INFLUENCE OF STAKEHOLDERS INVOLVEMENT ON PROJECT PERFORMANCE: A CASE OF NEMA AUTOMOBILE EMMISSION CONTROL PROJECT IN NAIROBI COUNTY, KENYA

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DECLARATION

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

Signature …… Date…….....

Eric Maina Njogu

L50/76042/2014

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

Signature …… Date …….....

Dr. Mercy Mugambi

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DEDICATION

This project work is dedicated to my Dad Charles Njogu Maina and mother Grace Wanja Njogu for instilling the value of education in me.

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ABBREVATION AND ACRONMYS

ANOVA	Analysis of Variance
CO_2	Carbon Dioxide
EBRD	European Bank for Reconstruction and Development
GOK	Government of Kenya
IFC	International Finance Corporation
KBS	Kenya Bureau of Statistics
NEMA	National Environmental Management Authority
NGOs	Non Governmental Organization
PROCONVE	Program for Automobile Vehicle Air Pollution Control
SPSS	Statistical software Package for Social Science
TRA	Theory of Reasoned Action
UN	United Nations
UNEP	United Nations Environmental Programme

ABSTRACT

Stakeholder Involvement in project management plays a critical role in project performance. In Kenya, National Environmental Management Authority initiated Automobile Emission Control Project. This has involved a number of stakeholders who include; the government through Ministry of Energy, United Nations Environmental Program, Automobile vehicle manufacturing companies, petroleum refining companies and Non-governmental organizations. The specific objectives were to determine the influence of stakeholder involvement in project identification on performance of automobile Control Project, to determine the influence of stakeholder involvement in project planning on performance of automobile Control Project, to establish the influence of stakeholder involvement in project implementation on performance of automobile Control Project and to examine the influence of stakeholder involvement in monitoring on performance of automobile Control Project. This study adopted descriptive survey research design as it enabled collection of data to answer to research questions. The target population to be used for the study was Automobile vehicle companies, petroleum refining companies, and environmental management organizations, the Ministry of energy and NEMA. The study population was 181 respondents who were managers, project managers, operation managers, supervisor and quality control officers. Stratified samplings were adopted to select a sample size of 125 respondents. The study used both primary and secondary data. The questionnaire was used to collect primary data and had both open and close-ended questions. Secondary data was collected from organizations reports on Automobile emission controls. The collected data was edited for completeness and consistency and then coded and entered into SPSS for analysis. Descriptive analysis such as percentage, frequencies, means and standard deviations was use to analyze quantitative data. Content analysis techniques were used to analyze qualitative data collected using open ended questions. Inferential analysis correlation and regression was done to examine the relationship between stakeholders' Involvement and project performance focusing on NEMA Automobile Emission Control Project in Nairobi County. The study revealed that stakeholder Involvement in project identification has significance influence in Automobile Emission control project Performance. The results show stakeholder Involvement in project planning had a positive and significance influence in Automobile Emission control project Performance. The finding also revealed that stakeholder Involvement in project implementation has a positive and significance influence in Automobile Emission control project Performance. The results finally revealed that revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance. The results led to conclusion that stakeholder Involvement in project identification influence performance of Automobile emission control project. This study concluded that stakeholder Involvement in Automobile emission control project implementation influence project performance. The results led to conclusion that stakeholder Involvement in project monitoring influence performance of Automobile emission control project to a great extent. The study recommend management of the Automobile emission Control project should enhance stakeholder involvement in project identification, project planning, project implementation and project monitoring as it led to reduction in carbon

emission rate, reduction in operation cost, led to cost efficiency and increase customer satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Stakeholder Involvement is critical to the success of every project in every organization. Automobile emissions are a major contributor of global carbon emissions, hence the need to look at the contribution of stakeholders to ensure that Automobile emissions are controlled. In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence. Mitchell, Agle and Wood (1997) suggest that power, legitimacy and urgency are key stakeholder characteristics. 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 Involvement can take place in different parts of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs, predetermination of projects, information sharing, consultation, decision-making, partnership and empowerment. Involvement is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in developing the project.

A wide number of governments have embraced stakeholder Involvement to address future climate change and enforcing automobile emission control and have done so involving a large number of stakeholders. In virtually every instance, the challenge has been to devise policies that maximize Automobile emission reduction while minimizing costs to the state's economy. The predominant focus of analysis of this phenomenon has

been oriented in understanding the contribution of state measures to the general automobile emission reduction strategy and the initiatives (Rabe & Betsil, 2009).

Stakeholder involvement in project success such as automobile emissions control is valuable with regard to the costs and quality of portfolio projects and the costs and time associated with the project portfolio management development. Therefore, for a project to be successful stakeholder Involvement is key and they determine whether a project fails or succeeds.

On a global view of Automobile emission control, China government implemented freight Emission Control Program to reduce air pollution and greenhouse gas emissions. However, the freight sector, particularly the road freight, remains a major concern as the fragmented structure of the sector along with its mobile nature makes the management of the sector very challenging, due to rapid growth of road freight vehicles and the corresponding increase in road freight tonnage, this sector has become a major contributor to air pollutants and greenhouse gas emissions.

Governments have set future Automobile emission targets, designed climate action plans, established renewable energy standards, promoted the use of renewable sources, regulated fuel standards for automobiles, implemented automobile emission inventories, signed regional initiatives to set up CO2 markets and actually launched carbon trading schemes (Litz, 2008). Cities, on their part, have set their own automobile emission reduction targets and joined projects in developing countries. South African Government, in particular, has the legal authority to regulate sectors of the economy responsible for significant portions of Automobile Emission Control Program emissions such as energy

production and distribution, products and buildings energy efficiency, transportation and land use (Rabe & Betsil, 2008). They have the resources to design regulations and incentives to change behavior on a large scale and are likely to influence policies at national level. As a consequence, their actions are highly relevant and will have meaningful effects on the overall automobile emissions in South Africa.

Automobile Emissions Control Program that include stakeholder involvement are well grounded theoretically in the literature as a pragmatic response to the crisis of administrative rationalism (Dryzek, 2005) and to the decline of public confidence in government and the deliberative process (Rowe & Frewer, 2004). Especially in the implementation of Automobile Emission Control Projects, where problems are highly controversial and value laden, different forms of stakeholder involvement have been used in agenda-setting and policy formulation as well as in conflict resolution for many years. However, whether they are effective in terms of improving the Automobile Emission Control Projects output, of reducing carbon emission in air and fostering clear environment is still not well understood.

Initiating an attempt at reducing Automobile emissions is a complex task. The Government of Kenya is aware that all the activities that produce Automobile emissions, such as energy generation and transportation associated with economic growth and that to launch carbon mitigation activities requires a comprehensive vision of the future with strong and effective political will. Through NEMA, the government is implementing Automobile Emission Control Project capacity and reputation for being receptive to the

emerging “green economy”, hence can rank as a technology leader in energy demand management and has provided its energy sector a head start in the conversion to renewable power. Critics of the drive say while there is need to shift towards eco-friendly automobile through strict legislation, most Kenyans cannot afford the improved but costly automobile.

1.2 Statement of the Problem

The government of Kenya through Ministry Of Energy has been implementing Automobile Emission Control Programs such as clean fuels initiative to remove from petrol the sulphur content in diesel, installation of automobile with catalytic converters to reduce air pollution, removing nitrogen dioxide and other poisonous matters in vehicle emissions (GOK, 2015). The stakeholder such as Ministry of Energy, NEMA, Automobile vehicle dealers and UNEP are involved in drafting air quality regulations defining emission level expectations from vehicles and implementation of Automobile Emission Control Program. Furthermore The United Nations Environmental Programme (UNEP), jointly with the Kenya Bureau of Standards (KEBS), are pushing for a 0.5 per cent reduction to 500 parts per million (ppms) of harmful gases per cubic metre of diesel (KBS, 2014). Kenya was expected to approve formal standards of the level of sulphur in diesel by 2013 and pave the way for supply of improved (diesel) oil effective by 2014 (UN, 2014).

In moving towards this goal, the strategy that the great majority of government has adopted has been to involve a wide number of stakeholders in the design of comprehensive Emission Control Program reduction plans that foretell much about the

government's actions into the future. Climate change planning processes have been non committal in that they have been initiated without commitments by state legislatures and chief executives to adopt the plans (Bernstein, 2009). Empirical studies that have been done include study by Muthoni (2016) on the Influence of stakeholder engagement on performance of street children rehabilitation programs in Nairobi county Kenya. Despite the critical role played by stakeholder Involvement in the performance of the automobile Emission Control Program, a study seeking to determine the influence of stakeholder Involvement in performance of Automobile Emission Control Program in Nairobi remains elusive. This study sought to determine influence of stakeholder's involvement on performance of Automobile Emission Control Program in Nairobi county Kenya.

1.3 Purpose of the Study

The purpose of the study was to determine the influence of stakeholder involvement on project performance: A case of NEMA automobile Emission Control Project in Nairobi County, Kenya

1.4 Research Objectives

The specific objectives of this research were;

i. To determine the influence of stakeholder involvement in project identification on performance of automobile Control Project
ii. To determine the influence of stakeholder involvement in project planning on performance of automobile Control Project.
iii. To establish the influence of stakeholder involvement in project implementation on performance of automobile Control Project.

iv. To examine the influence of stakeholder involvement in monitoring on performance of automobile Control Project

1.5 Research Questions

The study sought to answer the following questions;

i. How does stakeholder involvement in project identification on performance of automobile emission Control Project?
ii. How does stakeholder involvement project planning influence performance of automobile emission Control Project?
iii. How does stakeholder involvement in project implementation influence performance of automobile emission Control Project?
iv. How does stakeholder involvement in project monitoring influence performance of automobile emission Control Project?

1.6 Significance of the Study

The study may be invaluable to the environmental management board of Automobile Emission Control Program in that it may provide an insight on how various stakeholder Involvement can influence the performance of the automobile Emission Control Project to reduce environmental degradation due to Automobile Emission within Nairobi City County.

The findings of the study through this project may enhance capacity and response by management and stakeholder leading to improvement in performance of Automobile Emission Control Project. The consequent awareness and information among the management may lead to positive stakeholder Involvement and follow up of the project

for resources as well as improvement in management. This may be manifested by enhanced capacity to timely account for involvement of the stakeholders to improve success of reduction of automobile emission control project.

1.7 Delimitations of the Study

The study focused on determining influence of stakeholder involvement on Automobile emission control project performance in Nairobi County. The automobile Emission Control Project undertaken by NEMA in Kenya. Contribution of stakeholders and how stakeholders can improve on control of automobile emissions in Nairobi City County. The respondents in the research work were management officers from stakeholder organizations which include NEMA, ministry of energy and Automobile vehicle manufacturers who participate in Automobile Emission Control Project. The study independent variables were stakeholder involvement in Project Identification, project monitoring, project planning and project implementation while dependent variable was automobile emission control project performance. The respondents of the study were staffs working in different organizations that have interest in emission control and work with NEMA.

1.8 Limitation of the Study

In undertaking this study, there was a number of limitations; Fear of victimization that limited the research work. Some respondents from the organizations were afraid to provide factual information on the basis that information provided could be used against them. The researcher assured the respondents that the information they provided was held confidentially and information was to be used for academic purpose only.

Respondents were uncomfortable sharing information with the researcher based on rank differences, that is, the researcher being of a senior rank in the management than the respondents and the evident chain of command in communication between junior and senior officers within the organization.

The study was observing ethical considerations such as respecting respondent's right to participate or not. No names or identification numbers was included in any of the research instruments and therefore no chances of linking any information to particular respondents. This was influence respondents in providing true, factual and adequate information.

1.9 Assumptions of the Study

The study assumes that respondents are aware of Automobile emission reduction project implementation by NEMA. In sampling, the study will assume that the samples that will be possessed have the same characteristics as the population and therefore represent the population.

It was assumed that different geographical locations of NEMA departments would not influence stakeholder's Involvement on Performance of automobile Emission Control Project by NEMA in Kenya and therefore, was not used as a reason to invalidate the findings of this research work.

1.10 Definitions of Significant terms

Automobile A road vehicle, typically with four wheels, powered by an internal combustion engine or electric Automobile and able to carry a small number of people

Emission control Means employed to limit the discharge of noxious gases from the internal-combustion engine and other components. Perceive itself to be affected by a decision, activity, or outcome of a project.

Project- A unique set of coordinated activities, with a definite start and finishing point, undertaken by an individual or organization to meet specific objectives within defined, scheduled cost and performance parameters.

Project identification is the first step in the strategic planning process. Before spending significant time and resources on a project, restoration practitioners should be able to identify the biological importance and likelihood of restoration success at potential project sites (Battelle, 2003)

Project implementation This is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project.

Project Monitoring is a process that helps improve performance and achieve results. Its goal is to improve current and future management of

outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programmes set up by governments, international organisations and NGOs.

Project performance This is 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).

Project planning This is project management process that relates the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment. Initially, the project scope is defined and the appropriate methods for completing the project are determined.

Stakeholder Involvement This is the process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions.

1.11 Organization of the Study

The study was organized in various chapters. Chapter one presents the introduction covering background to the study, statement of the problem, research objectives and research questions significance of the study, delimitation and limitations of the study definition of significant terms. Chapter two captured the literature review. These chapter presented review on performance of project based on the four objectives, theoretical framework, conceptual framework and summary of the chapter. Chapter three presented

the research methodology. This presented items such as research design, target population, sample size and sampling procedure, research instrument, pilot testing, reliability and validity, data analysis techniques, ethical considerations and operation definition of terms. The chapter also presented data analysis techniques, ethical consideration and operationalization of variables. In chapter four presented the data analysis, presentation and interpretations. Finally, chapter five was analysis, interpretation summary of findings, discussion, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter attempts to review how studies relate performance of projects to community Involvement. This study presents theoretical review and empirical 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

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 as effective indicator to measure of project performance (Nyikal, 2011).

Lekunze, (2001) did a study on stakeholder Involvement in integrated water resource management in community water management projects in Cameroon. The study analyzed the Involvement 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 organizations**.**

Menoka, (2014) carried out a study on stakeholder Involvement and sustainability-related project performance in construction. The study focused on stakeholder Involvement 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 Involvement, 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 Involvement to improve the construction project performance through achieving construction sustainability. This derived framework demonstrated that such Involvement can be valuable in anticipating the expectations of the different stakeholders from the projects, which may impact on behaviour.

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 Involvement 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 Stakeholder Involvement and Automobile Emission Control Project Performance

This section will present review of the study relating to stakeholder involvement and performance of automobile Emission control projects. This will be based on the research variables.

2.3.1 Stakeholders involvement in Project Identification and Project Performance

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, & 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.

Shepard & Gonzalez (2004) assessed the effectiveness of organizations through interviews with managers of twenty (20) different projects. The projects covered energy, aerospace, and chemical endeavors. According to their study, stakeholder Involvement management solving problems was found preferable to vertical management structure. They termed communication among the managers as a critical need. Furthermore, they found the project variables such as, clearly defined goals, role clarity, teamwork values, flexibility in response to need and a team commitment, as critical variables for success (Fudge, & Wolfe, 2008).

Legitimate and valid stakeholders need to be identified and their power and influence understood to manage their potential impact on the projects (Curley, Steve & 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 & 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 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).

Takim, (2009) indicated that stakeholder involvement in the Program for Automobile Vehicle Air Pollution Control , PROCONVE project identification, enabled improvement in reducing the emission of pollutants and made PROCONVE 7 (P7), valid for the fleet of buses and trucks produced from early 2012. All participants' involved impact the company and contribute to the project's success. 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 decision 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 immobility (Greenwood, 2003).

Donor agencies are yet other stakeholders that are involved in the performance of emission control projects. 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 its completion and influence environmental management. Governments too are an important part of stakeholders, they want to ensure both jobs and tax revenue are stable and maintained. It is for this reason that the governments are so willing to bail out huge organization (GOK, 2009).

2.3.2 Stakeholder involvement in Project planning and Project Performance

Stakeholder Involvement in project planning activities involves identification of the project's objective, the specification of required project resources and their allocation and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and outcomes. The benefits of stakeholder involvement in the planning process include a reduction in distrust of the project process

or outcome, an increase in commitment to the project objectives and processes, and heightened credibility of the project's outcome.

Therefore a relationship between stakeholder Involvement in project planning and their effect on project performance was studied by Nobeoka & Cusumano (1995) in Japan. According to their conclusion, stakeholder involvement impact of different project goals on software project planning and resource allocation decision and, in turn, on project performance. Harold (2003) argues that stakeholder involvement in planning involves stakeholder Involvement 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 (Rosario, 2000).

In Addition, 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 stakeholder involvement in 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, controlling and Information management, which influence success of the project.

2.3.3 Stakeholder involvement in Implementation on Project Performance

So far it has become evident that the 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, 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.

Stakeholder involvement in Project implementation is an important exercise in project management. Implementation of project helps to coordinate people and other resources to carry out the plan. According to Duncan (1996), Stakeholder involvement in project implementation is required to transform the planned objectives and policies of a project

into well-organized activities, allocation of resources, efficient utilization of these resources, and the efficient and effective conduct of specific tasks through a well-coordinated people and the resources to achieve the project goals.

Although such risks are not the focus of this study, they are noteworthy as they show what endogenous events of troubled 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 Involvement.

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). Auto mobile emission control 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 auto mobile emission control projects (Thomas, 2000). Reports on the financial, social and environmental impact of auto mobile control projects are routinely denounced and with more force. Through the existing political stability in terms of support for auto mobile emission control 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 auto mobile emission control projects can abruptly go into stalemate showing the power of stakeholder's Involvement in risk management and project performance.

2.3.4 Stakeholder Involvement` in Project Monitoring and Project Performance

One way to help satisfy stakeholder concerns and promote transparency is to involve project-affected stakeholders in monitoring the implementation of mitigation measures or other environmental and social programs. Such Involvement, and the flow of information generated through this process, can also encourage local stakeholders to take a greater degree of responsibility for their environment and welfare in relation to the project, and to feel empowered that they can do something practical to address issues that affect their

lives. Participatory monitoring also tends to strengthen relationships between the project and its stakeholders (Flanagan& Norman , 2003)

Stakeholder participatory monitoring influence success in environmental control project. The Involvement of project-affected stakeholders in monitoring environmental and social impacts and mitigation led to success in environmental management. It is also good practice. In relation to any type of stakeholder involvement in project monitoring, care should be taken in the choice of representatives and the selection process should be transparent. Stakeholder Involvement in monitoring and supervision has significant influence on the project outcome. The impacts of stakeholder Involvement are equally reflected on the performance of projects. Coulter (2010) focuses on organization issues in his analysis which play crucial role in project outcome.

Stakeholder Involvement 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 Involvement with stakeholders affects firm's project performance. Glass (2010) noted that a mechanism of project reporting to make auto mobile emission control strategies, actions and achievements more transparent, to increase communication performance, develop a reputation for responsible behavior and achieve set objectives. Involvement of stakeholder through monitoring and reporting in auto mobile control projects contributes by identifying challenges around performance. Senior leaders in organizations can adopt stakeholder Involvement as an opportunity to influence other organizations and create alignment to structures and processes to support the vision and mission of project performance (Katiku, 2011).

Stakeholder Involvement 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 Involvement. 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 Involvement through developing relationships of mutual respect, in place of one-off consultations. Holmes and Moir (2009) observed that stakeholder's Involvement in environmental control project 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. According to Madeeha & Imran, (2014), stakeholder Involvement in monitoring of the Baku-Tblisi-Ceyhan Pipeline project by national NGOs was a recommendation that arose during the construction phase of the project. BTC took up this recommendation, with support from IFC and EBRD, with the view that constructive and well-informed NGO monitoring was useful to the company as it improved the performance of the project.

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.

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 Involvement has been to demonstrate that treatment of stakeholders is related to the long term survival of the organization (McManus, 2004). While having its origin 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 Involvement 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.

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 antecedent 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 Involvement 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 Involvement and vice versa.

2.5 Conceptual Framework

A conceptual framework represents the researcher's synthesis of literature on how to explain a phenomenon. It maps out the actions required in the course of the study given his previous knowledge of other researchers' point of view and his observations on the subject of research. The conceptual framework links the independent variables to dependent variable to indicate the relationship between stakeholder involvement and Automobile Emissions Control project performance. The independent variables in the study conceptual framework will be project identification, project planning, project planning, project implementation and project monitoring while Automobile Emissions Control project performance is the dependent variable.

Independent Variables

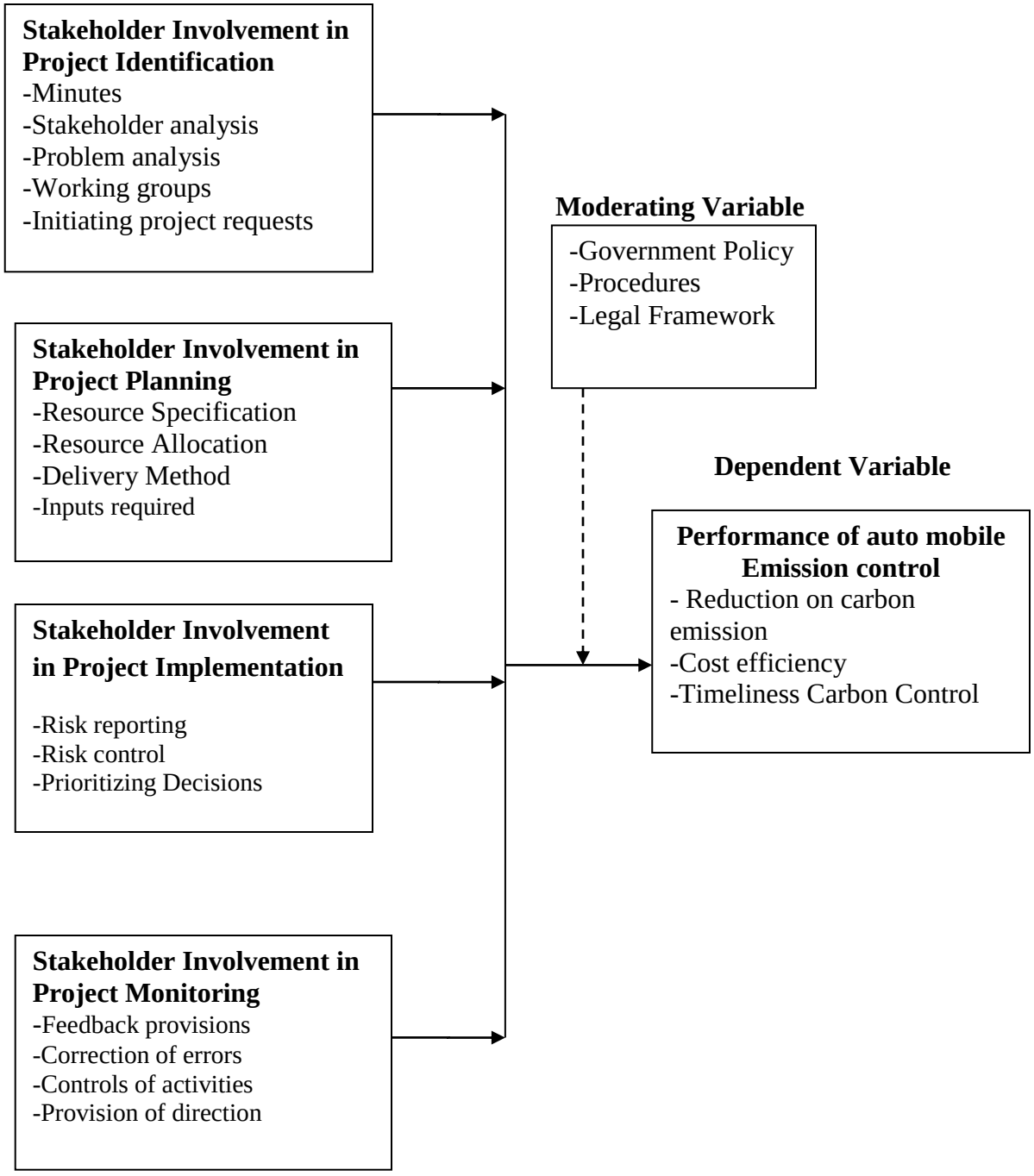

Figure 1: Conceptual framework showing relationships among variables

2.6 Summary of literature

The foregoing reviewed literature has pointed to the importance of stakeholders' Involvement on project performance. Likewise, stakeholders such as owners, construction management consultants, design consultants, contractors, and subcontractors/ suppliers have influence on project success. 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 emerging over time, combine and amplify each other, turbulence from outside the auto mobile control projects can abruptly go into stalemate showing the power of stakeholder's Involvement in risk management and project performance.

2.7 Knowledge Gap

From the foregoing review, there exist past studies on influence of stakeholder involvement on project performance but most studies focus on developed countries. For instance, O'Halloran, (2014) who carried out a study on extent to which awareness of stakeholder management influence construction project performance in the construction industry in Ireland. Other studies have been done in developing African countries such as Lekunze, (2001) who investigated the influence of stakeholder Involvement in integrated water resource management in community water management projects in Cameroon and Atiibo (2012) and Menoka, (2014) who examined stakeholder management challenges

and their impact on project management in the case of advocacy and empowerment in the upper east region of Ghana.

Locally, few studies have also assessed the link between stakeholders roles and project performance, for instance, Adan (2012) assessed the influence of stakeholders role on performance of constituencies development fund projects focusing on a case of Isiolo North Constituency. The reviewed study focuses on development projects such as construction project, water projects and government funded projects. This study seeks to focus on influence of stakeholder involvement on performance of Automobile Emission Control Projects in Nairobi City County, Kenya.

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 outlined the research design, target population, variables, sampling techniques and sample size, data collection methods and instruments, validity and reliability, data analysis and presentation techniques, ethical considerations and operationalization of variables.

3.2 Research Design

This study adopted descriptive survey research design. This is 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. Descriptive survey research design was suitable for this study as it helped in gathering data that describe events and then organizes, tabulates, depicts, and describes the data that helped in answering research questions or to test hypothesis of the current status on influence of stakeholders' Involvement on performance of Automobile emission control project in Nairobi County.

3.3 Target Population

Target population is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or 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 of the study was 16 organizations which were 3 Automobile vehicle companies, 3 petroleum refining companies, 10 environmental management organizations, the Ministry of energy and NEMA. The study population was managers, project managers, operation managers, and Supervisor and quality control officers making total of 181 respondents who were selected from each organization.

Table 3. 1: Target Population

Study Population	Respondents
Managers	23
Project managers	23
Operation officers	35
Supervisors	54
Quality Control officers	46
Total	181

Source: NEMA, (2016)

3.4 Sample Size and Sampling Procedures

The study adopted purposive sampling to select a sample size. The sample size of this study was calculated from the Slovin's formula given as:

$n = N / [1 + N (e)^2]$

n = The sample size

N = Total population

e = Error tolerance

Since the study population (N) is 181. Error of tolerance was 0.05. Thus the sample size was determined as shown below:

$n = 181 / [1 + 181(0.05)^2] = 125$

The study adopted a sample size of 125 study population which was selected using stratified random sampling technique. This constitutes a 69% sample proportion of study population. The study adopted stratified random sampling technique to select respondents who were representative of the target population. Stratified sampling method was used as it involved 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 were drawn from each group (Chandran, 2004). The method assured the researcher that the sample was representative of the population.

Stratified samplings was adopted as it was the most suitable 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, stratified random sampling method was used for this study. A sample proportion of 30% was used to determine sample representation from each level of management. Kothari indicate a sample of more than 30 unit of the population was sufficient for the study. Mugenda and Mugenda (2003) indicated that a sample proportion of 10% or 20% was sufficient for a sample

representative. The study adopted sample proportion of 69% in determining sample size of each of the level of management in the organization. The respondents were selected using simple random selection to eliminate biasness.

Table 3. 2: Sampling Frame

Centre	Respondents	Sample Proportion	Sample Size
Managers	23	0.69	16
Project managers	23	0.69	16
Operation officers	35	0.69	25
Supervisors	54	0.69	37
Quality Control officers	46	0.69	31
Total	181		125

3.5 Research Instrument

Data is the information that the study seeks to gather to be able to achieve study objectives (Kothari, 2004). Data collection is the process and procedures that is followed in gathering of the study information. The study used both primary and secondary data. The questionnaire was used to collect primary data and had both open and close-ended questions.

Primary data was used to address the constructs of institutional Involvement in Automobile emission control project undertaken by NEMA. Respondents were requested to evaluate likert scales operationalizing the study variables from a semi structured questionnaire containing direct measures and likert type scales. The open-ended questions provide d additional information that may not have been captured in the closed-ended questions. Secondary data was collected through document analysis from Organizations reports and emission control reports. The questionnaire was administered

through self-administration survey approach. The study used a questionnaire because it is flexible and facilitates the capture of large amount of data . As a method of data collection questionnaire was appropriate because they are easy to analyze and is cost effective, cheaper and quicker to administer.

The questionnaire was divided into two sections. The first section sought information on the background information such as the gender, age, level of education and period of time working with the organizations. Section two described the control project. A 5 point research variables which included stakeholder's involvement and automobile emission control likert-scale was used where 1-No extent, 2-less extent, 3-Moderately extent, 4-great extent and 5- Very great extent.

3.6 Pilot- Testing

Before using a questionnaire, it is always advisable to conduct a pilot study (Kothari, 2004). A pilot investigation was first conducted in order to assess the adequacy of the research design and of the questionnaire to be used such as to determine whether the anticipated respondents understands the questions asked in the instrument. Furthermore, a pilot survey brings to light the weaknesses of the questionnaires and of the survey techniques. The study selected a pilot group of 10 based on Mugenda and Mugenda (2003) 10% of the sample size, 2 managers, 2 project managers, 2 operation officers, 2, supervisors and 4 quality control officers from stakeholders of NEMA in Nairobi County, Kenya.

3.7 Validity of the Instrument

The important criterion of research is validity. Validity is the degree to which an instrument measures what it purports to measure. It estimates how accurately the data in the study represents a given variable or construct in the study (Saunders, Lewis, & Thornhill, 2009). During questionnaire construction, validity of the instrument was determined by verifying the content of the questionnaire through study supervisor. Construct validity was assessed by restricting the questions to the conceptualization of the variables and ensuring that the indicators of each variable fell within the same construct. Furthermore, Mugenda (2008) indicates that the quality of a research study depends to a large extent on the accuracy of the data collection procedure.

3.8 Reliability of the Instrument

Reliability is the tendency toward consistency and therefore, different measures of the same concept or the same measurements repeated over time should produce the same results .The index alpha is the most important index of internal consistency and is attributed as the mean of correlations of all the variables, and it does not depend on their arrangement (Williams, 2006). Equivalent-Forms Reliability was adopted to test for reliability of the instrument. The coefficient of stability method of assessing the reliability of the questionnaire involved administering the same instrument twice to the same pilot group of subjects. There was a two-week lapse between the first test and the second one. From the two administrations, spearman rank order correlation was employed to compute the correlation coefficient in order to establish the extent to which

the contents of the questionnaires are consistent in eliciting the same responses. A correlation coefficient of [r] of 0.75 should be considered high enough to judge the reliability of the instrument (Orodho, 2004). Reliability was ascertained by use of the Karl Pearson's coefficient of correlation formula given below (Kothari, 2000).

$$R = \frac{\sum (Xi - \bar{X})(Yi - \bar{Y})}{\sqrt{\sum (Xi - \bar{X}) \times \sum (Yi - \bar{Y}}}$$

Split-half reliability is a form of internal consistency reliability. Requires only one administration. Especially appropriate when the test is very long. The most commonly used method to split the test into two is using the odd-even strategy. Since longer instruments tend to be more reliable, and since split-half reliability represents the reliability of a test only half as long as the actual instrument, a correction formula must be applied to the coefficient. Spearman-Brown prophecy formula is used to measure Split half reliability.

$$n = \frac{\rho^*_{xx'}(1 - \rho_{xx'})}{\rho_{xx'}(1 - \rho^*_{xx'})}$$

Table 3.3 illustrates the findings of the study concerning the reliability results. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 12 respondents, who were not included in the study. The 15 respondents were selected from the stakeholder's categories. From the findings, the coefficients for Stakeholder Involvement in Project Identification was 0.7698, that of stakeholder

Involvement in project planning was 0.7879, that of stakeholder Involvement in project implementation was 0.8213 while that of stakeholder Involvement in project monitoring was 0.8054 implied that the questionnaire was reliable

Table 3. 3: Reliability Results

Variable	Cronbach's	No of
Stakeholder Involvement in Project Identification	0.7698	6
Stakeholder Involvement in Project Planning	0.7879	6
Stakeholder Involvement in Project Implementation	08213	5
Stakeholder Involvement in Project Monitoring	0.8054	6

3.9 Data Analysis Technique

Before processing the responses, the questionnaires were edited for completeness and consistency. Coding was done on the basis of the locale of the respondents. Quantitative data was analysed using descriptive analysis and inferential analysis techniques with the help of Statistical Packages for Social Sciences (SPSS Version 21). Descriptive analysis included percentage, frequencies, means, standard deviations was done. Qualitative data was analysed in relation to the study themes based on the objectives and reported in narrative form. Inferential analysis correlation and regression was done to really examine the relationship between stakeholders Involvement on project performance focusing on NEMA Automobile Emission Control Project in Nairobi County. The research regression result was also tested at 95% level of confidence in order to provide for drawing conclusions about the population from the study sample.

3.10 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 involvement, the following ethical considerations were adhered to. This involved applying for research permit, informed consents, acknowledge cited sources, authenticate reporting and confidentiality and anonymity of the respondents. The respondents were assured of their confidentiality that no one would be victimized for information he or she provided since the study was only to used for academic purpose.

3.11 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	Operational Definition of Variables					
	Variables	Indicators	Measurement	Data Collection	**Scale**	Data analysis Techniques
To determine the influence of stakeholder involvement in project identification on performance of automobile Control Project	<u>Independent Variable</u> Stakeholder Involvement in Project Identification.	-Reports/Minutes -Stakeholder analysis -Problem analysis -Working groups -Initiating project requests	How does stakeholder involvement in project identification on performance of automobile Control Project?	Questionnaire	Ordinal	Means, standard deviation and Percentages -Correlation -Regression Frequencies, Means and Percentages -Correlation -Regression
To examine the influence of stakeholder involvement in monitoring and Control on performance of automobile Control Project	<u>Independent Variable</u> Project Monitoring and Control.	- Provision of human resources -Providing feedbacks -Report on areas that require improvement -Correct error -Deviation Error -Inputs required - Reporting on risks	How does stakeholder involvement in project monitoring influence performance of automobile Control Project?	Questionnaire	Ordinal	Frequencies, Means and Percentages -Correlation -Regression
To determine the influence of stakeholder involvement in Project planning on performance of automobile Control	<u>Independent Variable</u> Project planning	-Resource Specification -Resource Allocation -Delivery Method	How does stakeholder involvement project planning influence performance of automobile	Questionnaire	Ordinal	Frequencies, Means and Percentages
				Questionnaire	Ordinal	Frequencies, Means and Percentages
				Questionnaire	Ordinal	Frequencies, Means and Percentages

Project.			Control Project?	Questionnaire	Ordinal	Means and Percentages
To establish the influence of stakeholder involvement in implementation on performance of automobile Control Project.	Independent Variable stakeholder Involvement in planning	-Risk reporting -Risk control -Prioritizing Decisions -Information analysis -Management of teams -Quality and Safety standards	How does stakeholder involvement in project implementation influence on performance of automobile Control Project?	Questionnaire	Ordinal	Means and Percentages Frequencies, Means and Percentages correlation, Means and Percentages -Correlation -Regression
The purpose of the study will be to influence of stakeholder involvement on automobile emission control project by national environmental management authority in Nairobi City County .	Dependent variable Performance of Auto Mobile Control	-Consumer satisfaction - Reduction on carbon emission -Cost efficiency -Timeliness Carbon Control	Level of Project success/performance	Questionnaire	Ordinal	Means, standard deviation and Percentages -Correlation -Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter focused on data analysis, interpretations and discussion of results. The results are presented on the influence stakeholder's Involvement on project performance focusing on NEMA Automobile Emission Control Project in Nairobi County.

4.2 Response Rate

The research administered questionnaires to 125 respondents to collect data

Table 4. 1 Response Rate

Response	Frequency	Percentage
Returned questionnaires	101	81
Unreturned questionnaires	24	19
Total	125	100

.From the study, 101 out of 125 target respondents filled in and returned the questionnaire contributing to 81%. This was adequate for the study. According to Mugenda and Mugenda (2003), a response rate of 50%, - 70% was sufficient for a study.

4.2. General information

The respondents were requested to indicate their gender. From the findings, majority 67% of the respondents were male while 33% of the respondents were female. This implied that data was collected from both male and female.

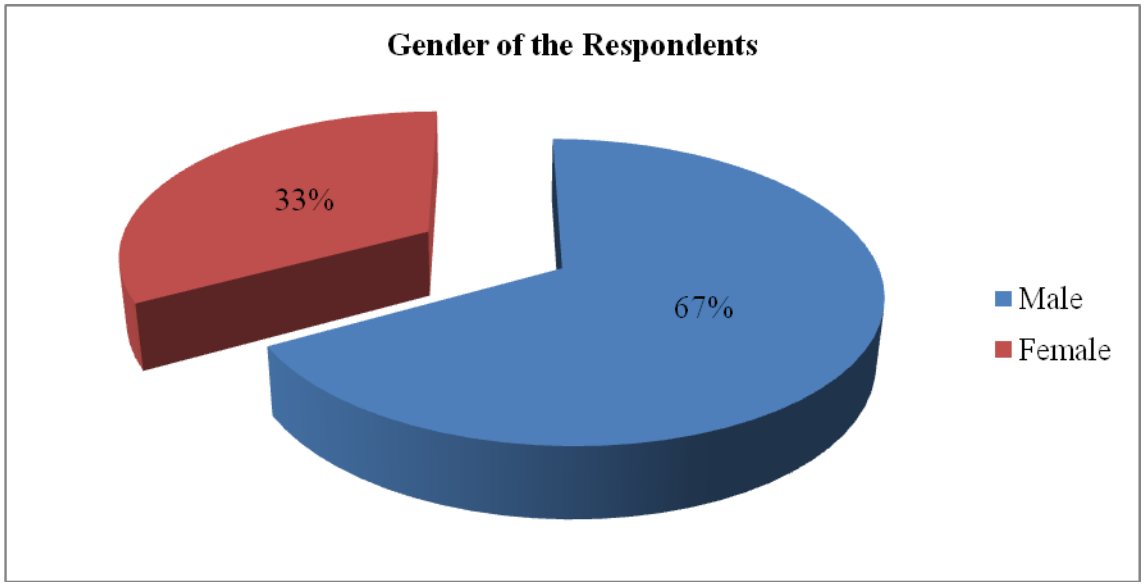

Figure 4. 1 Gender of the respondents

4.2.2 Age bracket

The respondents were requested to indicate the age bracket they belonged to.

Table 4. 2: Age bracket

	Frequency	Percent
31- 40 years	33	32
20-30 years	13	13
41-50 years	45	45
51 and above	10	10
Total	101	100

From the findings in Table 4.3, most 45% of the respondents were aged between 41- 50 years, 32% of the respondents indicated that they were aged between 31-40 years, 13% were aged between20-30 years of age while 10% of the respondents were aged 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 Respondent's highest level of education

Respondents were requested to indicate their highest level of education.

Table 4. 3: Respondent's highest level of education

	Frequency	Percent
College	31	31
University	49	48
Post Graduate	21	21
Total	101	100

From the findings in Table 4.4, most 48% of the respondents indicated that they had university level of education, 31% indicated that they had attained college level of education and 21% of the respondents indicated that they had post graduate as the level of education attained. This implies that the data was collected from well informed respondents and who had attained high level of education and were in a position of understanding and offering information as requested to answer to the objectives of the study.

4.2.4 Period working in the organization

The study sought the period the respondents had worked in the organizations. From the findings in Table 4.5 , most 41% of the respondents indicated that they had been working in emission control project for more than 12 years, 39% indicated that they had been working in the emission control project for between 9 and 12 years, 15% of the respondents indicated that they had been working in the emission control project in for between 3 years and 8 years while 5% of the respondents indicated that they had been working in the emission control project for less than 3 years. This implies that the respondents had worked in the emission control projects for more than 3 year and had experience on the influence of stakeholder's Involvement on emission control project performance.

Table 4. 4: Working period

	Frequency	Percent
Above 12 years	41	41
Between 9 and 12 years	40	39
Between 3 and 8 years	15	15
Less than 3 year	5	5
Total	101	100

4.3 Stakeholders Involvement in Project Identification and Performance of Automobile Emission Control Projects in NEMA

The other objective the study focus on achieving was to determine influence of stakeholder's involvement in project identification on performance of emission Control Projects in NEMA

4.3.1 Information management influence performance of Automobile Emission control Project.

The study sought the extent to which stakeholders capabilities were evaluated during emission control projects in NEMA.

Table 4. 5: Information management influence performance of Automobile Emission control project

	Frequency	Percentages
Very great extent	21	21
Great extent	74	74
Moderately Extent	6	5
Total	101	100

From the findings in table 4.6, majority 74% indicated that which stakeholder's capabilities were evaluated during emission control projects in NEMA to a great extent, 21% indicated to a very great extent while 5% indicated to a moderate extent. This implied that stakeholder capabilities assessment is critical in determining the success stakeholder Involvement in Automobile emission control project.

4.3.2 Use of Reports in Identification of Automobile Emission Control Project

The study sought the extent to which organizations reports were used in identification of Automobile emission control project in Nairobi County and findings presented in Table 4.7.

Table 4. 6: Extent organizations reports are used in identification of Automobile emission control project

	Frequency	Percentages
Very great extent	60	60
Great extent	21	21
Moderately Extent	20	19

Total	101	100

The findings show that organizations reports were used in identification of Automobile emission control project in Nairobi County to a very great extent as indicated by 60% of the respondents, 21% indicated that organizations reports were used in identification of Automobile emission control project in Nairobi County to a great extent while 19% indicated that organizations reports were used in identification of Automobile emission control project in Nairobi County to a moderate extent. This implied that organizations reports are critical in identification process of Automobile emission control project in Nairobi County.

4.3.3 Stakeholder Involvement in Project Identification and Performance of Automobile Emission Control Project

The study focused on achieving the objectives to which was to examine the influence of stakeholder involvement in Project Identification on performance of Automobile Emission Control Project. The respondents were requested to indicate the extent to which stakeholder Involvement in project identification influence performance of Automobile emission control project.

Table 4. 7: Stakeholder Involvement in Project Identification and Performance of Automobile Emission Control Project

Stakeholder Involvement in Project Identification Influence Performance of Automobile Emission Control Project	Mean	Standard Dev
The concerns of stakeholders are taken care of.	3.85	.53
Stakeholder analysis to identify extent of decision making	4.51	.88
Undertaking problem analysis to understand extent of stakeholder contribution	4.35	.76
Use of Automobile emission control acts	4.53	.86
Assessment of stakeholder resources	4.39	.89

Enhance support of the project	4.57	.63
Improving decision making process	4.16	.72

From the findings in Table 4.8 , the respondents indicated that stakeholder Involvement in identification of Automobile emission control project enhancing support of the project, use of Automobile emission control acts and stakeholder analysis in indentify extent of decision making influence project performance to a very great extent as indicated by a mean of 4.57, 4.53 and 4.51 respectively.

The respondents indicated that stakeholder Involvement in Automobile emission control project enhances assessment of stakeholder resources, enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care of influencing Automobile emission control project performance to a great extent as indicated by a mean of 4.39, 4.35, 4.16 and 3.85 respectively.

4.4 Stakeholder Involvement in Project Planning of Automobile Emission Control Project Performance

The study specific objective that the study sought to achieve was to determine the influence of stakeholder involvement in Project Planning on performance on performance of Automobile emission Control Project

4.4.1 Extent of Stakeholder Involvement in Project Planning

The respondents were requested to indicate the extent to which stakeholders participate in planning of automobile Control Project by NEMA.

Table 4. 8: Extent stakeholders participate in planning of automobile Control Project by NEMA

	Frequency	Percentages
Very great extent	77	76
Great extent	24	24
Total	101	100

From the findings as presented in Table 4.9, 76% of the respondents indicated there was stakeholder's Involvement in planning of automobile Control Project by NEMA to a very great extent while 24% of the respondents indicated that stakeholders participated in planning of automobile Control Project by NEMA to a great extent. This clearly demonstrated that stakeholders participate in planning of automobile Control Project by NEMA to a very great extent.

4.4.2 Stakeholders Involvement in project planning and performance of automobile Emission Control Project

The study sought the extent to which stakeholder's Involvement in project planning influence performance of automobile Emission Control Project.

Table 4. 9: Stakeholders Involvement in project planning influence performance of automobile Emission Control Project

Statement	Mean	Standard Deviation
Identification of automobile Control Project	4.09	0.60
Identifying roles and responsibilities of personnel's	4.69	078
Budgeting for the project	4.71	0.80
Intervene in securing donor funding	4.50	0.81
Availability of resources	4.66	0.52
work plan	4.01	0.65
Resource Specification	3.67	0.74
Resource Allocation	4.51	0.90
Delivery Method	4.11	0.54

From the findings in Table 4.10, majority of the respondents indicated that stakeholder Involvement in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent as indicated by a mean of 4.71, 4.69, 4.66, and 4.50 respectively. The respondents indicated that stakeholder's Involvement in automobile emission control project planning in delivery method, identification of automobile control project, instituting work plans influence project performance to a great extent as indicated by a mean of 4.11, 4.09, 4.01 with a standard deviation of 0.54, 0.60 and 0.65 respectively. The findings also indicated that stakeholder's Involvement in of automobile emission control project planning through resource specification influence project performance to a great extent as indicated by a mean of 3.67 with a standard deviation of 0.74 resource specifications. This implied that stakeholder's Involvement in

project planning influence performance of automobile Emission Control Project to a great extent.

4.5 Stakeholder Involvement in Project Implementation Performance Automobile Emission Control project by NEMA

The study also sought to achieve the third specific objective which was to examine the influence of sstakeholder iinvolvement in Project iimplementation on performance Automobile Emission Control project by NEMA

4.5.1 Stakeholders Involvement in Project Risk Reporting

The study sought the extent to which risk reporting in undertaken through involving stakeholders in Automobile Emission Control project by NEMA.

Table 4. 10: Extent Stakeholders Involvement in Risk Reporting in Automobile Emission Control project

	Frequency	**Percentages**
Very great extent	81	81
Great extent	12	12
Moderately Extent	8	7
Total	101	100

From the finding as indicated in Table 4.11, 81% of the respondents indicated that risk reporting was undertaken through involving stakeholders in Automobile Emission Control project by NEMA to a very great extent while 12% indicated to a great extent while 7% indicated to a moderate extent. This implied that risk reporting was carried out through involvement of stakeholders in Automobile Emission Control project by NEMA to a very great extent.

4.5.3 Stakeholder participate in risk control operations in Automobile Emission Control project by NEMA

The study sought the extent to which stakeholder participated in risk control operations in Automobile Emission Control project by NEMA.

Table 4. 11: Extent Stakeholder Participate in Risk Control in Automobile Emission Control Project

	Frequency	Percentages
Very great extent	69	68
Great extent	32	32
Total	101	100

From the findings in Table 4.12, 68% of the respondents indicated that stakeholder participated in risk control operations in Automobile Emission Control project by NEMA to a very great extent while 32% of the respondents indicated that stakeholder participated in risk control operations in Automobile Emission Control project by NEMA to a great extent. This implied that stakeholder participated in risk control in operations of Automobile Emission Control project by NEMA to a very great extent.

4.5.4 Stakeholder Involvement in Automobile Emission Control project implementation influence project performance

The study sought the extent to which stakeholder Involvement in Automobile emission control project implementation influence project performance.

Table 4. 12: Stakeholder Involvement in Automobile Emission Control project Implementation Influence Project Performance

Statement	Mean	Standard Dev
Identifying roles and responsibilities	4.54	0.75
Project officials prepare the project budget	4.36	0.35
Determining what to purchase for the project and holding a kick-off meeting are also generally advisable	4.35	0.83
Holding culture events	4.21	0.30
Intervene in securing donor funding	4.52	0.85
Contribution of raw materials such Iron sheets	4.68	0.88
Engage in offering grants	4.46	0.43
Auditing e projects	4.55	0.70
Responsibility sharing	4.50	0.63

From the findings presented in Table 4.13, majority of the respondents indicated that stakeholder Involvement in Automobile emission control project implementation through contribution of raw materials such iron sheets, auditing of the project, identifying roles and responsibilities, intervene in securing donor funding and responsibility sharing influence project performance to a very great extent as indicated by a mean of 4.68, 4.55, 4.54, 4.52 and 4.50 with a standard deviation of 0.88, 0.70, 0.75, 0.85 and 0.63 respectively.

The respondents indicated that stakeholder engagement in offering grants, project officials preparing the project budget and determining what to purchase for the project and holding a kick-off meeting are also generally advisable and holding culture events in support of the project in Automobile emission control project implementation influence project performance to a great extent as indicated by a mean of 4.46, 4.36, 4.35 and 4.21 wit h a standard deviation of 0.43, 0.35, 0.83 and 0.30 respectively. This implied that stakeholder Involvement in Automobile emission control project implementation influence project performance to a great extent.

4.6 Stakeholder Involvement in Monitoring of Automobile Emission Control

The study sought the extent to which stakeholder involvement in project monitoring influence performance of Automobile emission control project.

4.6.1 stakeholders Involved in Providing Project Progress Feedback

The study sought the extent to which stakeholder were involved in providing Automobile emission control project progress feedback and findings presented in Table 4.14.

Table 4. 13: Extent stakeholders Participated providing project progress feedback

	Frequency	Percentages
Very great extent	72	72
Great extent	20	20
Moderately Extent	19	19
Total	101	100

The study shows that respondents were participating in providing Automobile emission control project progress feedback to a very great extent as indicated by 72% of the

respondents. The results also indicated that stakeholders were participating in Automobile emission control project progress feedback to a great extent as indicated by 20% of the respondents while 8% of the respondents indicated that stakeholders were participating in project progress feedbacks to a moderate extent. This clearly demonstrated that stakeholders were participating in Automobile emission control project monitoring through providing progress feedback to a very great extent.

4.6.2 Extent to stakeholder Involvement led to provision of sufficient human resources

The study sought the extent to which stakeholder Involvement has led to provision of sufficient human resources in Automobile emission control project.

Table 4. 14: Extent to which stakeholder Involvement led to provision of sufficient human resources

	Frequency	Percentages
Very great extent	95	95
Great extent	6	5
Total	101	100

From the findings in Table 4.15, 95% of the respondents indicated that stakeholder Involvement led to provision of sufficient human resources in Automobile emission control project to a very great extent while 5% indicated to a great extent. This implied that stakeholder Involvement resulted in provision of sufficient human resources in Automobile emission control project to a great extent.

4.6.3 Stakeholder Involvement in project monitoring influence performance of Automobile emission control project

The study sought the extent to which stakeholder Involvement in project monitoring influence performance of Automobile emission control project.

Table 4. 15: Stakeholder Involvement in project monitoring and Performance of Automobile Emission Control Project

Statement	Mean	Standard deviation
Providing project progress feedback	4.65	0.48
Inquiring of resource that project require	4.30	0.32
Influence effective reporting	4.64	0.66
Identification of deviation in the project	4.13	0.70
Taking action to collect errors	4.21	0.69
Checking on project costs deviation	3.90	0.95
Reporting on risks and taking action to enhance improvement of the project	4.52	0.51

From the findings in Table 4.16, majority of the respondents indicated that providing project progress feedback, effective reporting of project progress and reporting on risks and taking action to enhance improvement of the project influence project performance to a very great extent as indicated by a mean of 4.65, 4.64 and 4.52 with a standard deviation of 0.48, 0.66 and 0.51 respectively.

The respondents indicated that stakeholder Involvement inquiring in project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent as indicated by a mean of 4.30, 4.21, 4.13 and 3.90 with standard deviation of 0.32, 0.69, 0.70 and 0.95 respectively. This implied that stakeholder Involvement in project monitoring influence performance of Automobile emission control project to a great extent.

4.6.4 Stakeholder Involvement Influence Performance of Automobile Emission Control Project

The study sought the extent stakeholder Involvement influence performance of automobile emission control and the findings presented in Table 4.17,

Table 4. 16: Stakeholder Involvement Influence Performance of Project

Statement	Mean	Standard deviation
Customer satisfaction	4.63	0.58
Reduction on carbon emission	4.77	0.69
Reduction in emission rate	4.53	0.55
Reduction in project costs deviation	4.19	0.49
Reduction in operation costs	4.05	0.71
Cost efficiency	4.88	0.83
Timeliness Carbon Control	4.40	0.56

The study revealed that stakeholder Involvement in automobile emission control led to cost efficiency, reduction on carbon emission, customer satisfaction and reduction in emission rate to a very great extent as indicated by a mean of 4.88, 4.77, 4.63 and 4.53 with standard deviation of 0.83, 0.69, and 0.55 respectively. The respondents indicated that stakeholder Involvement in project led to timeliness carbon control, reduction in project costs deviation and reduction in operation costs to a great extent as indicated by a mean of 4.40, 4.19 and 4.05 and standard deviation of 0.56, 0.49 and 0.49. On the opinion, performance of automobile emission control has been achieved due to stakeholder Involvement as it led to decrease in carbon emission in the environment.

4.7 Regression Analysis

The study sought to determine whether there existed a significant variation between the performance of auto mobile emission control and stakeholder Involvement in project identification, stakeholder Involvement in project planning, stakeholder Involvement in project implementation and stakeholder Involvement in project monitoring.

Table 4. 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.854[a]	.729	.715	. 564	.001

a. Predictors: (Constant), stakeholder Involvement in project identification, stakeholder Involvement in project planning, stakeholder Involvement in project implementation and stakeholder Involvement in project monitoring.
b. Performance of auto mobile Emission control

Result in Table 4.18 indicated that a variation of R^2 =0.729 in dependent variable can be attributed to changes in independent variable as a 72.9% change in the performance of auto mobile emission control attributed to changes in the stakeholder Involvement in project identification, stakeholder Involvement in project planning, stakeholder Involvement in project implementation and stakeholder Involvement in project monitoring.

4.7.2 ANOVA

Result in Table 4.19 indicated that the Total variance (80.224) 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).

Table 4. 18: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.826	4	4.707	12.675	.000[a]
	Residual	62.112	96	.647		
	Total	80.224	100			

a. Predictors: (Constant), stakeholder Involvement in project identification, stakeholder Involvement in project planning, stakeholder Involvement in project implementation and stakeholder Involvement in project monitoring.
b. Performance of auto mobile Emission control

The study established that there existed a significant goodness of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$. Based on the findings, in Table 4.21 the results indicate the $F_{Cal} = 12.675 > F_{Cri} = 3.444$ at confidence level 95 % and sig is $0.000 < 0.05$. This implies that there was a goodness of fit of the model fitted for this study.

4.7.3 Coefficient Analysis

From regression results in Table 4.20, the 3.002 represented the constant which predicted value of Performance of auto mobile emission control when all stakeholder Involvement in the project variables was constant at zero (0). This implied that auto mobile Emission control would be at 3.002 holding stakeholder Involvement variables at zero (0).

Table 4. 19: Coefficient Analysis

Coefficients[a] Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.002	.972		8.509	.001
	Stakeholder Involvement in project identification	.279	.205	.112	3.304	.000
	Stakeholder Involvement in project planning	.393	.111	.264	7.882	.002
	Stakeholder Involvement in project implementation	.465	.136	.365	5.117	.001
	Stakeholder Involvement in project monitoring	.509	.124	.461	6.104	.000

a. Predictors: (Constant), stakeholder Involvement in project identification, stakeholder Involvement in project planning, stakeholder Involvement in project implementation and stakeholder Involvement in project monitoring.
b. Performance of auto mobile Emission control

$Y = 3.002+279X_1+0.393X_2 +0.465X_3 +0.\ 409X_4+e$

Regression results revealed that stakeholder Involvement in project identification has significance influence in Automobile Emission control project Performance as indicated by $\beta_1= 0.279$, $p=0.002<0.05$, $t= 3.304$.The implication is that an increase in stakeholder Involvement in project identification would lead to an increase in Automobile Emission control project Performance by $\beta_{1=} 0.279$.

Regression results revealed that stakeholder Involvement in project planning has a positive and significance influence in Automobile Emission control project Performance as indicated by $\beta_2= 0.393$, $p=0.002<0.05$, $t= 7.882$. The implication is that an increase in

stakeholder involvement in project planning would lead to an increase in Automobile Emission control project Performance by $\beta 1 = 0.279$.

Regression results revealed that stakeholder Involvement in project implementation has a positive and significance influence in Automobile Emission control project Performance as indicated by $\beta_3 = 0.465$, $p=0.001<0.05$, $t= 5.117$. The implication is that an increase in stakeholder Involvement in project implementation would lead to an increase in Automobile Emission control project Performance by $\beta 3 = 0.465$.

The results further revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance as indicated by $\beta_3 = 0.509$, $p=0.001<0.05$, $t= 6.104$. The implication is that an increase in stakeholder involvement in project monitoring would lead to an increase in Automobile Emission control project Performance by $\beta 3 = 0.509$.

CHAPTER FIVE

SUMMURYOF FINDINGS,DISCUSSION, CONCLUSION AND RECOMENDATION

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study which was to influence of stakeholder Involvement on performance of Automobile emission control project in Nairobi County, Kenya.

5.2 Summary of Findings

The study investigated the influence of stakeholder involvement in project performance. The study focused on Automobile Emission Control project in Nairobi County. .The findings are summarized in the subsequent section.

5.2.1 Stakeholder Involvement in Project Identification Influence Performance of Automobile Emission Control Project

The study revealed that stakeholder Involvement in identification of Automobile emission control project enhance support of the project, use of Automobile emission control acts and stakeholder analysis in indentify extent of decision making influence project performance to a very great extent (M= 4.57, 4.53 and 4.5) respectively. The study revealed that that stakeholder Involvement in Automobile emission control project enhances assessment of stakeholder resources, enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care off influencing Automobile

emission control project performance to a great extent (4.39, 4.35, 4.16 and 3.85) respectively.

This study found that an increase in stakeholder Involvement in project identification would lead to an increase in Automobile Emission control project Performance. The regression results established that stakeholder Involvement in project identification had a positive and significance influence on Automobile Emission control project Performance (β_1= 0.279, p=0.002<0.05, t= 3.304).

5.2.2 Stakeholders Involvement in project planning influence performance of automobile

This study established that stakeholder's Involvement in project planning significantly led to positive performance of automobile Emission Control Project as increase in stakeholder Involvement in project planning would lead to an increase in Automobile Emission control project Performance. The results shows that stakeholder Involvement in project planning through budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding contributed to significant project performance to a very great extent (M=4.71, 4.69, 4.66, and 4.50) respectively. The results shows that stakeholder's Involvement in of automobile emission control project planning through indentifying delivery method, identification of automobile control project, instituting work plans contributed to Automobile emission control project performance to a great extent (M= 4.11, 4.09, 4.01) respectively. Stakeholder's Involvement in automobile emission control project planning through resource specification influence project performance to a great extent. The results

were further supported by regression results that revealed that stakeholder Involvement in project planning has a positive and significance influence in Automobile Emission control project Performance (β_2= 0.393, p=0.002<0.05, t= 7.882).

5.2.3 Stakeholder Involvement in Automobile Emission Control project implementation influence project performance

This study demonstrated clearly that stakeholder Involvement in Automobile emission control project implementation contributes significantly to project performance. The results shows that stakeholder Involvement in Automobile emission control project implementation through contribution of raw materials such iron sheets, auditing of the project, identifying roles and responsibilities, intervene in securing donor funding and responsibility sharing influence project performance to a very great extent (M= 4.68, 4.55, 4.54, 4.52 and 4.50) respectively. Through stakeholder Involvement in Automobile emission control project implementation by offering grants, preparation of project officials, preparing project budget and determining project materials, holding of stakeholder meeting and holding culture events in support of the project in Automobile emission control project implementation influence project performance to a great extent. The regression results demonstrated that stakeholder Involvement in project implementation had a positive and significance influence in Automobile Emission control project Performance. The implication is that increase in stakeholder Involvement in project implementation would lead to an increase in Automobile Emission control project Performance.

5.2.4 Stakeholder Involvement in project monitoring influence performance of Automobile emission control project

The results show that stakeholder Involvement in project monitoring influence performance of Automobile emission control project. An increase in stakeholder Involvement in project monitoring would lead to an increase in Automobile Emission control project Performance. Stakeholder Involvement in monitoring Automobile emission control project through providing project progress feedback, effective reporting of project progress and reporting on risks and taking action to enhance improvement of the project influence project performance to a very great extent (M= 4.65, 4.64 and 4.52) respectively. The results on stakeholder Involvement in monitoring of Automobile emission control project through inquiring in project monitoring of resource, taking action to collect errors that project required, identification of deviation in the project influencing project performance to a very great extent (M=4.30, 4.21, 4.13 and 3.90 . Regressing results confirmed that stakeholder Involvement in project monitoring would contribute significantly to Automobile Emission control project Performance (β_3= 0. 509, p=0.001<0.05, t= 6.104) .

The findings also revealed that stakeholder Involvement in automobile emission control project led to cost efficiency, reduction on carbon emission, customer satisfaction and reduction in emission rate to a very great extent. The results further shows that stakeholder Involvement in Automobile emission control project led to timeliness carbon control, reduction in project costs deviation and reduction in operation costs to a great extent.

5.3 Discussion

This section presented the discussion of the results based on the research project objectives.

5.2.1 Stakeholder Involvement in Project Identification Influence Performance of Automobile Emission Control

The study found that there increase in stakeholder Involvement in project identification would significantly lead to an increase in Automobile Emission control project Performance ($\beta 1 = 0.279$, $p=0.002<0.05$, $t= 3.304$). The findings concurred with Carol, Cohen, & Palmer, (2004) who observed that stakeholders involvement in project identification promote stakeholders interest, rights, ownership significantly influencing on project outcome.

The study depicted that stakeholder Involvement in identification of Automobile emission control project contributed to better outcomes of the project. The results indicated that the stakeholders involvement identification of the Automobile emission control project enhance support of the project, adhering to Automobile emission acts influencing achievement of project performance (M= 4.57, 4.53 and 4.5) respectively. Stakeholder Involvement in Automobile emission control projects enhances assessment and provision of stakeholder resources, promote problem analysis in an effort to promote understanding and reduction in conflicts, improving decision making process and addressing the concerns of stakeholders were taken care of influencing Automobile emission control project performance to a great extent (4.39, 4.35, 4.16 and 3.85) respectively. The finding agreed with Fudge, & Wolfe, (2008) who found that stakeholder involvement in project identification enhance clearly definition of project

goals, clarification of stakeholder responsibility clarity, teamwork values, flexibility in response to need and a team commitment, as critical success factors that influence project performance.

5.2.2 Stakeholders Involvement in project planning influence performance of automobile Emission Control.

The results of this study denoted that stakeholder's Involvement in project planning significantly and positively contributed to performance of automobile Emission Control Project. The contribution of stakeholder Involvement in project planning lead to an increase in Automobile Emission control project Performance. This ensure efficiency in budgeting for the project, identifying responsibilities of personnel's, availing of resources, and intervening in securing donor funding contributing to significant project performance (M=4.71, 4.69, 4.66, and 4.50) respectively. The finding also indicated that stakeholder's Involvement in of automobile emission control project planning enhance identification of project delivery approach, identification of automobile control methods, development of work plans improving project performance to a great extent (M= 4.11, 4.09, 4.01) respectively.

Stakeholder's Involvement in automobile emission control project planning through resource specification influence project performance to a great extent. The findings were supported by Nobeoka and Cusumano (1995) who established that relationship between stakeholder Involvement in project planning and their effect on project performance was studied by in Japan influence achievement of project goals on software project planning and resource allocation decision and, in turn, on project performance. The results were

further supported by regression results that revealed that stakeholder Involvement in project planning has a positive and significance influence in Automobile Emission control project Performance (β_2= 0.393, p=0.002<0.05, t= 7.882). The finding agreed with Takim, (2009) who depicted stakeholder involvement in the Program for Automobile Vehicle Air Pollution Control identification and planning enabled improvement in reducing the carbon emission of Automobile vehicles to a great extent.

5.2.3 Stakeholder Involvement in Automobile Emission Control project implementation influence project performance.

This study established that stakeholder Involvement in Automobile emission control project implementation contributes significantly to project performance as the project experience contribution of raw materials such iron sheets, auditing of the project, identifying roles and responsibilities, intervene in securing donor funding and responsibility sharing influence project performance, lead to timeliness carbon control, reduction in project costs deviation and reduction in operation costs to a great extent.

(M= 4.68, 4.55, 4.54, 4.52 and 4.50) respectively. Stakeholder Involvement in Automobile emission control project implementation may also results into critical success factor t=such as offering grants, preparation of project officials, preparing project budget and determining project materials , holding of stakeholder meeting and holding culture events in support of the project in Automobile emission control project implementation influence project performance to a great extent The finding agreed with Zhai, Xin, & Cheng (2009) who indicated that stakeholder involvement in project implementation promote risk management and achieving of project desires outcomes.

The regression results demonstrated that stakeholder Involvement in project implementation had a positive and significance influence in Automobile Emission control project Performance. The finding concurred with Duncan (1996) who found that stakeholder involvement in project implementation promote well-organization of project activities, allocation of resources, efficient utilization of these resources, and the efficient and effective conduct of specific tasks through a well-coordinated people and the resources to achieve the project goals.

5.2.4 Stakeholder Involvement in project monitoring influence performance of Automobile emission control project

The findings of this study found that stakeholder Involvement in project monitoring influence performance of Automobile emission control project. An increase in stakeholder Involvement in project monitoring would lead to an increase in Automobile Emission control project Performance. The findings further revealed that stakeholder Involvement in monitoring Automobile emission control project through providing project progress feedback, effective reporting of project progress and reporting on risks and taking action to enhance improvement of the project influence project performance to a very great extent (M= 4.65, 4.64 and 4.52) respectively. The finding agreed with Flanagan& Norman (2003) who indicated that stakeholder involvement monitoring influence success in environmental control project. The results on stakeholder Involvement in monitoring of Automobile emission control project through inquiring in project monitoring of resource, taking action to collect errors that project required, identification of deviation in the project influencing project performance to a very great

extent (M=4.30, 4.21, 4.13 and 3.90) . The relationship between stakeholder Involvement in project monitoring and Automobile Emission control project Performance is positive and significant (β_3= 0. 509, p=0.001<0.05, t= 6.104) . The results were similar to that of Glass (2010) who noted stakeholder involvement in project reporting to make auto mobile emission control strategies, actions and achievements more transparent, to increase communication performance, develop a reputation for responsible behavior and achieve set objectives. The findings also revealed that stakeholder involvement in automobile emission control project led to cost efficiency, reduction on carbon emission, customer satisfaction and reduction in emission rate to a very great extent.

5.4 Conclusion

The study concluded that stakeholder Involvement in project identification influence performance of Automobile emission control project. Stakeholder Involvement in Automobile emission control project enhances assessment of stakeholder resources; enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care of influencing Automobile emission control project performance to a great extent.

The study concluded that stakeholder's Involvement in project planning influence stakeholder involvement in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent. The study concluded that stakeholder Involvement in Automobile emission control project implementation

influence project performance. From the findings, majority of the respondents indicated that stakeholder Involvement in Automobile emission control project implementation through contribution of raw materials such iron sheets, auditing of the project, identifying roles and responsibilities, intervene in securing donor funding and responsibility sharing influence project performance to a very great extent . Stakeholder Involvement in offering grants, project officials preparing the project budget and determining what to purchase for the project and holding a kick-off meeting are also generally advisable and holding culture events in support of the project in Automobile emission control project implementation influence project performance to a great extent.

The study concluded that stakeholder Involvement inquiring in project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent. The study concluded that stakeholder Involvement in automobile emission control led to cost efficiency, reduction on carbon emission, customer satisfaction, and reduction in emission, timeliness carbon control, reduction in project costs deviation and reduction in operation costs to a great extent

5.4 Recommendation

Based on the findings, the following recommendation was made.

i. The study recommend that stakeholder Involvement in project identification should be enhanced as this would contribute significantly to Automobile emission control project performance through enhancing support of the project, use of Automobile emission control acts and stakeholder analysis in indentify

extent of decision making .The respondents indicated that stakeholder Involvement in Automobile emission control project enhances assessment of stakeholder resources, enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care influencing Automobile emission control project performance .

ii. The study recommends that stakeholder's Involvement in project planning influence performance of automobile Emission Control Project. From the findings, majority of the respondents indicated that stakeholder Involvement in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent. The respondents indicated that stakeholder's Involvement in of automobile emission control project planning in delivery method, identification of automobile control project, instituting work plans influence project performance to a great extent. The findings also indicated that stakeholder's Involvement in of automobile emission control project planning through resource specification influence project performance to a great extent as

iii. The study recommend that stakeholder Involvement in Automobile emission control project implementation influence project performance as stakeholder Involvement in Automobile emission control project implementation through contribution of raw materials such iron sheets, auditing of the project, identifying roles and responsibilities, intervene in securing donor funding and responsibility sharing influence project performance to a very great . Stakeholder engagement

in offering grants, project officials preparing the project budget and determining what to purchase for the project and holding a kick-off meeting are also generally advisable and holding culture events in support of the project in Automobile emission control project implementation influence project performance to a great extent. This implied that stakeholder Involvement in Automobile emission control project implementation influence project performance to a great extent.

iv. The study recommend that stakeholder Involvement in project monitoring influence performance of Automobile emission control project as providing project progress feedback, effective reporting of project progress and reporting on risks and taking action to enhance improvement of the project influence project performance to a very great extent . The respondents indicated that stakeholder Involvement inquiring in project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent.

v. The study recommends that management should ensure stakeholder Involvement in monitoring of performance of automobile emission control. Stakeholder Involvement in monitoring automobile emission control project led to cost efficiency, reduction on carbon emission, customer satisfaction and reduction in emission rate, timeliness carbon control, reduction in project costs deviation and reduction in operation costs to a great extent

5.5 Suggestion for further studies

The study determined the influence of stakeholders' engagement on performance of Automobile emission control programs in Nairobi County, Kenya. Further studies should be carried out in different countries in Kenya for comparison. Studies could also be directed to establish challenges facing stakeholders' Involvement in implementation of Automobile emission control project in Kenya.

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APPENDICES

Appendix I: Introductory Letter

Eric Njogu,

P.O .Box 23207-00100,

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 STAKEHOLDERS' INVOLVEMENT ON PROJECT PERFORMANCE OF OUTMOBILE EMMISSION CONTROL PROJECT IN NAIROBI COUNTY, KENYA. A CASE OF NEMA PROJECT**. I'm therefore seeking your assistance to fill the questionnaires attached. The response you will provide will be used for research purpose only and your identity will remain confidential.

Your co-operation will be appreciated.

Yours faithfully,

Eric Njogu

Appendix II: Questionnaires

I would appreciate your help by answering the following questions using the scales indicated. Please tick (χ) for your answer or write in the provided spaces.

Section A: General Information

1. Please indicate your gender

   Female [ ]

   Male [ ]

2. Kindly Indicate your age bracket

   20-30 yrs [ ]

   31-40 yrs [ ]

   41-50 yrs [ ]

   51 and above [ ]

3. Kindly indicate the highest level of education attained

   Primary level [ ]

   Secondary level [ ]

   College [ ]

   University [ ]

   Postgraduate [ ]

4. For how long have you been involved in Automobile emission control projects?

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

Section B. Performance of Automobile Emission Control Projects.

Stakeholder Involvement in project identification

5. To what extent are stakeholders capabilities evaluated during emission control projects in NEMA?

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

Give reasons for your answer……..

6. Indicate the extent to which organizations reports are used in identification of Automobile emission control project?

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

7. To what extent does stakeholder Involvement in project identification influence performance of Automobile emission control project? (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 concerns of stakeholders are taken care off					
Stakeholder analysis to indentify extent of decision making					
Undertaking problem analysis to understand extent of stakeholder contribution					
Use of Automobile emission control acts					
Assessment of stakeholder resources					
Enhance support of the project					
Improving decision making process					

Stakeholder Involvement in Project Planning

11. Indicate the extent to which stakeholders participate in planning of automobile Control Project by NEMA?

i. Very great extent [ ]

ii. Great Extent [ ]

iii. Moderately Extent [ ]

iv. Less Extent [ ]

v. No Extent [ ]

12. To what extent has stakeholder Involvement in identification of the automobile Emission Control Project?

vi. Very great extent [ ]

vii. Great Extent [ ]

viii. Moderately Extent [ ]

ix. Less Extent [ ]

x. No Extent [ ]

13. To what extent does stakeholders Involvement in project planning influence performance of automobile Emission Control Project? (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
Identification of automobile Control Project					
Identifying roles and responsibilities of personnel's					
Budgeting for the project					
Holding culture events					
Intervene in securing donor funding					
Availability of resources					
work plan and open					
Resource Specification					
Resource Allocation					
Delivery Method					

Stakeholder Involvement in Project Implementation

14. Indicate the extent to which risk reporting in undertaken through involving stakeholders in Automobile Emission Control project by NEMA?

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

15. To what extent does stakeholder participate in risk control operations in Automobile Emission Control project by NEMA?

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

16. Indicate the extent to which stakeholder Involvement in Automobile Emission Control project implementation influence project performance? (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					

Involvement in Monitoring

8. Indicate the extent to which you were participating in providing project progress feedback?

xi. Very great extent [ ]

xii. Great Extent [ ]

xiii. Moderately Extent [ ]

xiv. Less Extent [ ]

xv. No Extent [ ]

9. Indicate the extent to which stakeholder Involvement hassled to provision of sufficient human resources?

i. Very great extent [ ]

ii. Great Extent [ ]

iii. Moderately Extent [ ]

iv. Less Extent [ ]

v. No Extent [ ]

10. To what extent does stakeholder Involvement in project monitoring influence performance of Automobile emission control project? (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
Providing project progress feedback					
Inquiring of resource that project require					

Influence effective reporting					
Identification of deviation in the project					
Taking action to collect errors					
Checking on project costs deviation					
Reporting on risks and taking action to enhance improvement of the project					

Project Performance

17. To what extent does stakeholder Involvement influence performance of project? (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
Customer satisfaction					
Reduction on carbon emission					
Reduction in emission rate					
Checking on project costs deviation					
Reduction in operation costs					
Cost efficiency					
Timeliness Carbon Control					

18. Indicate other ways in which performance of automobile emission control has been Achieved due to stakeholder Involvement.

……..……..