 4.4: Years of experience

	Frequency	Percent
Above 12 years	19	31
Between 9 and 12 years	18	30
Between 3 and 9 years	15	24
Less than 3 year	9	15
Total	61	100

Most (31%) of the respondents indicated that they had been involved in children rehabilitation projects for over 12 years, 30% had been involved in children rehabilitation projects for 9 and 12 years, 24% of the respondents had been involved in children rehabilitation projects for 3 and 9 years while 15% of the respondents had been involved in children rehabilitation projects for less than a year. This implies that the respondents had worked in the company for more than 3 years and had experience on the influence of stakeholders' engagement on performance of street children rehabilitation programmes.

4.3 Influence of stakeholder engagement on Street Children Rehabilitation Programmes

4.3.1 Stakeholder engagement in problem analysis

Respondents were requested to indicate whether the management of the street children rehabilitation programmes engaged stakeholders in analyzing problems of rehabilitation programmes.

Table 4.6: Stakeholder engagement in problem analysis

Stakeholder engagement in problem analysis	Frequency	Percentages
Yes	61	100
No	0	0
Total	61	100

From the findings, all the respondents indicated that the management of the street children rehabilitation programmes engaged stakeholders in analyzing problems of rehabilitation programmes. Respondents anonymously stated that there has been a project management plan that defines the processes, procedures, tools and techniques to effectively engage stakeholders in projects' decision making and execution based on the

analysis of their needs, interests and potential impact on the street children rehabilitation programmes. This implies that stakeholder engagement is relevant to any type of organization. This is in line with Mc. Curley, Steve & Ricky (2006), stakeholders have a stake in the outcome of the project and the initiation stage of a project should include a plan that encompasses stakeholder analysis.

4.3.2 Stakeholder engagement in addressing needs

Table 4.7 shows respondents' response on the extent to which stakeholders were engaged in addressing needs in street children rehabilitation programmes.

Table 4. 7: Stakeholder engagement in addressing needs

	Frequency	Percentages
Very great extent	48	78
Great extent	13	22
Total	61	100

From the findings, majority (78%) of the respondents indicated that stakeholders were engaged in addressing needs to a very great extent while 22% of the respondents indicated that stakeholders were engaged in addressing needs to a great extent. This is in line with Mc. Curley, Steve and Ricky (2006), who stated that legitimate and valid stakeholders need to be identified and their power and influence understood to manage their potential impact on the projects.

4.3.3 Influence of stakeholder engagement in project identification on performance of project

Table 4.8 shows the respondents' response on the extent to which stakeholder engagement in project identification influence performance of street children rehabilitation programmes.

Table 4.8: Influence of stakeholder engagement in project identification on performance of project

Statement	Mean	Standard deviation
The stakeholders' interests are sought	4.67	0.73
Stakeholder analysis to understand the expectations of the stakeholders	4.49	0.57
Problem analysis to understand what support the project needs from them	4.78	0.98
Involvement in street children rehabilitation charter	4.76	0.92
Initiating project requests	4.53	0.88
Enhancement of street children rehabilitation planning process	4.52	0.60
Presenting the designs, workshops, open forums recurring agenda	4.50	0.59

From the findings, majority of the respondents indicated that problem analysis to understand what support the project needs from them, involving in street children rehabilitation charter, stakeholders' interest being sought and initiating project requests influence performance of project to a very great extent as indicated by a mean of 4.78, 4.76, 4.67 and 4.53 with standard deviation of 0.98, 0.92, 0.73 and 0.59. Most of the respondents indicated that enhancing street children rehabilitation planning process Presenting the designs, workshops, open forums recurring agenda influence performance of project to a very great extent as indicated by a mean of 4.52 and 4.50 with standard deviation of 0.49 and 0.46. The findings were in line with Fudge, & Wolfe, 2008) who

indicated that project stakeholders actively involved in a project identification interest may be affected as a result of project execution or project completion and may as well exert influence over the projects objectives and outcomes.

4.4 Participation in Monitoring

The respondents were requested to indicate on whether the stakeholders were involved in financial management of the street children rehabilitation centers.

Table 4. 9: Stakeholders involved in financial management

Stakeholders involved in financial management	Frequency	Percentages
Yes	52	86
No	9	14
Total	61	100

From the findings majority (86%) of the respondents indicated that stakeholders were involved in financial management of the street children rehabilitation centers while 14% of the respondents indicated that stakeholders were not involved in financial management of the street children rehabilitation centers. This implies that the projects objective and outcome is affected by stakeholder's involvement financial management. This is in line with Fudge and Wolfe (2008), who states that the project stakeholders are individuals who are actively involved in a project.

4.4.1 Stakeholder engagement in cash management influence performance

Respondents were requested to indicate the extent to which stakeholder engagement in cash management influence performance of the street children rehabilitation centers.

Table 4. 10: Stakeholder engagement in cash management influence performance

Stakeholder engagement in cash management influence performance	Frequency	Percentages
Yes	48	79
No	13	21
Total	61	100

From the findings, majority (72%) of the respondents indicated that stakeholder engagement in cash management influence performance of the street children rehabilitation centers to a very great extent while 21% of the respondents indicated to a great extent. This implies that it is important that management stays informed and stakeholders be involved so that decisive action can be taken when needed to avoid escalation of disputes. This is in line with Albert (2004), who stated that the initiation stage in project should include a plan that encompasses financial analysis of the costs and benefits including a budget.

4.4.2 Stakeholder Engagement in Programme Monitoring Influence Performance

Table 4.11 shows the respondents response on the extent to which stakeholder engagement in programme monitoring influence performance of the street children rehabilitation centers.

Table 4.11: Stakeholder engagement in programme monitoring influence performance

Statement on Stakeholder engagement in programme monitoring influence performance	Mean	Standard deviation
Enhance leadership	4.67	0.56
Generating innovation through stakeholder engagement	4.50	0.45
Effective communication	4.87	0.64
Enhance effective decision making	4.55	0.50
Influence effective budgeting	4.60	0.54
Justifying Project costs	4.66	0.52
Correction of errors and identifying challenges around performance	4.92	0.79

From the findings, majority indicated that correction of errors and identifying challenges around performance, effective communication, enhancing leadership and justifying project costs influence performance of the street children rehabilitation centers to a very great extent as indicated by a mean of 4.92, 4.87, 4.67 and 4.66 with standard deviation of 0.79, 00.64, 0.56 and 0.52. Most of the respondents indicated that influencing effective budgeting and enhancing effective decision making as well as generating innovation through stakeholder engagement influence performance of the street children rehabilitation centers to a very great extent as indicated by a mean of 4.60, 4.55 and 450 with standard deviation of 0.54, 0.50 and 0.45. This implies that stakeholder engagement in monitoring and evaluation influence project performance. This is in line with Glass (2010) who indicated that a mechanism of programme reporting to make a children rehabilitation strategies, actions and achievements more transparent, to increase communication performance, develop a reputation for responsible behavior and achieve set objectives.

4.5 Stakeholder Engagement in Risk Management

Table 4.12 presents respondents' response on whether the stakeholders were involved in identifying risks facing street children rehabilitation programmes.

Table 4. 12 Stakeholder engagement in risk management

Whether stakeholders are involved in identifying risk	Frequency	Percentages
Yes	37	60
No	24	40
Total	61	100

From the findings, majority (60%) of the respondents indicated that stakeholders were involved in identifying risk facing street children rehabilitation programmes while 40% of the respondents indicated that stakeholders were involved in identifying risk facing street children rehabilitation programmes. This is in line with Miller and Hobbs (2005), who stated that project management of projects is incredibly challenging stemming from the unusual risks and issues of great variety that traditional methods cannot process.

4.5.1 Technology Deployment in Managerial and Coordination

The respondents were requested to indicate the extent to which technology deployment in managerial and coordination of the many participating parties influence projects performance in rehabilitation programmes.

Table 4.13 Technology deployment in managerial and coordination

Technology deployment in managerial and coordination	Frequency	Percentages
Yes	46	75
No	15	25
Total	61	100

From the findings, majority (75%) of the respondents indicated that technology deployment in managerial and coordination of the many participating parties influence projects performance in rehabilitation programmes to a very great extent while 25% of the respondents indicated to a great extent.

Respondents explained that technological complexity and main stakeholders differing in their levels of interest and power affect projects performance however the stakeholder's involvement, grouping and interacting in networks, involving advanced technology and significant financial investment influence project performance. This implies that technology deployment in managerial and coordination of the many participating parties influence projects performance in rehabilitation programmes. This is in line with Young (2006), who stated that internal risks center mainly on the high-end technology deployed in projects and managerial issues for coordinating the many participating parties.

4.5.2 Stakeholders Engagement in Risk Management Influence Performance

Table 4.14 shows respondents response on the extent to which stakeholders engagement in risk management influence performance of street children rehabilitation programme.

Table 4.14: Stakeholders engagement in risk management influence performance

Statement	Mean	Standard deviation
Elimination of cultural barriers	4.67	0.59
Risk control in street children rehabilitation programme	4.56	0.65
Ensure effective management of teams in street children rehabilitation programme	4.44	0.40
Prioritizing street children rehabilitation decisions	4.30	0.35
Reduction of misalignment of processes in communication	4.85	0.79
Creation of risk culture in street children rehabilitation programme	4.78	0.64
Political stability	4.62	0.59
Risk reporting and information analysis	4.55	0.50

From the findings, majority of the respondents indicated that reduction of misalignment of processes in communication, creation of risk culture in street children rehabilitation programme, elimination of cultural barriers and political stability influence performance of street children rehabilitation programme to a very great extent as indicated by a mean of 4.85, 4.78, 4.67 and 4.62 with standard deviation of 0.79, 0.64, 0.59 and 0.59. Most of the respondents indicated that risk control in street children rehabilitation programme, and risk reporting and information analysis influence performance of street children rehabilitation programme as indicated by mean of 4.56 and 4.55 with standard deviation of 0.65 and 0.50. Most of the respondents indicated that ensure effective management of teams and prioritizing street children rehabilitation decisions influence performance of the project as indicated by a mean of 4.44 and 4.30 with standard deviation of 0.40 and 0.35. This implies that stakeholder's engagement in risk management influence performance of street children rehabilitation programme. This concurred with Takim (2009), who stated that without discussing the characteristic of differing or even

competing agreements, interests, values and cultures of the internal stakeholders, altogether this creates an ambiguous culture.

4.6 Project Planning

Respondents were requested to indicate whether stakeholders were involved in taking provision of human resources in street children rehabilitation programme.

Table 4. 15: Stakeholders involved in taking provision of human resources

	Frequency	Percentages
Yes	45	73
No	16	27
Total	61	100

From the findings, majority (73%) of the respondents indicated that stakeholders were involved in taking provision of human resources while 27% of the respondents indicated that stakeholders were involved in taking provision of human resources.

4.6.1 Information Management Influence Performance of Project

Respondents were requested to indicate the extent to which information management influence performance of street children rehabilitation programmes.

Table 4.16: Information management influence performance of project

	Frequency	Percentages
Very great extent	32	53
Great extent	29	47
Total	61	100

From the findings, majority (53%) of the respondents indicated that information management influence performance of street children rehabilitation programme to a very

great extent while 47% of the respondents indicated that information management influence performance of street children rehabilitation programme to a great extent.

4.6.2 Stakeholder Engagement In Programme Planning Influence Performance Of The Project

Table 4.17 shows the respondents response on the extent to which stakeholder engagement in programme planning influence performance of street children rehabilitation programme.

Table 4.17 Stakeholder engagement in programme planning influence performance of the project

Statement	Mean	Standard deviation
Identifying roles and responsibilities	4.77	0.60
Project officials prepare the project budget	4.52	0.50
Determining what to purchase for the project and holding a kick-off meeting are also generally advisable	4.66	0.53
Holding culture events	4.08	0.25
Intervene in securing donor funding	4.26	0.32
Contribution of raw materials such Iron sheets	4.76	0.59
Engage in offering grants	4.44	0.36
work plan and open	4.65	0.53
Auditing the projects	4.78	0.61
Responsibility sharing	4.70	0.55

From the findings, majority of the respondent indicated that auditing e projects, identifying roles and responsibilities, contribution of raw materials such iron sheets and responsibility sharing influence performance of street children rehabilitation programme

to a very great extent as indicated by a mean of 4.78, 4.77, 4.76 and 4.70 with standard deviation of 0.61, 0.60, 0.59 and 0.55.

Most of the respondents indicated that determining what to purchase for the project and holding a kick-off meeting are also generally advisable, work plan and open as well as project officials preparing the project budget influence performance of street children rehabilitation programme to a very great extent as indicated by a mean of 4.66, 4.65 and 4.52 with standard deviation of 0.53, 0.53 and 0.50. The study further found that engage in offering grants, intervene in securing donor funding and holding culture events influence performance of street children rehabilitation programme to a very great extent as indicated by a mean of 4.44, 4.26 and 4.08 with standard deviation of 0.36, 0.32 and 0.25.

4.7 Performance of street children rehabilitation programme

Table 4.18 presents the respondents' response on the extent to which stakeholder engagement influence performance of street children rehabilitation programme.

Table 4.18: Stakeholder engagement influence performance of street children rehabilitation programme

Statement	Mean	Standard deviation
Provision of quality education and health care	4.60	0.55
Increase rate of integration into the society	4.88	0.69
Lower proliferation of children to the street	4.71	0.60
Meeting technical satisfaction within time, budget and Resources	4.54	0.52
Effectiveness in child rehabilitation	4.59	0.51
Increasing rehabilitation rates of street children	4.50	0.50

From the findings majority of the respondents indicated that increase rate of integration into the society, lower proliferation of children to the street, provision of quality education and health care and effectiveness in child rehabilitation influence performance of street children rehabilitation programme to a very great extent as indicated by a mean of 4.88, 4.71, 4.60 and 4.59 with standard deviation of 0.69, 0.60, 0.55 and 0.52. Most of the respondents indicated that meeting technical satisfaction within time, budget and resources and increasing rehabilitation rates of street children influence performance of street children rehabilitation programme to a very great extent as indicated by a mean of 4.54 and 4.50 with standard deviation of 0.51 and 0.50.

4.7.1 Ways in which projects achieve their objectives due to stakeholder engagement

The study sought the other ways street children rehabilitation programmes achieve their objectives due to stakeholder engagement. From the findings, respondents anonymously stated that stakeholders' participation was critical in the implementation of these programs. Stakeholders ensure sustainability of these projects through contribution of funds /other resources, through designing and in management, it has also facilitated participation of local communities in supporting development initiatives related to these programs while on the other hand encouraging residents to take ownerships of their own programs. This implies that stakeholders' engagement in the entire project lifecycle should be increased to enhance the performance and sustainability of street children rehabilitation programs. This is in line with Rao (2001), who indicated that, the benefits of stakeholders' participation with systematic plans are breaking down complex activities into manageable chunks to enhance performance.

4.8 Correlations Matrix Analysis

The study conducted a Pearson product moment correlation matrix analysis for all the study variables and noted that there existed a very strong positive correlation between the effects of influence of stakeholders' engagement on performance of street children rehabilitation programmes at 95% confidence level. The strength of association between project identification and the performance of Street Children Rehabilitation Programmes was strong and positive having scored a correlation coefficient of .755 and a 95% precision level. The correlation was statistically significant since it had a P- Value of 0.02 which was less than 0.05 hence statistically significant.

There also existed a strong and positive correlation between project planning and performance of Street Children Rehabilitation Programmes with a correlation coefficient of .868 and a significance level of 0.01. This correlation was statistically significant since its P- Value of 0.003 was less than 0.05.

The strength of association between monitoring and performance of Street Children Rehabilitation Programmes was strong and positive having scored a correlation coefficient of .792 with a P-Value of 0.001 and a 95% confidence level. The correlation was statistically significant since it had a P- Value of less than 0.001 and therefore statistically significant.

The strength of association between total risk management and performance of Street Children Rehabilitation Programmes was strong and positive having scored a correlation coefficient of .839 with a P-Value of 0.002 and a 95% confidence level. The correlation

was statistically significant since it had a P-Value of less than 0.002 and therefore statistically significant.

This implied that there existed a positive correlation between the independent variables which are project identification, project planning, monitoring and risk management and the dependent variable performance of street children rehabilitation programmes.

Table 4.19: Correlation of the study variables

		Project identification	Project planning	Monitoring	Risk management	
Performance	Pearson Correlation	1				
	Sig. (2-	0.02				
	N	61				
Project identification	Pearson Correlation	.755(*)	1			
	Sig. (2-	0.02	.001			
	N	61	61			
Project planning	Pearson Correlation	.868(**)	.715	1		
	Sig. (2-	.003	.002	.004		
	N	61	61	61		
Monitoring	Pearson Correlation	.792(*)	.873(*)	.590(*)	1	
	Sig. (2-tailed)	.001	.001	.007	.003	
	N	61	61	61	61	
Risk management	Pearson Correlation	.839(*)	.871(*)	.580(*)	.801(*)	1
	Sig. (2-	.002	.002	.037	.003	
	N	61	61	61	61	61

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

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

4.9 Regression Analysis

A multiple regression model was applied to establish whether there exists a significant relationship between stakeholders' engagement on performance and performance of street children rehabilitation programmes. The multiple regressions model used in this study was:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$ Where:

Y=Performance of street children rehabilitation programmes α = Constant, β= Coefficient factor, $X1_=$ Project identification, $X_{2=}$ Project planning, X_3= Monitoring, X_4= Risk management and $\mu=$ Error Term.

Adjusted R^2 is called the coefficient of determination which indicates how the performance of street children rehabilitation programmes will varies with variation in effects of stakeholders' engagement on performance which includes project identification, project planning, monitoring and risk management. From table above, the value of adjusted R^2 is 0.832. This implies that, there was a variation of 83.2% of performance of street children rehabilitation programmes varied with variation in effects of stakeholders' engagement on performance at a confidence level of 95%.

Table 4. 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.917(a)	.840	.832	0.05	0.923	6	1.701	3.393	.01(a)

a. Predictors: (Constant) Project identification, Project planning, Monitoring and Risk management

b. Dependent: Performance of street children rehabilitation programmes

4.9.1 An analysis of Variance

The study sought to determine the model goodness of fit. The Total variance (5.9733) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit between variable as F-test (F=1.6569, P=0.01< 0.05). The calculated F=1.6569 far exceeds the F-critical of 1.307. This implied there the level of variation between independence and dependent variable was significant at 95% confidence level. This indicated that the model formed between performance of street children rehabilitation programmes and the effects of stakeholders' engagement on performance was a good fit for the data. The strength of variation of the predictor values performance of street children rehabilitation programmes was significant at P= 0.02<0.05.

Table 4.21: ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.2486	6	.298	1.307	0.02(a)
	Residual	3.7257	54	.216		
	Total	5.9733	60			

a. Predictors: (Constant) Project identification, Project planning, Monitoring and Risk management

b. Dependent: Performance of street children rehabilitation programmes

4.9.2 Coefficients (a) Results on Stakeholder Engagement and project Performance

The established regression equation was $Y = 3.852 + .827X_1 + .732X_2 + .636X_3 + .719X_4 + \varepsilon$

From the regression model, it was found that performance of street children rehabilitation programmes would be at 3.852 holding stakeholders' engagement affecting performance of street children rehabilitation programmes which include project identification, project planning, monitoring and risk management. The study established that adoption of project identification significantly influence performance of street children rehabilitation programmes (r= -.827, p=0.003<0.05). The results in Table 4.19 shows that project planning would significantly affect performance of street children rehabilitation programmes (r=.732, p=0.001<0.05). From the regression results in Table 4.19 on monitoring, the study found that monitoring significantly influence performance of street children rehabilitation programmes (r=.636, p=0.004<0.05).

From the regression results in Table 4.19 on risk management, the study found that risk management significantly influence performance of street children rehabilitation programmes (r=.719, p=0.002<0.05). This clearly indicated that project identification,

project planning, monitoring and risk management affect the performance of street children rehabilitation programmes.

Table 4.22: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	3.852	0.000	.375	2.445	.001
	Project identification	.827	0.593	.632	2.712	0.003
	Project planning	.732	0.890	.523	.000	0.001
	Monitoring	.636	0.542	.261	.000	0.004
	Risk management	.719	.476	.279	0.437	0.002

a. Predictors: (Constant) Project identification, Project planning, Monitoring and Risk management

b. Dependent: Performance of street children rehabilitation programmes

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusions drawn from the findings highlighted and recommendations made there-to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study which was the influence of stakeholder engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya.

5.2 Summary of Findings

This section presents the summary of the findings based on the study objective which was to determine influence of stakeholder engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya.

5.2.1 Stakeholder Engagement in Project Identification

The study established that the management of the street children rehabilitation programmes engage stakeholder in analysis problem and addressing the needs of rehabilitation programmes. This is evidenced by the plans of the project management that has been in place defining the processes, procedures, tools and techniques to effectively engage stakeholders in project decisions.

Problem analysis to understand what support the project needs from them, involving in street children rehabilitation charter, stakeholders' interest being sought and initiating project requests influence performance of project. Enhancing street children rehabilitation

planning process, presenting the designs, workshops, open forums recurring agenda influence performance of project to a very great extent.

From the findings stakeholders were involved in financial management and influenced performance of the street children rehabilitation centers. It was revealed that correction of errors and identifying challenges around performance, effective communication, enhancing leadership and justifying project costs influence performance of the street children rehabilitation centers. Effective budgeting and enhancing effective decision making as well as generating innovation through stakeholder engagement influence performance of the street children rehabilitation centers.

5.2.2 Stakeholder Engagement in Project Planning

Identification of stakeholders is importance in project planning process, and consists of lifting individuals and groups considered by the project or be impacted by it, appropriate strategies can then be formulated and implemented to maximize a stakeholder's positive influence. The finding of this study revealed that engaging stakeholders in problem analysis to understand what support the project needs from them, involving in street children rehabilitation charter, stakeholders' interest being sought and initiating project requests influence performance of project to a very great extent.

5.2.3 Stakeholder Engagement in Project Monitoring

Stakeholders were involved in taking provision of human resources. Information management influence performance of street children rehabilitation programme. Auditing projects, identifying roles and responsibilities, contribution of raw materials such iron sheets and responsibility sharing influence performance of street children rehabilitation

programme to a very great extent. It was revealed that determining what to purchase for the project and holding a kick-off meeting are also generally advisable, work plan and open as well as project officials preparing the project budget influence performance. Engaging in offering grants, intervene in securing donor funding and holding culture events, increase rate of integration into the society, lower proliferation of children to the street, provision of quality education and health care and effectiveness in child rehabilitation influence performance of street children rehabilitation programme.

5.2.4 Stakeholder Engagement in Risk Management

Stakeholders were involved in identifying risk facing street children rehabilitation programmes. Technology deployment in managerial and coordination of the many participating parties, technological complexity and main stakeholders differing in their levels of interest and power affected projects performance however the stakeholder's involvement, grouping and interacting in networks, involving advanced technology and significant financial investment influence project performance

From the findings, reduction of misalignment of processes in communication, creation of risk culture in street children rehabilitation programme, elimination of cultural barriers and political stability influence performance of street children rehabilitation programme. Risk control in street children rehabilitation programme, and risk reporting and information analysis influence performance.

5.3 Discussion of Findings

This section presents the key findings of the study based on the objectives;

5.3.1 Stakeholder Engagement in Project Identification and Project Performance

Stakeholders have a stake in the outcome of the project and hence their engagement in project identification critical as they could have interest, a right, ownership. Rights can either be legal or moral ownership in a circumstance. The findings indicated that management of the street children rehabilitation programmes engage stakeholder in analysis problem of rehabilitation programmes and planning where stakeholders are engaged in processes, procedures, tools and techniques decisions and execution based on the analysis of their needs, interests and potential impact in the street children rehabilitation programmes. This was consistence with Mc. Curley, Steve & Ricky (2006) view who observed that stakeholders have a stake in the outcome of the project and the initiation stage of a project should include a plan that encompasses stakeholder analysis.

5.3.2 Stakeholder Engagement in Project Planning and Project Performance

Stakeholder engagement in project identification enhanced street children rehabilitation planning process, designing, workshops, open forums recurring agenda influence performance of project to a very great extent. This supported the findings by Mc. Curley, Steve & Ricky, 2006) who observed that stakeholder engagement in project planning process and formulation and selecting of appropriate strategies maximize a stakeholder's positive influence on project performance. The study found that performance of street children rehabilitation programmes would be at 3.852 holding stakeholders' engagement affecting performance of street children rehabilitation programmes which include project identification, project planning, monitoring and risk management.

The projects objective and outcome is affected by stakeholder's involvement financial management. Majority 72% of the respondents indicated that stakeholder engagement in cash management influence performance of the street children rehabilitation centers to a very great extent. Albert (2004), who stated that the initiation stage in project should include a plan that encompasses financial analysis of the costs and benefits including a budget. Insufficient participation of key influencers in project financial management may hinder transparency and accountability and raise fear project failure.

5.3.3 Stakeholder Engagement in Project Monitoring and Project Performance

Stakeholder engagement in monitoring of project enhance correction of errors and identifying challenges around performance, led to effective communication, enhances project leadership and justification of project costs influence performance of the street children rehabilitation centers to a very great extent. The finding were consistence with Malcolm, (2001) who emphasized that excluding important stakeholders from engagement in key project decisions is always a losing strategy . Stakeholder engagement in monitoring project activities influencing effective budgeting and enhance effective decision making as well as generating innovation through stakeholder engagement influence performance of the street children rehabilitation centers to a very great extent. It has been noted from the empirical review stakeholder engagement in monitoring and evaluation influence project performance. Engagement of stakeholder through monitoring and reporting in street children rehabilitation programmes contributes by identifying challenges around performance as indicated by Katiku, (2011).

5.3.4 Stakeholder Engagement in Risk Management and Project Performance

Stakeholder engagement in risk management plays a critical role in success of the project. Project risks have a greater impact on project performance (Jia et al., 2011).This study found that involving stakeholders in risk management process such as identifying risk facing street children rehabilitation programmes influence positive outcome of the projects. From the findings, reduction of misalignment of processes in communication, creation of risk culture in street children rehabilitation programmes, elimination of cultural barriers and political stability influence performance of street children rehabilitation programme to a very great extent as indicated by high mean of 4.85, 4.78, 4.67 and 4.62. Stakeholders' engagement in risk control in street children rehabilitation programme, and risk reporting and information analysis influence performance of street children rehabilitation programme. This ensures effective management of teams and prioritizing street children rehabilitation decisions influence performance of the project. Stakeholder's engagement in risk management influence performance of street children rehabilitation programme. Ramabodu & Verster, (2010) observed that as risks emerge over time, combine and amplify each other, turbulence from outside the children rehabilitation projects can abruptly go into stalemate showing the power of stakeholder's engagement in risk management and project performance.

From the findings, stakeholder engagement in project planning plat a significant role in project management as this influence performance of street children rehabilitation programme to a very great extent. Through stakeholder engagement in project planning, auditing of projects, identifying roles and responsibilities, contribution of raw materials such iron sheets and responsibility sharing influence performance of street children

rehabilitation programme to a very great extent . Regression results indicated that risk management significantly influence performance of street children rehabilitation programmes ($r=.719$, $p=0.002<0.05$). Harold (2003) argues that stakeholder engagement in project planning, directing and controlling of company resources for a relatively short term project which has been established for the completion of specific goal.

Planning together with stakeholder influence acquisition of project resources such as acquisition of project materials and financial resources influence performance of street children rehabilitation programme to a very great extent. The findings indicated that engagement in offering grants, intervene in securing donor funding and holding culture events influence performance of street children rehabilitation programme to a very great extent. Rosario, (2000) emphasized on the role of stakeholders view being sought in determining how to plan, developing the scope statement; selecting the planning team; identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities, developing the schedule, developing the budget, risk planning; gaining formal approval to begin work

stakeholder engagement in project management ensure sustainability of these projects through contribution of funds /other resources, through designing and in management, it has also facilitated participation of local communities in supporting development initiatives related to these programs while on the other hand encouraging residents to take ownerships of their own programs. This was consistence with Rao (2001) finding who observed that who indicated that, the benefits of stakeholder, participation with

systematic plan are breaking down complex activities into manageable chunks to enhance performance.

The study sought the extent to which stakeholder's engagement influence project performance. Correlation matrix analysis revealed that there existed strong, positive and significant correlation between stakeholder's engagement in project identification and the performance of Street Children Rehabilitation Programmes. Regression results indicated that performance of street children rehabilitation programmes significantly varied with variation in stakeholders' engagement on performance which includes project identification, project planning, monitoring and risk management.

5.4 Conclusions

The study concludes that Organizations thrive when they engage effectively with their stakeholders. Stakeholder engagement is an essential business management practice. In a programme and project management environment, stakeholder has an interest in the proposed change and can influence or impact the success of that change. Like any other programmes the street children rehabilitation programmes stakeholder engagement is relevant. The engagement involves building and maintaining relationships and having a stake in the outcome of the project. The study concluded that effective stakeholder engagement enables better planned and more informed policies, projects, programs and services. The initiation stage of a project is a plan that encompasses stakeholder analysis and execution based on the analysis of the needs, interests and potential will influence the street children rehabilitation programmes.

The study concludes that to stakeholder engagement is important in project identification. Stakeholders ensure sustainability of the project through contribution of funds /other resources, through designing and in management; it has also facilitated participation of local communities in supporting development initiatives related to these programs while on the other hand encouraging residents to take ownerships of their own programs

Stakeholder engagement, like many aspects of rehabilitation programme, can be complex and present varying levels of risk. The more effectively these risks are managed, the more successful and effective the stakeholder engagement process will be for both the rehabilitation programme and stakeholders. Thus study concludes that stakeholder's engagement in risk management influence performance of street children rehabilitation programme.

5.5 Recommendations

Based on results and conclusions stakeholder engagement is becoming increasingly important for corporate leaders and their organizations.

i. The study recommends that companies should ensure stakeholder's engagement in the entire project lifecycle in adhered to in order to enhance the performance and sustainability of street children rehabilitation programs.

ii. The study recommends that management of projects should engage stakeholders in project identification. This should be done through analyzing the problems facing the community, presenting of project designs and in assessing leadership of the project. This would have a positive outcome on the projects.

iii. The study recommends that in stakeholder engagement in project planning as it have positive and significant influence on project performance. Through engaging stakeholders in project planning, project resources, responsibilities and appropriate strategies are identified. The management of the project should therefore focus on enhancing stakeholder engagement in project planning to identify project planning process, and define responsibilities of the project members and groups considered and strategies formulation and implemented to maximize a stakeholder's positive influence.

iv. The study recommends that stakeholders should be engaged in monitoring of the project so as to audit projects, identifying roles and responsibilities, contribution of raw materials of the projects. Stakeholder engagement in project monitoring influence success of the project through correction of errors and deviations of project activities influence project success.

v. The study recommends that stakeholder should be engage in risk management. This would led to reduction of misalignment of processes in communication, creation of risk culture in street children rehabilitation programme, risk control and elimination of cultural barriers and political stability influence performance.

5.6 Suggestions for Further Studies

The study determined the influence of stakeholders' engagement on performance of street children rehabilitation programmes in Nairobi County, Kenya. The study revealed that stakeholders' engagement has a significant influence on project performance.

i. Further studies should be carried out to determine the impact of stakeholder engagement in project identification on performance of projects.

ii. Further studies should be carried out to determine influence of stakeholder participation in project planning on project completion rates.

iii. Further studies should be carried out to determine challenges facing stakeholder engagement in project risk management.

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APPENDICES

Appendix I: Letter of Transmittal

Veronicah Muthoni Wanjiru,

P.O. Box 106101-00101,

Nairobi.

Dear Respondent,

RE: COLLECTION OF DATA

I am a Masters student in the Department of Extra Mural Studies at the University of Nairobi. As part of the requirement for the award of the degree, I am expected to undertake a research study on **"**Influence of Stakeholder Engagement on Performance of Street Children Rehabilitation Programmes in Nairobi County, Kenya". I'm therefore seeking your assistance to fill the questionnaires attached. The attached questionnaire will take about ten minutes to complete.

Your co-operation will be appreciated.

Yours faithfully,

Veronicah Muthoni

L50/76132/2014

Appendix II: Questionnaires

Section A: General Information

1. Please indicate your gender

   Female [ ]

   Male [ ]

2. Indicate your age bracket

   20-30 yrs [ ]

   31-40 yrs [ ]

   41-50 yrs [ ]

   51 and above [ ]

3. State your highest level of education

   Primary level [ ]

   Secondary level [ ]

   College [ ]

   University [ ]

   Postgraduate [ ]

4. For how long have you been involved in children rehabilitation projects?

   Less than 3 years [ ]
   3 to 9 years [ ]
   9 to 12 years [ ]
   Above 12 years [ ]

Section B. Performance of Street Children Rehabilitation Programmes

Engagement in project identification

5. Does management of the street children rehabilitation programmes engage stakeholder in analysis problem rehabilitation programmes?

Yes [ ]

No [ ]

6. To what extent do stakeholder engagement in addressing their needs in street children rehabilitation programmes?

i. Very great extent [ ]

ii. Great Extent [ ]

iii. Moderately Extent [ ]

iv. Less Extent [ ]

v. No Extent [ ]

7. To what extent does stakeholder engagement in project identification influence performance of street children rehabilitation programmes? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
The stakeholder interest are sought					
Stakeholder analysis to understand the expectations of the stakeholders					
Problem analysis to understand what support the project needs from them					
Involve in street children rehabilitation charter					
Initiating project requests					
Enhance street children rehabilitation planning process					
Presenting the designs, workshops, open forums recurring agenda					

Participation in Monitoring

8. Are stakeholders involved in financial management of the street children rehabilitation centers?

Yes [ ]

No [ ]

9. To what extent does stakeholder engagement in cash management influence performance of the street children rehabilitation centers?

i. Very great extent [ ]
ii. Great Extent [ ]
iii. Moderately Extent [ ]
iv. Less Extent [ ]
v. No Extent [ ]

10. To what extent does stakeholder engagement in programme monitoring influence performance of the street children rehabilitation centers? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Enhance leadership					
Generating innovation through stakeholder engagement					
Effective communication					
Enhance effective decision making					
Influence effective budgeting					
Justifying Project costs					
Correction of errors and identifying challenges around performance.					

Stakeholder Engagement in risk management

11. Are stakeholders involved in identifying risk facing street children rehabilitation programmes?

Yes [ ]

No [ ]

12. To what extent does technology deployment in managerial and coordination of the many participating parties in rehabilitation programmes?

vi. Very great extent [ ]
vii. Great Extent [ ]
viii. Moderately Extent [ ]
ix. Less Extent [ ]
x. No Extent [ ]

13. To what extent does stakeholders engagement in risk management influence performance of street children rehabilitation programme? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Elimination of cultural barriers					
Risk control in street children rehabilitation programme					
Ensure effective management of teams in street children rehabilitation programme					
Prioritizing street children rehabilitation decisions					
Reduction of misalignment of processes in communication					
Creation of risk culture in street children rehabilitation programme					
Political stability					
Risk reporting and information analysis					

Project Planning

14. Are stakeholders involved in taking Provision of human resources in street children rehabilitation programme?

Yes [ ]

No [ ]

15. To what extent does information management influence performance of street children rehabilitation programme?

vi. Very great extent [ ]
vii. Great Extent [ ]
viii. Moderately Extent [ ]
ix. Less Extent [ ]
x. No Extent [ ]

16. To what extent does stakeholder engagement in programme planning influence performance of street children rehabilitation programme? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Identifying roles and responsibilities					
Project officials prepare the project budget					
Determining what to purchase for the project and holding a kick-off meeting are also generally advisable					
Holding culture events					
Intervene in securing donor funding					
Contribution of raw materials such Iron sheets					
Engage in offering grants					
work plan and open					
Auditing e projects					
Responsibility sharing					

Performance of Street Children Rehabilitation Programme

17. To what extent stakeholder engagement influence performance of street children rehabilitation programme? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 – Great extent and 5 -Very Great extent)

Statement	1	2	3	4	5
Provision of quality education and health care					
Increase rate of integration into the society					
Lower proliferation of children to the street					
Meeting technical satisfaction within time, budget and Resources					
Effectiveness in child rehabilitation					
Increasing rehabilitation rates of street children					

18. Indicate other ways street children rehabilitation programmes achieve their objectives due to stakeholder engagement.

……..……..

……

Appendix III: Research Permit

THIS IS TO CERTIFY THAT:
MS. VERONICAH MUTHONI WANJIRU
of UNIVERSITY OF NAIROBI, 106101-100
Nairobi,has been permitted to conduct
research in *Nairobi County*

on the topic: *INFLUENCE OF STAKEHOLDER ENGAGEMENT ON PERFORMANCE OF STREET CHILDREN REHABILITATION PROGRAMMES IN NAIROBI COUNTY, KENYA.*

for the period ending:
30th July,2017

Permit No : NACOSTI/P/16/27276/12428
Date Of Issue : 1st August,2016
Fee Recieved :Ksh 1000

.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 10351

CONDITIONS: see back page