

**STAKEHOLDER MANAGEMENT PROCESS AND IMPLEMENTATION OF
CENTRAL BUSINESS DISTRICT DECONGESTION PROJECTS: A CASE OF
NAIROBI CITY, KENYA.**

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**A Research Project Report submitted in partial fulfilment of the Requirements for the
Award of a degree of Master of Arts in Project Planning and Management from the
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DECLARATION

The Research Project Report is my original work and has not been presented for any award at any University.

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DEDICATION

I dedicate this research project to my wife Violet Apiyo for her continued support and encouragement throughout my study.

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ACRONYMS AND ABBREVIATIONS

OECD	Organization for Economic Co-operation and Development
IGRTC	Inter-Governmental Relations Technical Committee
CBD	Central Business District
NGO	Non-Governmental Organization
PSVs	Public Service Vehicles
ICAT	Initiative for Climate Action Transparency
NMS	Nairobi Metropolitan Services
SPSS	Statistical Package for Social Sciences

ABSTRACT

Effective and efficient stakeholder participation during project implementation by the project managers is not an if but a must for project success. Through various literature and different authors, it has been noted that stakeholders contribute substantially in a project. The inputs and involvement of stakeholders have been linked to increased project ownership. This study is aimed to determine how stakeholder management process and implementation of central business district decongestion projects: a case of Nairobi city. The study objectives of were to explain the extent stakeholder mapping process influences implementation of central business district decongestion projects, Nairobi city, to assess the extent to which civic education process influences implementation of central business district decongestion projects, Nairobi city, to examine how the stakeholder communication process on project information influences implementation of central business district decongestion projects, Nairobi city, and to establish how stakeholder planning process influences implementation of central business district decongestion projects, Nairobi city. The research study involved a descriptive research design. Using a questionnaire as a research instrument data was collected from 392 respondents and later coded before descriptive and inferential statistics was done. The research study was able to establish stakeholder management process in stakeholder mapping process, stakeholder civic education process, stakeholder communication process of project information, and stakeholder planning played a critical role in implementation of central business district decongestion projects in Nairobi city.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Implementation of projects by governments has been hindered due to inadequate stakeholder engagement and because the projects are being done to gain political milestones. Some wonderful projects such as the Central business district decongestion of public service vehicles are yet to be implemented since they blamed the county government of Nairobi for not adequately engaging them in the project.

Project Management Institute (2013) describes a stakeholder as an individual, organization, or group that may be affected by, or believe itself to be impacted by a project's activity, decision, or result. Participation refers to any formal or informal interaction between citizens, the government, and other actors like organizations, civil society, academia, and the private sector that is used to inform a specific policy outcome in a way that ensures well-informed decision-making and stops policy capture (OECD, 2016a). Moreover, the 2012 sessional document on devolved governance under the Kenyan Constitution defines public involvement as an open, accountable process through which individuals and groups within areas may share opinions and influence decision-making. According to the World Bank (2017), stakeholder engagement is a comprehensive process that occurs throughout the life cycle of a project. Participation of stakeholders encourages the formation of strong, productive, and responsive relationships, which are vital to the success of project management when correctly structured and managed.

According to the National Oceanic and Atmospheric Administration (2015), conventional agency-driven top-down decision-making has shifted towards approaches that incorporate stakeholders and acknowledges the importance of public attitudes, knowledge, beliefs, and perceptions. As per the Coastal Zone Management Act, the Magnuson-Stevens Act, National Environmental Policy Act, and the National Marine Sanctuaries Act all mandate some sort of public engagement. Stakeholder participation has become an integral aspect of the functioning of several state and local agencies. In addition, the Initiative for Climate Action Transparency (2020) believes that integrating stakeholder perceptions and knowledge helps build support for policies by enhancing the accountability, transparency, and legitimacy of decision-making, thereby enhancing the effectiveness of policy implementation.

In its study on Municipal Development in Mozambique (2009), the World Bank reports that enhanced citizen engagement in governance and planning processes is a crucial element of effective governance. In addition, it enables residents to influence development processes, increases the responsiveness of municipal decision-making, and deepens the bond between municipal authorities and citizens. According to Boon et al (2012), a lack of stakeholder engagement caused the failure of several Ghanaian community-based projects, including market structures, boreholes, and toilet facilities. Inadequate project ownership on the part of the beneficiaries inevitably results in project failure. It is essential to include the project's beneficiaries in its execution.

The Kenyan Constitution of 2010 lays a heavy focus on public engagement in the national development process to ensure relevance in national development. The significance of public engagement can be found within the Constitution's Articles 69 (1) (d), 118, 174, 184, 196, 201 (a), 221 (5), and 232 (1) (d). Moreover, the Nairobi City County Engagement Act of 2016 sets a framework for public participation in the delivery of county government services. The entire population must be taught the significance of utilizing their constitutionally protected civic rights. This assures that undertaken projects address fundamental problems and do not squander public funding.

A report by Inter-Governmental Relations Technical Committees of the year 2017 reveals that the status of public involvement in county and national government indicates that public participation, as envisioned in Kenya's 2010 Constitution and legislation, has not been implemented at the national or county levels. Despite considerable public engagement at both levels of government, the research states that there is a lack of clarity around what entails adequate participation that passes the constitutional requirement, and that uses effective public participation tools. While most counties have enacted legislation on public participation, the report reveals that little has been done to operationalize the legislation through the creation of regulations, the creation of relevant institutions, guidelines, systems, and procedures, or the provision of adequate public participation budgets. Consequently, public engagement has remained accidental and marginal.

Successful project implementation requires the proof of identity and cataloguing of stakeholders to identify and define the levels and intensity of involvement with project stakeholders. According to several research evaluations, proper stakeholder engagement results in improved project ownership by the targeted community, hence lowering conflict and project

failure. By analysing the Central Business District Decongestion Project, this study examined the impact of stakeholder involvement on project implementation.

1.2 Problem Statement

Before and throughout the implementation of a project, stakeholders must constantly be included effectively. This will not only boost project ownership but also go a long way toward assuring the project's success. Managers of projects are aware that stakeholder engagement is essential for the effective implementation of projects.

However, stakeholder engagement in project execution is being neglected and to some extent undermined. Even though sufficient literature review studies have been completed on how to promote stakeholder engagement in project execution, Kenya is still in the early phases of devolved governments and decentralization of responsibilities to bring development closer to the people. County governments continue to recognize the significance of research on stakeholder engagement in project execution.

Consequently, this study assessed how stakeholder engagement influence project implementation in the major projects done by county governments. The results anticipate to significant inspiration on body of knowledge and encourage the espousal of stakeholder participation. Understanding the influence of stakeholder engagement on project execution might assist the Nairobi County administration take the required actions to improve and ensure stakeholder participation is afforded a high priority throughout project implementation.

According to the business daily Africa (2021) Nairobi is the second most congested city in Africa and the fourth in the world. The traffic congestion cost an estimated 100 billion Kenya shillings annually in lost productivity. Furthermore, the IBM research (2012) indicated that Kenya loses an estimated 50 billion Kenya shillings daily due to time wasted on the road which is an average of 57 minutes to travel in the city.

1.3 Purpose of the Study

The purpose of the study is to determine the influence of stakeholder management process in implementation of central business district decongestion projects: A case of Nairobi City, Kenya.

1.4 Objectives of the Study

The below objectives guided the study:

1. To establish the extent to which stakeholder mapping process influences implementation of central business district decongestion projects, Nairobi city.
2. To assess how the stakeholder civic education process influences implementation of central business district decongestion projects, Nairobi city.
3. To examine how stakeholder communication process influences implementation of central business district decongestion projects, Nairobi city.
4. To establish how the stakeholder planning process influences implementation of central business district decongestion projects, Nairobi city.

1.5 Research Questions

The study research questions are:

1. What extent does stakeholder mapping influence stakeholder participation in implementation of central business district decongestion projects in Nairobi city?
2. How does civic education influence stakeholder participation in implementation of central business district decongestion projects in Nairobi city?
3. How does the stakeholder communication process influence stakeholder participation in implementation of central business district decongestion projects in Nairobi city?
4. How does stakeholder planning process influence stakeholder participation in implementation of central business district decongestion projects in Nairobi city?

1.6 Significance of the Study

The research study outcomes were valuable to both national and Nairobi county government in the formulation of policies, laws, and procedures to guide on integration of effective stakeholder participation in development projects. The results from the enhanced public sensitization mechanisms to have citizens participate in their civic duty as laid out in the Kenyan constitution.

The study outcomes added to the pool of knowledge to project management to increase the integration of stakeholder participation in projects. The information from the study can be used by project implementers, the Business fraternity, NGOs, and researchers to formulate recommendations and champion better adoption of stakeholder involvement in the project implementation.

1.7 Delimitations of the Study

The study was limited to the Nairobi County Central Business District because of its strategic geographical location. It serves a vast number of stakeholders operating from neighbouring

counties of Kajiado, Kiambu, and Machakos daily and from the rest of the country on long-distance travel. The decongestion project is a complex one in terms of its implementation because it needs a wide and effective stakeholder participation plan. This is to ensure that the views of affected stakeholders have been well documented and actioned upon to reduce any risks of project boycott.

1.8 Limitation of the Study

The research was restricted by factors such as:

In the political climate the country was heading into the general election hence the collection of data from key stakeholders became a challenge since some officials were leaving their current posts to vie for political seats hence hindering the collection of input from some key officials.

Covid-19 Pandemic since we are currently on strict social distancing measures, I may use online surveys and questionnaires to collect data which might bring about sampling bias.

Time constraints since currently, I am engaged in full-time employment which requires traveling sometimes outside Kenya on short notice and at the same time, the study has a limited timeframe.

1.9 Assumptions of the Study

The assumption of the study was that low project ownership is primarily because of a lack of stakeholder participation. The study assumed that participants were readily available and willing to cooperate during the study by giving truthful responses. The study assumed that civic education is lacking and as a result impacts stakeholder participation in project implementation.

1.10 Definition of Significant Terms

The subsequent are the definition of terms as explained in the research

Stakeholder participation: The process of bringing together and engaging individuals who have an interest and are the targeted recipient of the project once complete.

Stakeholders: These are persons, groups, or institutions which stand to benefit or lose directly or indirectly from a certain development effort. The stakeholders for the central business district decongestion project are many but this study will focus on Nairobi County through Nairobi Metropolitan services, government through the Ministry of Transport, public service

vehicle commuters, Matatu Owners Association and Matatu Welfare Association of Kenya since they are the key stakeholders in the project.

Project implementation: entails utilization, mobilization, control of resources and project operation to ensure project success.

Stakeholder Civic education: is equipping citizens with knowledge on how they can participate since it's a right as stipulated in the constitution in ensuring that development projects are tailored towards their needs.

Stakeholder mapping: is the identification of stakeholders, categorization of stakeholders, and selection of the means of participation for different stakeholders.

Communication of Project Information: these are the documents and plans relating to the project.

Stakeholder planning: identifying methods, activities, roles, timing, resources, and responsibilities to meet the stakeholder participation objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

The study examined pragmatic and hypothetical reviews on stakeholder participation in project implementation. The review is carried out per the study themes. The chapter also includes a hypothetical foundation for the research, a study conceptual framework, and research summary.

2.2 Implementation of central business district decongestion projects in Nairobi city.

It is a highly complex process that involves multiple systems and variables. Implementation can be defined as the process of carrying out a predetermined set of activities in a planned manner to achieve predetermined goals. Without the active and widespread contribution of the relevant stakeholders, the implementation of projects becomes extremely difficult. Hence the need to find factors that will promote participation and subsequently design specific strategies to enlist stakeholder participation (Pandey, 2008).

Implementation includes the acquisition of resources, formation of the team, and distribution of duties, among other activities. In accordance with the project execution plan, funding is obtained, responsibilities are assigned, and a monitoring system is established to ensure that the project resources yield the intended results, ultimately achieving the project's goals (Mohammad, 2010).

The Central Business District (CBD) has been plagued by traffic congestion for a long time, and decongestion efforts have failed. According to the 2019 census, Nairobi's population exceeds four million. This constrains the few resources available, and the necessary measures to relieve congestion are failing due to ineffective stakeholder involvement. The Nairobi County administration eliminated traffic-causing roundabouts in 2015, and one-way streets are believed to have boosted traffic flow by 30 per cent. Currently, the Nairobi Metropolitan Services are implementing decongestion projects by relocating the drop-off and pick-up points for public service vehicles outside of the Central Business District and converting loading zones into pedestrian walkways, compelling private vehicle owners to seek alternative loading locations outside of the Central Business District. Matatu Owners Association and Matatu Welfare Association of Kenya have halted the proposed relocation, claiming a lack of sufficient stakeholder input throughout execution. Additionally, court injunctions have halted actions such as increasing parking rates without sufficient consultation with the impacted parties.

2.3 Stakeholder participation process in implementation of central business district decongestion projects Nairobi city.

Stakeholders play a perilous role in establishing whether the project succeeds or fails. Even if the project utilized little resources, was delivered on time, and accomplished the intended objectives, it would fail if the stakeholders were not sufficiently and effectively involved. As a result, meaningful stakeholder participation is required to consider the perspectives and needs of the various groups that was affected by the project once it is completed. This is done to promote project acceptance and ownership.

Stakeholder engagement refers to the process by which an organization engages relevant actors to agreed-upon deliverables. This is an essential accountability mechanism, according to AA100SES (2015) because an organization must encompass stakeholders in recognising, responding to and understanding sustainability concerns and issues as well as reporting, to stakeholders for action and decision-making. Furthermore, according to Jeffrey (2009), organizations no longer have the option of deciding whether to engage with stakeholders or not. The engagement process ensures that those who can influence or be pretentious by project outcome must have a say in the project decision-making. Consequently, if the appropriate stakeholders aren't actively involved in societal activities, they will demand it sooner or later.

Meaningful stakeholder engagement adds value to the organizational projects by reducing frictions and increasing license to operate. It also enables them to plan better for the future, improve opportunities and reduce risks by understanding the economic, political, technological, social, and environmental dynamics and helping them better understand critics and possibly convince and refute their misconceptions. It will also help organizations demonstrate to the relevant actors that they are on top of addressing their concerns (Jeffrey, 2009).

To manage the potential impact, it is important to know who the legitimate stakeholders are and how much power they have. Several strategies have been made for classifying and identifying stakeholders to figure out how important they are to project implementation. Also, these techniques, tools, and designs help figure out the positions of stakeholders and figure out how much influence stakeholders have on a project outcome.

2.3.1 Project Stakeholder mapping process in implementation of central business district decongestion projects Nairobi city.

Also referred to as project stakeholder analysis, it involves three aspects: stakeholder identification, Stakeholder assessment, and stakeholder prioritization. Involvement of the project owner or team members during stakeholder mapping to establish a common understanding of the project stakeholders (Eskerod et al, 2013). Furthermore, the results will help in planning well-thought activities in connection with each project stakeholder(s).

According to ICAT (2020), effective stakeholder engagement requires recognizing all sorts of stakeholders and their variety across various magnitudes, with a special focus on the disregarded population. Stakeholder mapping also supports project man appreciate the absolute influence, effect, or other features of distinct stakeholder groups, as well as prioritizing stakeholders in connection to stakeholder engagement objectives and tactics. A rainbow diagram is used to show how different stakeholder groups are affected by the project and how much power they have over it. Determine all individuals and groups who can or may be impacted by project deliverables. Both current and potential stakeholders was involved in the identification process. Furthermore, all individuals and representatives of entities who regard themselves as stakeholders in the project at hand are stakeholders. Stakeholder identification should be done by people who all agree on who is a stakeholder.

Bradley (2006), states that the final list of stakeholders should have six to 15 groups of stakeholders. Those who share the same characteristics can be grouped. But if a stakeholder holds a significant influence they should be treated at the individual level.

The stakeholder identification and prioritization are best explained by the outstanding model developed by Mitchell et al (1997). They identified three stakeholder attributes; the power which is the impact of an individual stakeholder or a group of stakeholders, legitimacy on the stakeholders' claim on the organization, and urgency in which the claim from stakeholders would need immediate action taken by the organization. A combination of the three attributes brings about seven types of stakeholders:

Bryson et al (2011), suggest that we use more elements to evaluate stakeholders in addition to the above-stated attributes. They state we use the interests, needs, concerns, power, priorities, and perspectives of stakeholders and analyse them using techniques such as; Force Field Analysis, Utilization-Focused Evaluation, and Dennis Triangle Steering Parameters to provide a credible stakeholder evaluation.

The Central Business District decongestion project stakeholders include Nairobi Metropolitan services which is the owner of the project, the National government through the Ministry of Transport, public service vehicle commuters, Matatu Owners Association (MOA), and Matatu Welfare Association (MWA) of Kenya.

One thing to note is that a lack of stakeholder contribution will lead to project failure. Hence the need to determine the minimum contributions required from each stakeholder to meet project deliverables. The Central Business District decongestion project will involve the removal of PSVs from within the city centre to ease the flow of traffic. Hence the MOA and MWA of Kenya need to be engaged in project implementation because the project directly affects them and their operations. Without their support and project ownership, it will never be successful, and they end up resorting to project sabotage through strikes and court injunctions. The commuter is affected because the distance and ease of accessing the new terminals from their place of duty are altered and they see it as not beneficial. PSV commuters can choose join the other stakeholders to create a hostile environment and affect the implementation of the project. They will need to be sensitized to the project and how it benefits them. Understanding the outcome and concerns of each stakeholder. By ideally making known the preferences and explicit contribution of stakeholders towards the project. Some stakeholders can contribute more to the project than others and come up with strategies for interacting with the various stakeholders. The impact both positive and negative of each stakeholder, and issues of concern and how they will be handled.

2.3.2 Stakeholder Civic Education process in implementation of central business district decongestion projects Nairobi city.

When the people are adequately educated, they are aware of the issues that affect their lives and know how to influence the decision-makers who affect them. Through civic education, members of the community are informed about government development plans and their involvement in ensuring the plan's success.

According to Uraia Trust (2012), civic education is a key instrument for enhancing public engagement. Furthermore, civic education enables citizens to make a greater contribution to their country's growth by teaching them how the government operates and how to support causes that are relevant to them. Civic education can take the form of attending a public forum designed to help residents learn how local officials make choices about topics that impact the community. Also, by taking part in a conversation about a government policy that affects the

community, and by educating the public about a proposed public development project and its implications.

According to Uraia Trust (2012), civic education informs citizens about major social, political, economic, and issues that impact them. Furthermore, it informs the citizens of their civic duties and responsibilities for active participation through building advocacy skills and increasing constitutional knowledge, enables citizens to regularly engage authorities, promotion of understanding by the public of what is required of them to maintain good governance, and lastly ensures citizens are informed of the various initiatives from the government and ensure that there is more participation.

2.3.3 Stakeholder Communication process in implementation of central business district decongestion projects Nairobi city.

Basically, information access is a fundamental right enshrined in Article 35 of Kenya's 2010 Constitution. It is important in enabling the citizens to make informed decisions, participate in the process of making decision, and upheld accountability. Permitting people to seek and receive project documents is a fundamental tool for allowing them to participate fully and efficiently. Having the insight into why a project is to be undertaken and how it will impact the relevant stakeholders is more reason to ensure that the information is readily available and easily accessible by all stakeholders. Failure to share information and a lack of stakeholders being informed will create an impasse during the implementation of a project. The Central Business District decongestion project implementers need to share fully the project information with the relevant stakeholders so that they can know in what way they are required to contribute to the project's accomplishment and increase the probability of project ownership. The information that needs to be shared and easily available to all stakeholders include the project scope and project plan. Also, the project feasibility study enables all stakeholders to understand the project's impact.

ICAT (2020), states that information disseminated to stakeholders should be done promptly, and the information is comprehensive and relevant. The information should also include actual and potential impact and opportunities to participate. Timely information helps stakeholders to effectively participate by preparing in advance before being involved in the participation exercise. Also, relevant information means that the information is objective and unbiased and provisions explanations for any uncertainties. Lastly, it is comprehensive in covering all relevant topics such as implementation plans.

2.3.4 Stakeholder planning process in implementation of central business district decongestion projects Nairobi city.

Stakeholder engagement planning and sharing, according to ICAT (2020), helps stakeholders understand the potential for participation and their roles. It also helps stakeholders decide how and when they want to engage, as well as prepare for it. Identifying activities, timing, techniques, responsibilities, roles, and resources to accomplish established stakeholder participation objectives in an efficient and effective approach throughout the implementation cycle is part of stakeholder participation planning. Furthermore, stakeholders should be included in reviewing the original stakeholder participation plan once they have been engaged to ensure that it serves its intended purpose and objectives. Stakeholder participation plans must also be published and communicated to all stakeholders.

Taking an iterative approach to planning is recommended by the ICAT (2020) stakeholder participation assessment guide. Stakeholder participation is more successful with this strategy, and adaptive management is possible. Furthermore, stakeholders can identify areas for improvement and make necessary modifications through evaluation and feedback during stakeholder participation.

2.4 Conceptual framework

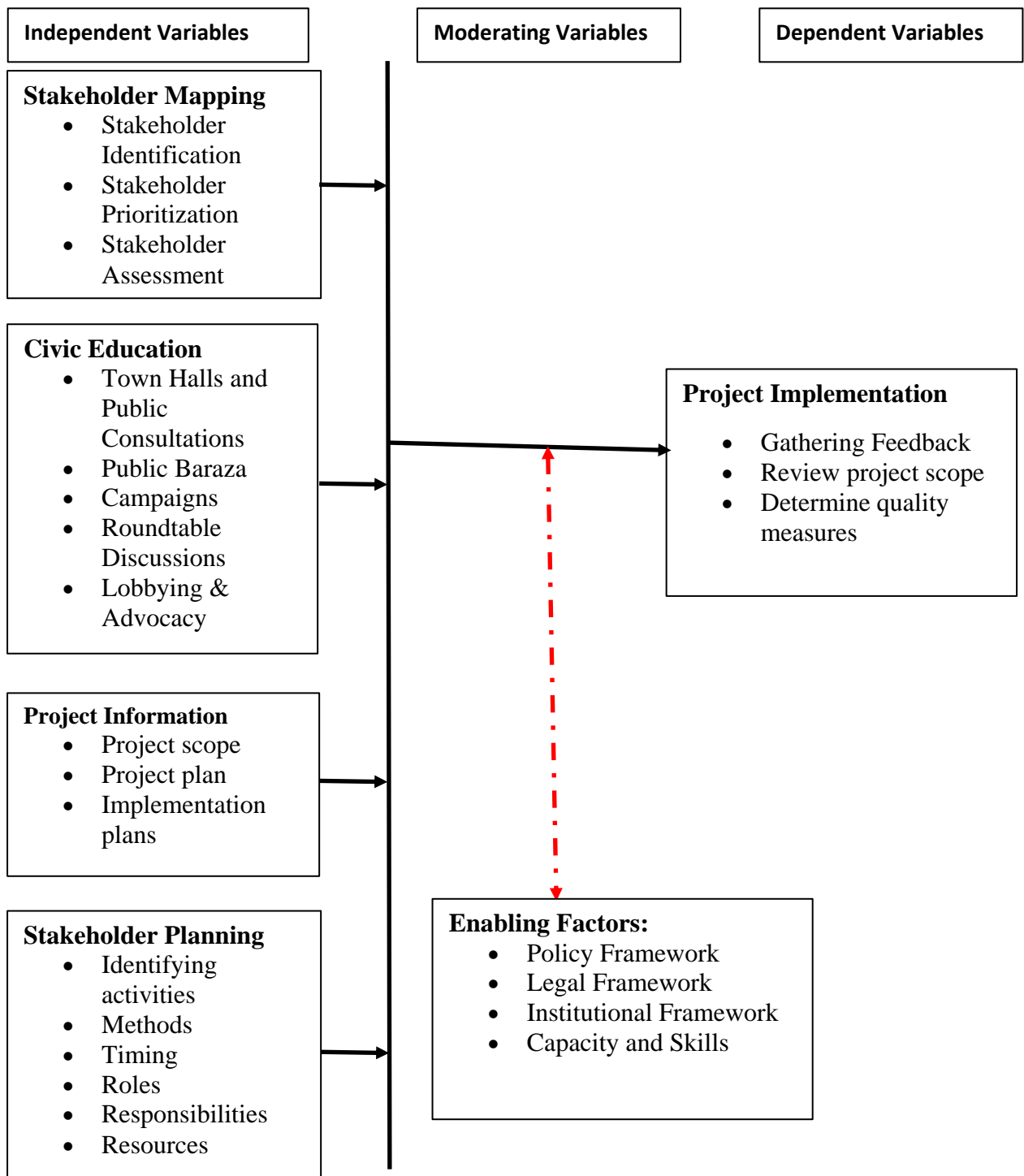


Figure 2.1: Conceptual Framework

2.5 Theoretical Framework

The study will adopt the following theory:

2.5.1 Stakeholder Theory

It sets a base of this investigation. The theory stipulates that entirely groups or individuals involved in any project execution who work with intents of interest conservation. The theory further underscores on the perilous part in stakeholder participation for the accomplishment of a project. Different interpretations of stakeholder theory have been presented by researchers and scholars. Oakley (2011) described it as a robust means of accomplishment and understanding of the organization in its setting. Moreover, Mansuri & Rao (2004) states that this method intends to develop management vision, roles, and responsibilities. According to Muthaura and Omwenda (2017), stakeholder theory benefits stakeholders including staff, managers, sponsors, shareholders, clients, governments, contractors, special interest groups and the general populace.

When it comes to meeting project goals, stakeholder management becomes even more important. A fundamental managerial task, according to Freeman and Philips (1984), is to influence, control, or set equilibrium of interactions that can affect an organization's objective achievement. According to Patton (2008), the original goal of stakeholder theory was to help managers comprehend their stakeholders to bring about better strategic initiatives. Project managers must encourage stakeholder participation to increase stakeholder involvement in a project. The central component of the theory, according to Philips & Freeman (2003), is the management of stakeholders by paying attention to more than just shareholder wealth maximization. As a result, the organization pays close attention to the interests and well-being of those who can have a favourable or bad impact on the organization's goals. Stakeholder theory has been chastised for its ambiguity, as well as for undercutting firm and property owners' rights, free-market methods, and legal department operations (Sternberg, 1997). Freeman (2004), on the other hand, suggests that the concept should be seen as an area of stakeholder concept rather than a monumental theory.

2.6 Summary of Literature

A fundamental review and investigation of the various prevailing information on stakeholder involvement in project implementation has been made and it's evident that stakeholder participation is a key factor for project implementation success. Even though the project success is measured by time, cost and resources, the stakeholders show a most important role in determining if the project is a success too.

Lack of project ownership due to lack of or minimum stakeholder participation has been the reason for the continued delay or failure of projects like the Central Business District decongestion project. Projects taken with a political mind-set rather than development, tend to ignore the incorporation of stakeholders during the project. The result is wastage of public funds and project failure since the community or relevant stakeholders who were the intended beneficiaries of the project refuse to use it.

Various researchers have shown the benefits of stakeholder participation and also guides and frameworks to conduct stakeholder participation have been developed but public entities have not fully implemented them hence the reason we have strikes and court injunctions when people are forced to use facilities that were never incorporated or asked for their input.

2.7 Research Gap

The study anticipated to answer the subsequent gaps.

Current Research	Research Gaps Identified
<p>Most of the literature reviewed has identified that stakeholders play a major role in ensuring successful project implementation through stakeholder participation. Additionally, frameworks and guidelines to conduct effective and efficient stakeholder participation have been developed for use to ensure successful project implementation. The devolved county governments such as Nairobi County are still new to stakeholder participation as most flagship projects are undertaken with minimal or no participation of stakeholders.</p>	<p>This study on stakeholder management process and project implementation are intended to add knowledge and help the county government in understanding how stakeholder participation will help it ensure successful project implementation and ensure increased project ownership by the intended stakeholders. This will in turn reduce the frictions that are seen during project implementation. It will also help the county government to adhere to the public participation requirement as enshrined in the Kenyan Constitution, 2010.</p>
<p>Currently, we have limited documentation on stakeholder participation in the Nairobi County government on project implementation even though we have policies that have been enacted to promote public participation in public development projects.</p>	<p>This study intends to examine the approaches that have been assumed by the county government in promoting stakeholder participation in project implementation. According to the IGRTC (2016) report on public participation, it noted that only the County of Makueni has successfully implemented participation in its projects. The results will support the county government and the relevant stakeholders in ensuring that adequate measures are taken to promote stakeholder participation in its projects and ensure an increase in project acceptance. Lack of project ownership has hampered the CBD decongestion project since its official commissioning dates keep changing.</p>

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Provides how the investigation was steered, as well as how data was collected and processed to offer answers to the research questions. Here the researcher focused on strategies and methods of applied research for validating the study's objectives. The focus was on study design, sample size, target population, technique of data collection, research tools, data analysis methodologies, the ethical concerns, and variables operationalization.

3.2 Research Design

This investigation espoused a descriptive survey approach to characterize the position of the phenomenon in question, identifying the circumstances under which the prevalent conditions, behaviours, and attitudes, and aiming for an accurate description (Kothari, 2005). In addition, a descriptive survey design will facilitate the collection, summary, presentation, and analysis of information for elucidation purposes.

According to Gakuu et al. (2016), it is a methodical plan to investigate a scientific subject by looking at aspects of the study logically and in a consistent manner. In addition, it enables the researcher to ensure that the research issue is handled as precisely as feasible. Data collection, measurement, and analysis are guided by the research design adopted. A descriptive survey involves sending a group of persons questionnaires via mail, phone, or in-person, thereby efficiently acquiring a significant amount of data, and allowing for an in-depth examination of the population's characteristics and features.

3.3 Target Population

It denotes that the individuals or units of analysis that possess the researched qualities. Unit of analysis of a study can be a person, a group, an organization, or an item from which scientific conclusions can be inferred (Bhattacharjee, 2012).

The study targeted the Nairobi Metropolitan Services (NMS) project team, the Nairobi County government, the National government ministry of transport, public service vehicle passengers in Nairobi, which is estimated to be 830,000 commuters daily, the Matatu Owners Association comprising of 5,000 members, and the Matatu Welfare Association of Kenya with 96,000 registered members. We have 272 registered matatu saccos operating in Nairobi as per the official records from the National Transport and Safety Authority.

3.4 Sample Size and Sampling Techniques

Gakuu et al. (2016), indicates that a sample is a representative group whose information is used to generalize to the entire population. A population is a group to whom the study's findings was applied. The authors continue by defining sampling as the process of selecting the research population. Gakuu et al. (2016) believe that the sample size must consider both the survey's available budget and its required precision.

The sample size was calculated using a formula proposed by Yamane (1967) for determining sample sizes at a 95% confidence level and an error margin (e) of 0.05. In this formula, n represents the sample size, N denotes the population size, and e signifies the level of precision. The sample size can be calculated as follows:

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

Where:

n refers to the sample size

N represents the population being studied

e denotes the error margin

Therefore:

$$\begin{aligned} n &= 931,014 / (1 + 931,014(0.05)^2) \\ &= 400 \end{aligned}$$

The total sample size was **400**

To collect data, simple random sampling was employed. As stated by Gakuu et al. (2016), a simple random sample consists of individuals chosen randomly from a larger population. Each subject is selected randomly from the population. Moreover, simple random sampling allows one to derive valid conclusions.

Stakeholders	Target Population (N)	Sample Size (n)
Matatu Owners Association Members	5,000	30
Transport Ministry National government officials	500	4
Project team members	6852	15
PSV Commuters within Nairobi	830,000	321
Matatu Welfare association members	96,000	30
Total		400

Table 3.1: Distribution of Respondents

3.5 Research Instruments

A questionnaire tool was deployed to gather primary data. The questions on the questionnaire sought to address questions regarding the aims of the study. A combination of closed-ended and open-ended questions were employed to obtain quantitative and qualitative data, respectively.

3.5.1 Piloting the Instruments

A preliminary investigation was assumed on the questionnaire to ensure that it is free of ambiguity and that the resulting data was evaluated in a manner that is relevant to the stated research topics. Then, any remaining concerns was addressed.

The researcher conducted a pilot test for the research instrument in Kayole to test the instrument.

3.5.2 Validity of the Instruments

It enables an investigator draw meaningful inferences from the results to the population. The study intends to use content validity to evaluate the questionnaire for clarity and suitability. This study evaluated the content and construct validity. (Gakuu et al, 2016). The supervisor's expertise was sorted to assist in ensuring the validity of the research instrument.

3.5.3 Reliability of the Instruments

It's a measure of the degree of consistency of a research instrument administered repeatedly under the same circumstances with the same individuals (Gakuu et al, 2016). A measure is also regarded as consistent if a person's score on the similar test prearranged twice is comparable. Consequently, a test-retest procedure was employed to evaluate the research instrument's long-term stability. After some time has elapsed since the last exam, the same group was given the same test again. A Cronbach's alpha score better than 0.70 implies that the internal consistency is excellent (Cronbach and Azuma, 1962).

3.6 Data Collection Procedure

The investigator obtained a research permit to enable access to the study area by NACOSTI before conducting a questionnaire-based data collection exercise. A permit is required to conduct research in Kenya. In addition, a formal University approval introductory letter for data collection and the conduct of the study was obtained and used to introduce the respondents.

To help administer the questionnaires to respondents, research assistants were hired and worked closely with the researcher. Informed consent and voluntary participation by

respondents were attained by requesting for permission to participate in the data collection process. Transmittal letter was used to show the significance and purpose of the investigation.

3.7 Data Analysis Techniques

The comprehensiveness, consistency, and precision of the quantitative data was evaluated. The coded data was analysed and presented in a tabular format for easier understanding. The mean and standard deviation calculated from the quantitative data using the SPSS, computer statistical software, and the results was displayed using frequencies, tables, and percentages.

3.8 Ethical Issues

Ethics is a set of guidelines that regulate how scholars and research institutions engage with study participants, research users, colleagues, and the society at large (Gakuu et al, 2016). Furthermore, research ethics is society's code of conduct or recognized behaviour.

A transmittal letter was obtained to ensure that the study is conducted ethically. In addition, the NACOSTI will grant permission to research before the study begins. Participants was informed of the research purpose, and consent was obtained before administering the questionnaire. When handling the information provided, the Participant was assured of privacy.

3.9 Operationalization of Variables

The process firmly ensured definition of variables into quantifiable factors. Operationalization of variables is shown in the table below.

Objectives	Types of Variables	Indicators	Measurement Scale	Method of data collection	Instrument	Data Analysis Technique	Tools
To explain how stakeholder mapping process influence stakeholder participation in implementation of central business district decongestion projects Nairobi city.	Stakeholder Mapping-Independent Variable	Identifying project stakeholders. Stakeholder prioritization. Stakeholder assessment	Nominal Ordinal	Administering questionnaires	Questionnaire	Descriptive statistics Inferential statistics	SPSS
To assess how stakeholder civic education process	Civic Education-Independent	Campaigns . Public Barazas.	Nominal Ordinal	Administering questionnaires	Questionnaire	Descriptive statistics Inferential statistics	SPSS

influence stakeholder participation in implementation of central business district decongestion projects Nairobi city	ndent Variable	Townhalls and public consultations.					
To examine how the stakeholder communication process influence stakeholder participation in implementation of central business district decongestion projects Nairobi city.	Project Information-Independent Variable	Project scope. Project Plan. Implementation Plan	Nominal Ordinal	Administering questionnaires	Questionnaire	Descriptive statistics Inferential statistics	SPSS
To Establish how stakeholder planning process influence stakeholder participation in implementation of central business district decongestion projects Nairobi city.	Stakeholder Planning-Independent variable	Identify Activities Timing Method Roles Responsibilities Resources	Nominal Ordinal	Administering questionnaires	Questionnaire	Descriptive statistics Inferential statistics	SPSS

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATIONS

4.1 Introduction

The chapter encompasses analysis of data, tabulation, and interpretations of the findings. The sections showcases response rate, background information of the respondents, data display and summary. The variable used were stakeholder mapping process, civic education process, communication process, and stakeholder analysis process. SPSS was used analyse quantitative data and mean; standard deviation; which formed descriptive statistics. Data presentation used frequency tables and logical statements regarded bestowing to the explicit thematic areas of the investigation.

4.2 Questionnaire Return Rate

Open and closed-ended questionnaires were used to collect quantitative data. The investigation had a sample size of 400 respondents. 400 questionnaires were distributed, and 392 responses were returned. A 98% response rate was achieved and therefore good for data analysis.

4.3 Personal Information of the Respondents.

The participants were asked to provide the following demographic information: Gender, Age, Level of Education, Area of Residence, and Frequency of Using a PSV to Access the CBD. The personal information of respondents supports to ascertain depiction of respondents to the investigation.

4.3.1 Respondents' Gender

The findings of the study are as indicated in Table 4.1

Table 4.1 Respondents' Gender

Gender of the respondent					
	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	219	55.9	55.9	55.9
	Female	173	44.1	44.1	100.0
	Total	392	100.0	100.0	

From the findings, male respondents had 55.9%, while female respondents had 44.1%. This outcome shows the male gender is the majority while the female gender is the minority.

4.3.2 Respondents' Age

The findings on the age of respondents are indicated in Table 4.2

Table 4.2 Respondents' Age

		Age of the respondent			
	AGE	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ages 20-29	106	27.0	27.0	27.0
	Ages 30-39	142	36.2	36.2	63.3
	Ages 40-49	98	25.0	25.0	88.3
	Ages 50-59	35	8.9	8.9	97.2
	Ages 20-29	10	2.6	2.6	99.7
	70 Years and Above	1	0.3	0.3	100.0
Total		392	100.0	100.0	

In terms of age and as seen from study outcomes represented on Table 4.2 above, 27.0% of the participants were within the age of 20-29 years, 36.2% of the participants were within the age of 30-39 years, 25% of the participants were within the age of 40-49 years, 8.9% of the participants were within the age of 50-59 years, 2.6% of the participants were within the age of 60-69, and 0.3% of the respondents were 70 years and above. The findings established that most of the respondents were within the age of 30-39 years.

4.3.3 Respondents' Highest Academic Qualification

The investigation antedated to find out the highest academic qualification of the respondents as provided in Table 4.3.

Table 4.3 Respondents' Highest Academic Qualification

		Highest education level of the respondent			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University	154	39.3	39.3	39.3
	College	130	33.2	33.2	72.4
	High school	59	15.1	15.1	87.5
	Primary	49	12.5	12.5	100.0
Total		392	100.0	100.0	

The findings from the study indicated respondents with university qualification were represented by 39.3%, 33.2% of the respondents had college education, 15.1% of the respondents had high school education, and 12.5% had primary education level. The final statistics exhibited that majority attained greater than a high school education and henceforth comprehended the queries posed by the survey.

4.3.4 Respondent's frequency of using PSVs to access the CBD

The research pursued to understand the frequency of the respondents' using a PSV to access the CBD. The results are elucidated below.

Table 4.4 Respondents' Frequency of using PSV to access the CBD

Days	Frequency	Percentage
Daily	309	78.8
Once a Week	65	16.6
Once a Month	12	3.1
Other	6	1.5
Total	392	100

According to the findings, 78.8% of the respondents used a PSV to access the CBD daily, 16.6% of the respondents used a PSV to access the CBD Once a week, 3.1% of the respondents used a PSV to access the CBD once a month, and 1.5% of the respondents used a PSV to access the CBD on other times. According to the survey's findings, almost all of respondents had a grasp and an understanding of the study issue.

4.4 Stakeholder mapping process for stakeholders' participation in implementation process in implementation of central business district decongestion projects Nairobi city.

The study attempted to determine the stakeholder mapping approach to stakeholder engagement in the Central Business District Decongestion project's project implementation. The findings of the study are displayed below.

4.4.1 Respondents' participation in a stakeholder Identification exercise for the CBD decongestion project.

The research pursued to examine whether the respondents participated in the identification exercise for the Central Business District decongestion project. The results of the study are shown in Table 4.5 below.

Table 4.5 Participation in a stakeholder identification exercise for CBD decongestion project

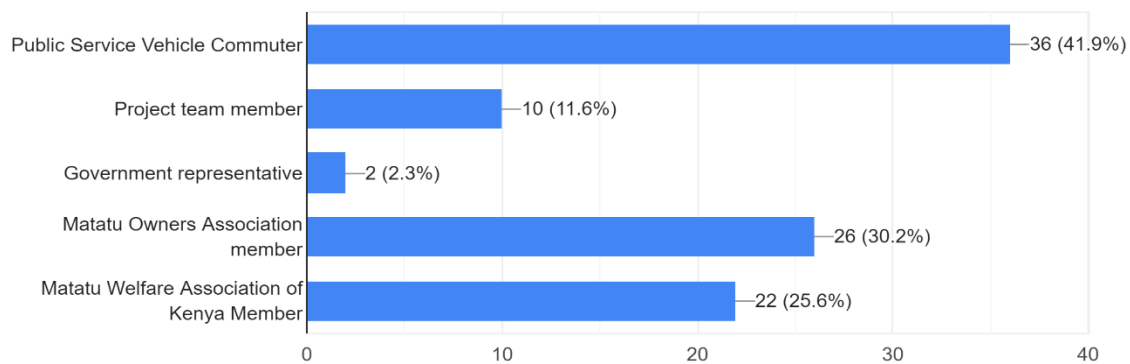
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	95	24.2	24.2	24.2
	No	297	75.8	75.8	100.0
Total		392	100.0	100.0	

The investigation results indicated that the respondents weren't involved in the exercise of identification in the central business district decongestion project were represented by 75.8%, whereas 24.2% of the respondents were engaged as stakeholders in the various engagement meetings where they shared their perspectives and suggestions.

4.4.2 Respondents' level of engagement in stakeholder identification

The research sought to determine for those who participated in the stakeholder identification exercise, at what capacity they were involved. The findings of the study are shown in the figure below.

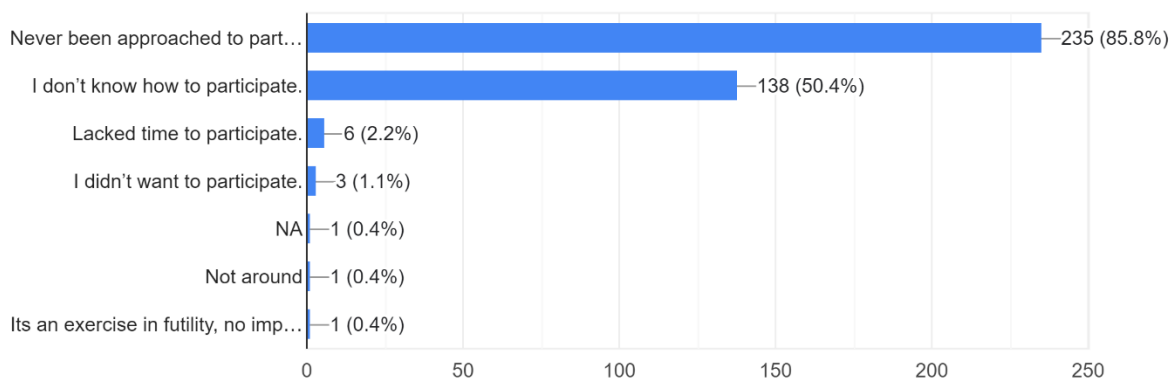
Figure 4.1 Capacity of engagement in stakeholder identification.



4.4.3 Respondents' reason of not participating in the stakeholder identification exercise.

The study sought to establish the reasons for not participating in stakeholder identification exercise for the Central Business District Decongestion project. The findings of the study are illustrated on the below figure.

Figure 4.2 Reason for not participating in the stakeholder identification exercise

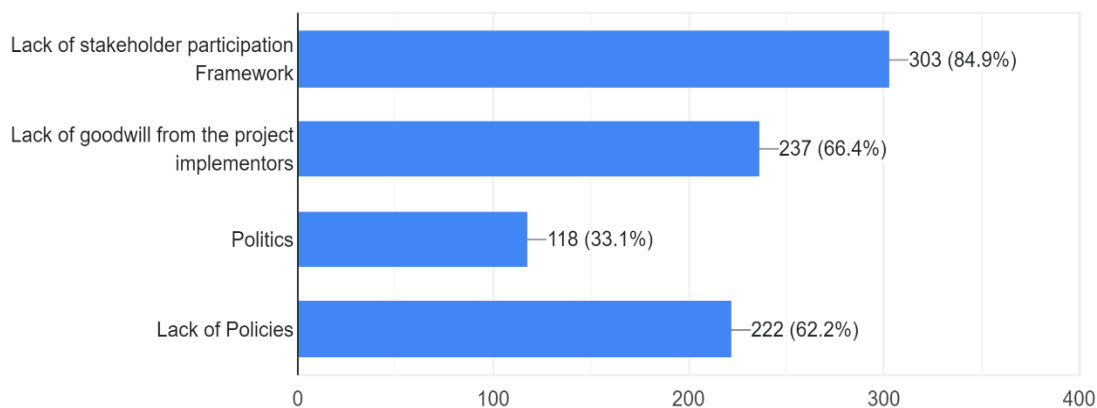


The findings of the study shows that most of the participants who did not participate in the stakeholder identification exercise were never approached to participate representing 85.8% or they didn't know how to participate in the stakeholder identification exercise representing 50.4%.

4.4.4 Hindrance to stakeholder identification for the Central Business District decongestion project.

The study anticipated to determine some of the hindrances to stakeholder identification for the CBD decongestion project. The findings of the study are shown on the below figure.

Figure 4.3 Hindrance to Stakeholder identification for the CBD decongestion project



4.4.5 Stakeholder mapping process in implementation of central business district decongestion projects Nairobi city.

The research examined the extent agreements with statements relating to stakeholder mapping for stakeholder participation on the central business district decongestion project. Responses were scaled using strongly agree = 1, Somehow Agree=2, Neutral=3, Somehow Disagree=4, and Strongly Disagree=5. As revealed below.

Table 4.6 Stakeholder mapping for stakeholder participation

Statements	1	2	3	4	5	Mean	S.D
	F,(%)	F,(%)	F,(%)	F,(%)	F,(%)		
Stakeholder mapping is fundamental in enhancing stakeholder participation in project implementation.	207(52.8)	118(30.1)	56(14.3)	2(0.5)	9(2.3)	1.69	0.898

The Central Business District Decongestion project carried out a thorough stakeholder mapping before project implementation.	35(8.9)	78(19.9)	23(5.9)	104(26.5)	152(38.8)	3.66	1.392
The Nairobi County Government has an established framework for stakeholder mapping to improve stakeholder participation.	48(12.2)	82(20.9)	37(9.4)	145(37.0)	80(20.4)	3.32	1.336
The National government has continuously advocated for stakeholder mapping before embarking on stakeholder participation.	38(9.7)	99(25.3)	29(7.4)	112(28.6)	114(29.1)	3.42	1.385
Having a standardised Stakeholder mapping framework will help in ensuring that the development project Implementers don't overlook public participation.	229(58.4)	120(30.6)	28(7.1)	6(1.5)	9(2.3)	1.59	0.869
Institutions are needed to specifically handle stakeholder mapping and ensure county projects have incorporated stakeholders'	189(48.2)	173(44.1)	15(3.8)	7(1.8)	8(2.0)	1.65	0.810

participation
during the
implementation
of projects.

Composite Mean	2.555	0.883
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According to the study outcomes, 52.8% of respondents strongly concurred, 30.1% agreed in some way, 14.3% were neutral, 0.5% disagreed in some way, and 2.3% strongly differed with the statement. The average score for the statement was 1.69, with a deviation of 0.898.

On the statement that the Central Business District Decongestion project conducted extensive stakeholder mapping prior to project implementation, the study outcomes revealed an 8.9% strongly agreed response rate, 19.9% somewhat agreed, 5.9% neutral, 26.5% disagreed somewhat, and 38.8% strongly disagreed. With a deviation of 1.392 and a mean of 3.66.

The analysis results revealed that 12.2% of respondents strongly concurred, 20.9% somewhat agreed, 9.4% were neutral, 37.0% somewhat differed, and 20.4% strongly differed with the statement that the Nairobi County Government has an established framework for stakeholder mapping to improve stakeholder participation. With a deviation of 1.366 and a mean of 3.32.

The analysis results revealed that 12.2% of respondents strongly concurred, 20.9% somewhat agreed, 9.4% were neutral, 37.0% somewhat differed, and 20.4% strongly differed with the statement that the Nairobi County Government has an established framework for stakeholder mapping to improve stakeholder participation. With a deviation of 1.366 and a mean of 3.32.

The analysis results revealed that 58.4% of respondents agreed strongly, 30.6 agreed somewhat, 7.1% were neutral, 1.5% disagreed somewhat, and 2.3% disagreed strongly on the statement that having a standardised Stakeholder mapping framework will help in ensuring that development project implementers do not overlook public participation. The statement received an average of 1.59 and a deviation of 0.869.

The analysis results revealed that 48.2% of respondents strongly concurred, 44.1% agreed in some way, 3.8% were neutral, 1.8% disagreed in some way, and 2.0% strongly differed with the statement that Institutions are needed to specifically handle stakeholder mapping and ensure county projects have incorporated stakeholders' participation during project implementation. The statement received an average of 1.65 and a deviation of 0.810.

4.5 Stakeholder Civic education process in implementation of central business district decongestion projects Nairobi city.

The study attempted to determine how much respondents agreed with statements about stakeholder mapping for stakeholder engagement in the central business district decongestion project. The respondents were asked to choose the following codes: strongly agree = 1, somewhat agree = 2, neutral = 3, somewhat disagree = 4, and strongly disagree = 5. Table 4.7 summarizes the findings.

Table 4.7 Civic education and stakeholder participation

Statements	1 F(%)	2 F(%)	3 F(%)	4 F(%)	5 F(%)	Mean	S.D
I have strong knowledge of my civic duty as enshrined in the Kenya Constitution 2010 on participation in development projects.	102(26.0)	79(20.2)	13(3.3)	29(7.4)	169(43.1)	3.21	1.733
I have attended a civic education forum on public participation in development projects.	89(22.7)	59(15.1)	11(2.8)	65(16.6)	168(42.9)	3.42	1.665
The National government has done enough in helping the county government provide civic education on public participation.	40(10.2)	77(19.6)	22(5.6)	118(30.1)	135(34.4)	3.59	1.393
I am involved in coordinating Civic Education on public participation.	53(13.5)	66(16.8)	17(4.3)	93(23.7)	163(41.6)	3.63	1.489
I have previously been involved in conducting civic education on public participation.	81(20.7)	65(16.6)	8(2.0)	87(22.2)	151(38.5)	3.41	1.610
I know of an organization/institut	100(25.5)	69(17.6)	7(1.8)	78(19.9)	138(35.2)	3.22	1.662

ion conducting civic education in sensitizing citizens on public participation.

The County Government of Nairobi has clear and well-communicated guidelines on stakeholder participation. 40(10.2) 77(19.6) 13(3.3) 119((30.4) 143(36.5) **3.63** **1.404**

The County Government of Nairobi has regularly educated the public on the need to be involved in stakeholder participation in projects. 37(9.4) 71(18.1) 20(5.1) 118(30.1) 146(37.2) **3.68** **1.377**

The Central Business District Decongestion project implementers have done enough in educating the public on the need for participation in the project. 43(11.0) 55(14.0) 17(4.3) 129(32.9) 148(37.8) **3.72** **1.378**

Civic education is needed to sensitize the public of their civic duty on public participation to actively participate as stakeholders in projects. 273(69.6) 99(25.3) 7(1.8) 9(2.3) 4(1.0) **1.40** **0.733**

Composite mean **3.291** **1.4444**

The analysis results revealed that 26.0% of respondents strongly concurred, 20.2% agreed in some way, 3.3% were neutral, 7.4% disagreed in some way, and 43.1% strongly differed with the statement. With a deviation of 1.733 and an average of 3.21.

The analysis results revealed that 22.7% of respondents strongly concurred with the statement, 15.1% agreed in some way, 2.8% were neutral, 16.6% disagreed, and 42.9% strongly differed with the statement. The statement received a 1.665 standard deviation and an average of 3.42.

The analysis results revealed that 10.2% of respondents strongly concurred, 19.6% agreed somewhat, 5.6% were neutral, 30.1% disagreed, and 34.4% strongly differed with the statement that the National government has done enough to assist county governments in providing civic education on public participation. The statement had a deviation of 1.393 and an average of 3.59.

According to the study outcomes, 13.5% of respondents strongly concurred with the statement, 16.8% agreed in some way, 4.3% were indifferent, 23.7% disagreed in some way, and 41.6% strongly differed with the statement. The statement received an average of 3.63 and a deviation of 1.489.

The study outcomes showed that 20.7% of respondents strongly concurred, 16.6% agreed in some way, 2.0% were indifferent, 22.2% opposed in some way, and 38.5% strongly differed with the statement. With a mean of 3.41 and a deviation of 1.610.

According to the study outcomes on I know of an organization/institution conducting civic education in sensitizing citizens on public participation, 25.5% of the respondents strongly concurred with the statement, 17.6% of the respondents somewhat agreed, 1.8% of the respondents were neutral, 19.9% of the respondents somewhat differed with the statement, and 35.2% of the respondents strongly differed with the statement. With a mean of 3.22 and a deviation of 1.662.

Concerning the County Government of Nairobi's clear and well-communicated guidelines on stakeholder participation, the analysis results revealed that 10.2% of respondents strongly concurred, 19.6% agreed in some way, 3.3% were neutral, 30.4% disagreed in some way, and 36.5% strongly differed with the statement. The statement received an average of 3.63 and a deviation of 1.404.

According to the study outcomes, 9.4% of respondents strongly concurred, 18.1% agreed in some way, 5.1% were neutral, 30.1% disagreed in some way, and 37.2% disagreed strongly on the statement that the County Government of Nairobi has regularly educated the public on the importance of stakeholder participation in projects. As a consequence, the standard deviation is 1.377 and the mean is 3.68.

The analysis results revealed that 11.0% of respondents strongly concurred, 14.0% somewhat agreed, 4.3% were neutral, 32.9% somewhat differed, and 37.8% strongly differed with the statement that the Central Business District Decongestion project implementers had done enough to educate the public on the importance of participation in the project. The statement received an average of 3.72 and a deviation of 1.378.

The analysis results revealed that 69.6% of respondents strongly concurred, 25.3% somewhat agreed, 1.8% were neutral, 2.3% somewhat differed, and 1.0% strongly differed with the statement that civic education is needed to sensitize the public of their civic duty on public participation to actively participate as stakeholders in projects. The statement received an average of 1.40 and a deviation of 0.733.

4.6 Stakeholder communication process in implementation of central business district decongestion projects Nairobi city.

The study hoped to find out whether respondents agreed with statements about stakeholder mapping for stakeholder involvement in the central business district decongestion project. Respondents were asked to choose the following codes: strongly agree = 1, somewhat agree = 2, neutral = 3, somewhat disagree = 4, and strongly disagree = 5. The results are shown in Table 4.8.

Table 4.8 Availability of project information

Statement	1 F(%)	2 F(%)	3 F(%)	4 F(%)	5 F(%)	Mean	S.D
The Central Business District Decongestion project readily provided project information to stakeholders.	41(10.5)	72(18.4)	39(9.9)	52(13.3)	188(48.0)	3.70	1.473
I know how to access the Central Business District Decongestion project information.	55(14.0)	60(15.3)	15(3.8)	127(32.4)	135(34.4)	3.58	1.444
Availability and access to	221(56.4)	139(35.5)	15(3.8)	7(1.8)	10(2.6)	1.59	0.857

Project information influences stakeholder participation in project implementation.

Project information on the Central District Decongestion project would help stakeholders prepare better for a stakeholder participation exercise.	111(28.3)	129(32.9)	23(5.9)	22(5.6)	107(27.3)	2.71	1.591
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Access and availability of Project information is not the work of the project implementer but the duty of the stakeholders to look for it.	190(48.5)	113(28.8)	27(6.9)	42(10.7)	20(5.1)	1.95	1.201
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Nairobi County government has done enough in providing project information to the relevant stakeholders to facilitate participation in its projects.	39(9.9)	48(12.2)	37(9.4)	86(21.9)	182(46.4)	3.83	1.385
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There are clear frameworks on how to access the project information for	27(6.9)	62(15.8)	27(6.9)	141(36.0)	135(34.4)	3.75	1.268
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development projects by the county government.

The National government through the ministry of transport has championed for provision of project information to relevant stakeholders to improve project implementation.

29(7.4) 69(17.6) 45(11.5) 148(37.8) 101(25.8) **3.57** **1.249**

Composite Mean	3.085	1.3085
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The survey findings on the Central Business District Decongestion project readily delivered project information to stakeholders revealed that 10.5% of respondents strongly concurred, 18.4% somewhat agreed, 9.9% were neutral, 13.3% somewhat differed, and 48.0% strongly disagreed on the statement. This resulted in an average of 3.70 and a deviation of 1.473.

The analysis results revealed that 14.0% of respondents strongly concurred, 15.3% agreed in some way, 3.8% were indifferent, 32.4% opposed in some way, and 34.4% strongly differed with the statement. The statement received a 1.444 standard deviation and an average of 3.58.

The analysis results revealed that 56.4% of respondents strongly concurred, 35.5% somewhat agreed, 3.8% were neutral, 1.8% disagreed, and 2.6% strongly differed with the statement that availability and access to Project information influences stakeholder participation in project implementation. The statement received an average of 1.59 and a deviation of 0.857.

The study outcomes indicated that 28.3% of respondents strongly concurred, 32.9% agreed in some way, 5.9% were neutral, 5.6 disagreed in some way, and 27.3% disagreed strongly that communicating project information on the Central District Decongestion project would help stakeholders prepare better for a stakeholder participation exercise. An average of 2.71 and a deviation of 1.59 were obtained.

The analysis results revealed that 48.5% of respondents strongly concurred, 28.8% somewhat agreed, 6.9% were neutral, 10.7% somewhat differed, and 5.1% strongly differed with the

statement "access and availability of project information is not the work of the project implementor but the duty of the stakeholders to look for it." The standard deviation was 1.201, and the mean score was 1.95.

The analysis results revealed that 9.9% of respondents strongly concurred, 12.2% somewhat agreed, 9.4% were neutral, 21.9% somewhat differed, and 46.4% strongly differed with the statement "Nairobi County government has done enough in providing project information to the relevant stakeholders to facilitate participation in its projects." The standard deviation was 1.385, while the mean was 3.83.

The study outcomes indicated that 6.9% of the respondents strongly concurred with the statement, 15.8% of the respondents somewhat agreed, 6.9% of the respondents were neutral, 36.0% of the respondents somewhat differed with the statement, and 34.4% of the respondents strongly differed with the statement that there clear frameworks on how to access the project information for development projects by the county government. The statement received a 3.75 mean score and a 1.268 standard deviation.

The analysis results revealed that 7.4% of respondents strongly concurred, 17.6% agreed, 11.5% were neutral, 37.8% disagreed, and 25.8% disagreed with the statement that the National government has championed for the provision of project information to relevant stakeholders to improve project implementation. The statement had a deviation of 1.249 and a mean of 3.57.

4.7 Stakeholder planning process in implementation of central business district decongestion projects Nairobi city.

The investigation anticipated to establish the responders' agreement level with statements relating to stakeholder mapping for stakeholder participation on the central business district decongestion project. The responses anticipated to use strongly agree = 1, Somehow Agree=2, Neutral=3, Somehow Disagree=4, and Strongly Disagree=5. The results are indicated in Table 4.9

Table 4.9 Stakeholder planning for stakeholder participation

Statements	1	2	3	4	5	Mean	S.D
	F(%)	F(%)	F(%)	F(%)	F(%)		
Stakeholder Planning influences stakeholder participation in	255(65.1)	94(24.0)	32(8.2)	4(1.0)	7(1.8)	1.51	0.831

project implementation.								
Planning for methods of engaging different stakeholders influences stakeholder participation in project implementation.	202(51.5)	157(40.1)	27(6.9)	1(0.3)	5(1.3)	1.60	0.740	
Planning for facilitators of stakeholder participation greatly increases the level of participation.	206(52.6)	155(39.5)	23(5.9)	4(1.0)	4(1.0)	1.58	0.738	
Planning for the venue of stakeholder participation determines the level of participation.	173(44.1)	163(41.6)	34(8.7)	17(4.3)	5(1.3)	1.77	0.875	
The Central Business District Decongestion project had an elaborate stakeholder plan for stakeholder participation.	45(11.5)	66(16.8)	35(8.9)	93(23.7)	153(39.0)	3.62	1.431	
The Nairobi County government has a well-articulated stakeholder	37(9.4)	58(14.8)	55(14.0)	112(28.6)	130(33.2)	3.61	1.329	

plan for stakeholder participation in project implementation.

Composite Mean	2.282	0.991
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According to the survey findings, 65.1% of respondents strongly concurred with the statement, 24.0% agreed in some way, 8.2% were neutral, 1.0% disagreed in some way, and 1.8% strongly differed with the statement. The statement received a mean of 1.51 and a deviation of 0.831.

The analysis results revealed that 51.5% of respondents strongly concurred, 40.1% somewhat agreed, 6.9% neutral, 0.3% disagreed, and 1.3% strongly differed with the statement that planning for methods of engaging different stakeholders influences stakeholder participation in project implementation. The statement received an average of 1.60 and a deviation of 0.740.

The analysis results revealed that 52.6% of respondents strongly concurred, 39.5 agreed in some way, 5.9% were neutral, 1.0% disagreed in some way, and 1.0% strongly differed with the statement. The statement received an average of 1.58 and a deviation of 0.738.

The analysis results revealed that 44.1% of respondents strongly concurred, 41.6% agreed in some way, 8.7% were neutral, 4.3% disagreed in some way, and 1.3% strongly differed with the statement. The average score for the statement was 1.77, with a deviation of 0.875.

The analysis results revealed that 11.5% of respondents strongly concurred, 16.8% agreed, 8.9% were neutral, 23.7% disagreed, and 39.0% strongly differed with the statement that the Central Business District Decongestion project had an elaborate stakeholder plan for stakeholder participation. With an average of 3.62 and a deviation of 1.431.

The study outcomes indicated that 9.4 of the respondents strongly concurred, 14.8% somewhat agreed, 14.0% were neutral, 28.6% somewhat differed, and 33.2% strongly differed with the statement Nairobi County government has a well-articulated stakeholder plan for stakeholder participation in project implementation. The statement revealed a deviation of 1.329 and a mean of 3.61.

4.8 Project Implementation

The research pursued to determine the responders' agreement level with statements concerning with project implementation of the central business district decongestion project. The respondents were requested to use strongly agree = 1, Somehow Agree=2, Neutral=3, Somehow Disagree=4, and Strongly Disagree=5. The results are indicated in Table 4.10.

Table 4.10 Project implementation

Statements	1 F(%)	2 F(%)	3 F(%)	4 F(%)	5 F(%)	Mean	S.D
Project implementation is evident in the area under investigation.	239(61.0)	66(16.8)	46(11.7)	24(6.1)	17(4.3)	1.76	1.144
There is effectiveness in project implementation in the area.	243(62.0)	60(15.3)	28(7.1)	30(7.7)	31(7.9)	1.84	1.299
There is an increase in number of stakeholders involved in the project implementation process.	38(9.7)	99(25.3)	29(7.4)	112(28.6)	114(29.1)	3.42	1.385
Project implementation of decongesting the city has improved the livelihood of the residents of Nairobi and its environs.	229(58.4)	120(30.6)	28(7.1)	6(1.5)	9(2.3)	1.59	0.869
There is improved decongestion in the Central Business	173(44.1)	163(41.6)	34(8.7)	17(4.3)	5(1.3)	1.77	0.875

**District area in
Nairobi.**

Composite Mean	2.076	1.114
		4

The survey findings revealed that 61.0% strongly agreed, 16.8% somewhat agreed, 11.7% were neutral, 6.1% somewhat differed, and 4.3% strongly differed with the assertion that project implementation is obvious in the area under consideration. It received a mean of 1.76 and a deviation of 1.144.

The analysis results revealed that 62.0% strongly agreed, 15.3% somewhat agreed, 7.1% were neutral, 7.7% somewhat differed, and 7.9% strongly disagreed on the success of project implementation in the area. The statement received an average of 1.84 and a deviation of 1.299.

On the statement that there is an increase in the number of stakeholders involved in the project implementation process. The analysis results revealed that 9.7% of respondents strongly concurred, 25.3% agreed in some way, 7.4% were neutral, 28.6% disagreed in some way, and 29.1% strongly disagreed. The statement received a 3.42 mean score and a deviation of 1.385.

The analysis results revealed that 58.4% of respondents strongly concurred, 30.6% somewhat agreed, 7.1% were neutral, 1.5% somewhat differed, and 2.3% strongly differed with the statement that project implementation of decongesting the city has improved the livelihood of the residents of Nairobi and its environs. The statement received an average of 1.59 and a deviation of 0.869.

The analysis results revealed that 44.1% of respondents strongly concurred, 41.6% somewhat agreed, 8.7% were neutral, 4.3% disagreed, and 1.3% strongly differed with the assertion that there is better decongestion in Nairobi's Central Business District. The statement received a mean of 1.77 and a deviation of 0.875.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The chapter is comprised of the summary of findings, discussion of the study finding, conclusion, and recommendations of the study.

5.2 Summary of findings of the study

The summary of findings of the study are summarized according to the variables of the study which are stakeholder mapping, civic education, availability of project information, and stakeholder planning. The summary of the findings are as follows:

5.2.1 Stakeholder mapping process and implementation of central business district decongestion projects, Nairobi city.

The summary of findings on stakeholder mapping for stakeholder participation are as follows.

According to the findings 297(75.8%) of respondents did not participate in the stakeholder mapping exercise compared to 95(24.2%) of the respondents who participated in the stakeholder mapping exercise conducted by the CBD decongestion project in various capacities. For the 75.8% who have not participated in the stakeholder mapping exercise cited lack of not being approached and not knowing how to participate in the CBD decongestion project as the major reason.

When the respondents were questioned on the hinderance to stakeholder identification exercise of the CBD decongestion project, they extensively selected 84.3% Lack of stakeholder participation, 66.7% Lack of goodwill from the project implementors, 61.1% lack of policies, and 32.8% politics.

When the respondents were asked if stakeholder mapping was fundamental in enhancing stakeholder participation in project implementation, 52.8% of respondents strongly concurred on the need for stakeholder mapping in project implementation compared to s.3% who strongly disagreed and were of the contrary opinion, 14.3% remained neutral to the question. 38.8% of the respondents strongly disagreed when asked if the Central Business District Decongestion project carried out a thorough stakeholder mapping before project implementation which was the majority compared to 8.9% of respondents that strongly agreed to the statement and 5.9% were neutral.

When asked whether the Nairobi County Government had an established framework for stakeholder mapping to improve stakeholder participation, a majority of 37.0% respondents somehow disagreed as 12.2% agreed to it and 9.4% remained neutral. On the matter of if the National government has continuously advocated for stakeholder mapping before embarking on stakeholder participation, 29.1% strongly disagreed while 9.7% strongly agreed and 7.4% being neutral.

A big respondent majority of 58.4% and 30.6% strongly agreed and somehow agreed respectively that having a standardised Stakeholder mapping framework will help in ensuring that the development project implementors don't overlook public participation. 2.3% and 1.5% of the respondents disagreed strongly and disagreed somehow correspondingly with the statement. Lastly, 48.2% and 44.1% strongly agreed and somehow agreed that Institutions are needed to specifically handle stakeholder mapping and ensure county projects have incorporated stakeholders' during the implementation of projects compared to responses of 1.8% and 2.0% with strongly disagree and somehow disagree respectively while 3.8% remained neutral.

The study has found that from the statistics provided above the Nairobi County government, the National Government, and project implementors needed to do more to increasing stakeholder involvement in implementation of the CBD decongestion projects. The stakeholder mapping exercise should be thoroughly undertaken to have all affected persons and project beneficiaries fully engaged in the project's implementation. By having institutions mandated to oversee stakeholder mapping and identification and outlining a clear stakeholder framework will go a long way in increasing stakeholder engagement in project implementation. Also, as seen in the statistics we have a large number of people who have not or have never been involved stakeholder participation since they don't know how to participate or haven't been approached to participate in the exercise which will ensure that the implementation of the CBD decongestion project is a success and would be of benefit to all affected stakeholders.

5.2.2 Stakeholder Civic education process and implementation of the CBD decongestion projects, Nairobi city.

The summary of findings on civic education on stakeholder participation are as follows.

From the research study outcomes 43.1% and 7.4% of respondents disagreed strongly and disagreed somehow that they had a strong knowledge of their civic duty as cherished in the Kenya Constitution 2010 on participation in development projects compared to 26.0% and

20.2% who strongly agreed and somehow agreed respectively that they have knowledge on civic education and 3.3% remained neutral. On having attended a civic education forum on public participation in development projects, 42.9% and 16.6% of respondents strongly disagree and somehow disagree respectively with the statement while 22.7% and 15.1% strongly agree somehow agree respectively and 2.8% remained neutral. On the National government having done enough in helping the county government provide civic education on public participation, most respondents with 34.4% strongly disagreed and 30.1% somehow disagreed with the statement compared to 10.2% respondents who strongly agreed and 19.6% of respondents somehow agreed as 5.6% remained neutral. On I am involved in coordinating Civic Education on public participation, 41.6% of respondents strongly disagree and 23.7% of the responders somehow disagree compared to 13.5% of respondents who strongly agree with 16.8% of respondents somehow agree and 4.3% of respondents remained neutral. On I have previously been involved in conducting civic education on public participation, 38.5% of the respondents strongly disagree and 22.2% of respondents somehow disagree with the statement compared to 20.7% of responders strongly agree and 16.6% somehow agree and 2.0% respondents remained neutral.

On I know of an organization/institution conducting civic education in sensitizing citizens on public participation, 35.2% of respondents strongly disagreed, 19.9% somehow disagreed while 25.5% of respondents strongly concurred and 17.6% of respondents somehow agreed and 1.8% of respondents remained neutral. On the County Government of Nairobi has clear and well-communicated guidelines on stakeholder participation, 36.5% of respondents strongly disagree, 30.4% somehow disagree while 10.2% strongly agree and 19.6% somehow agree and 3.3% of respondents remained neutral. On the County Government of Nairobi has regularly educated the public on the need to be involved in stakeholder participation in projects, 37.2% of respondents strongly disagree and 30.1% somehow disagree while 9.4% of respondents strongly agree and 18.1% somehow agree and 5.1% of respondents remained neutral. On the Central Business District Decongestion project implementors have done enough in educating the public on the need for participation in the project, 37.8% of respondents strongly disagree and 32.9% somehow disagree while 11.0% of respondents strongly agree and 14.0% somehow agree. On civic education is needed to sensitize the public of their civic duty on public participation to actively participate as stakeholders in projects, a majority of respondents 69.6% strongly agree and 25.3% somehow agree compared to 1.0% who strongly disagreed and 2.3% somehow disagreed and 1.8% of respondents remained neutral.

The study has found that from the statistics provided above a high number of members of the public is not knowledgeable enough on their civic duties in participation on development projects. The findings also show that the National Government, the Nairobi County Government, and respective project implementors need to do more in providing civic education to relevant stakeholders to ensure that stakeholder participation is fully implemented at all levels. Lastly, majority of respondents agreed that sensitization exercises are needed on public civic education so that more people are involved in performing their civic duties of participation in implementation of projects.

5.2.3 Stakeholder communication of project information process and implementation of the CBD decongestion projects, Nairobi City.

The summary of findings for the variable availability of project information are indicated below.

When asked whether the Central Business District Decongestion project readily provided project information to stakeholders, 48.0% of respondents strongly disagreed and 13.3% somehow disagreed compared to 10.5% of respondents who strongly agreed, 18.4% somehow agreed and 9.9% remaining neutral. When asked whether they know how to access the Central Business District Decongestion project information, most respondents 34.4% strongly disagreed and 32.4% somehow disagreed. On the other hand, 14.0% strongly agreed, 15.3% somehow agreed as 3.8% remained neutral. On the question of availability and access to Project information influences stakeholder participation in project implementation, a majority 56.4% of respondents strongly concurred and 35.5% somehow agreed. This is in contrast to 2.6% of respondents who strongly disagree and 1.8% somehow disagree as 3.8% remained neutral. On whether project information on the Central District Decongestion project would help stakeholders prepare better for a stakeholder participation exercise, 28.3% strongly agreed and 32.9% somehow agreed. On the other hand, 27.3% strongly disagreed and 5.6% somehow disagree as 5.9% remained neutral. On whether access and availability of Project information is not the work of the project implementer but the duty of the stakeholders to look for it, saw a majority 48.5% of respondents strongly agree to the statement and 28.8% somehow agree compared to 5.1% who strongly disagree, 10.7% somehow disagree as 6.9% remain neutral to the statement. On whether Nairobi County Government has done enough in providing project information to the relevant stakeholders to facilitate participation in its projects, 46.4% of respondents strongly disagree and 21.9% somehow disagree to the statement. On the other hand, 9.9% strongly agree to the statement and 12.2% somehow agree as 9.4% choose to

remain neutral. When asked whether there are clear frameworks on how to access the project information for development projects by the county government, most of the respondent 34.4% Strongly disagree and 36.0% somehow disagree with the statement compared to 6.9% who strongly agree and 15.8% somehow agree as 6.9% remain neutral. When asked whether the National government through the ministry of transport has championed for provision of project information to relevant stakeholders to improve project implementation, most of the respondents 37.8% somehow disagree and 25.8% strongly disagree while 17.6% somehow agree and 7.4% strongly agree as 11.5% choose to remain neutral.

The study outcomes as shown in the above statistics have found that the Central Business District decongestion project information was not readily available as well as either the national and the County government of Nairobi has done enough to warrant that project information is available to relevant stakeholders to assist with the stakeholder participation. Also, the findings showed that stakeholders are responsible for looking for project information and not just waiting for to be given but also mechanisms need to be put in place to ensure that project information is readily available to promote stakeholder participation.

5.2.4 Stakeholder planning process and implementation of the CBD decongestion projects, Nairobi City.

The summary of findings on stakeholder planning for stakeholder participation are as discussed below.

When the respondents were asked whether stakeholder planning influences stakeholder participation in project implementation, most respondents 65.1% strongly agreed to the statement and 24.0% somehow agreed compared to 1.8% Strongly disagree and 1.0% somehow disagree as 8.2% remained neutral. When asked whether planning for methods of engaging different stakeholders influences stakeholder participation in project implementation, 51.5% of respondents strongly concurred and 40.1% somehow agreed compared to 1.3% who strongly disagreed and 0.3% somehow disagree as 6.9% remained neutral. When asked whether planning for facilitators of stakeholder participation greatly increases the level of participation, 52.6% strongly agreed and 39.5% somehow agreed which is contrast to 1.0% who strongly disagreed and 1.0% somehow disagree as 5.9% remained neutral. When asked whether planning for the venue of stakeholder participation determines the level of participation, 44.1% strongly agreed and 41.6% somehow agreed compared to 1.3% strongly disagree and 4.3% somehow disagree as 8.7% remained neutral. When asked whether the Central Business

District Decongestion project had an elaborate stakeholder plan for stakeholder participation, 39.0% strong disagreed and 23.7% somehow disagreed. On the other hand, 11.5% strongly agreed and 16.8% somehow agreed as 8.9% remained neutral. When asked whether the Nairobi County government has a well-articulated stakeholder plan for stakeholder participation in project implementation, 33.2% strongly disagreed and 28.6% somehow disagreed compared to 9.4% strongly agreed and 14.8% somehow agreed as 14.0% remained neutral.

The study outcomes through the statistics shown above has shown that stakeholder planning in a integral part of increasing stakeholder engagement. The Nairobi County government need to come up with an elaborate and well-articulated stakeholder plan to ensure that development projects increase stakeholder participation. The study outcomes have shown that the Central Business District decongestion project lacked a well-articulated and elaborate stakeholder plan for its stakeholder hence the low turnover on stakeholder participation in the project.

5.3 Conclusion of the study

The research anticipated to establish the effect of stakeholder management process and implementation of central business district decongestion projects: A case of Nairobi city. As per the study outcomes, it is apparent that stakeholder management process accentuates a fundamental part in the successful implementation of projects. The following deductions can be made from the study outcomes.

The study outcomes conclude that stakeholder mapping process influences project implementation. As per the study finding statistics 75.8% of respondents never participated in stakeholder Identification exercise and this trend needs to be reversed since they Nairobi residents needs to be fully involved in the central business district decongestion project since they will be the users of the facility and their views need to be considered and factored into the project implementation. This is also evident when respondents were asked how fundamental stakeholder mapping is to project implementation which got a response rate of 82.9% a total of those who strongly and somehow agree. Furthermore, the study outcomes show the need for a thorough and well-articulated stakeholder framework needs to be developed to ensure that all relevant stakeholders have been factored in the implementation of a project. This makes the CBD decongestion project a success and increased project ownership by all stakeholders. Also, having institution specializing in stakeholder participation also help ensure that any project carried out by the Nairobi County Government has incorporated participation this is supported by a total of 362 respondents who either strongly or somehow agree with it.

The study outcomes on civic education from the statistics shows that, 50.5% of respondents don't have knowledge of their civic duties as cherished in the Kenya Constitution 2010. In addition, 59.5% have not attended any civic education forum. This further show that the National government which is meant to work for the people is lagging in ensuring that the general public is enlightened on their civic duties, this claim is supported by 64.5% of the respondents involved in this study this if further strengthened by the research findings that 55.1% of respondents don't know of any institution offering civic education which is a huge figure owing to the fact that of the respondents sampled, those who completed college and university education accounted for 72.5% of the respondents. The Nairobi County government and project implementors are also not doing enough in educating the public on the need for participation as 67.3% and 70.7% of respondents respectively agree on this. Therefore, civic education is needed to be able to have an increased public participation in project implementation as the study statistics show 94.9% of respondents agree on this.

The study outcomes on availability of project information concluded that, sharing of information during the implementation of the CBD decongestion project was not readily available and if done correctly it would improve stakeholder participation in project implementation. 66.8% of respondents didn't know how to access the CBD decongestion project information where 91.9% of respondents agreed that the availability of the information would positively influence stakeholder participation for the implementation of the project. Furthermore, 68.3% of respondents from the study concurs that the Nairobi County government ought to do more in ensuring that this project information is available for stakeholders to freely access for all its projects. The National government is also expected to take the lead in ensuring that this information is shared with relevant stakeholders to promote participation in project implementation.

The study outcomes on stakeholder planning conclude that, stakeholder planning influences project implementation. It's important to take note of the methods to be used to engage relevant stakeholders for project implementation. 91.6% of respondents identified in the study agreed that methods of stakeholder engagement matter in project implementation. Also, the findings showed that 92.1% of respondents are mindful of the facilitators who will conduct the participation exercise hence need for extensive planning for successful participation. Furthermore, the venue for participation should be selected after thorough planning has been done. This are some of the things the CBD decongestion project lacked because it didn't have a well-thought-out plan as 62.7% of respondents agree to this.

5.4 Recommendations from the study

Based on the conclusions of this study, stakeholder management process in project implementation is an important facet in a project, the subsequent recommendations from the study are as follows:

1. The researcher recommends that the Nairobi County Government should enact policies and guidelines that will help in guiding on how stakeholder mapping was carried out for its projects and ensure the project implementors are following them.
2. The researcher recommends that the Nairobi County Government should partner with relevant groups to help conduct civic education to the population to increase stakeholder participation in project implementation.
3. The investigation also recommends that stakeholder planning ought to be adopted to ensure that venue, methods, and facilitators of stakeholder participation are identified to improve stakeholder participation in project implementation.
4. The research recommends that information regarding project is shared to its stakeholders and have channels on how the information can be accessed by the stakeholders to further improve stakeholder participation in project implementation.

5.5 Suggestion for further research

The scholar advocates the following area of further research.

The researcher advocates that more studies prerequisite need to be steered on different projects and diverse stakeholders to validate the study outcomes. Diverse practises can be pragmatic to attain different results.

The study was focused on Nairobi city in Kenya. Studies similar to this can be replicated in other cities in Kenya such as Nakuru city which has similar projects and compare the results.

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APPENDIX A: QUESTIONNAIRE- PROJECT STAKEHOLDERS

My name is Edwin Mayaka Nyabaga. I am currently undertaking a study on *Stakeholder management process and Project Implementation: A case of Central Business District Decongestion Project in Nairobi County* as partial fulfilment for the award of a Master of Arts degree in Project Planning and Management from the University of Nairobi. I am kindly requesting your assistance in filling out this questionnaire. Kindly note that the information you will provide was treated with the utmost confidentiality and it will only be used for purpose of this study. I would like to thank you in advance.

PART A: PERSONAL PROFILE

1. What is your gender?

Male Female

2. How old are you? (*Tick the appropriate age bracket*)

20 -29
30-39
40-49
50-59
60-69
Above 70

3. What is your highest level of formal education?

University
College
High school
Primary

4. Where is your area of residency? _____

5. How often do you use a public service vehicle to access the CBD?

Daily
Once a week
Once a month

Other (specify) _____

PART B: Stakeholder Mapping for Stakeholder participation.

6. Have you ever participated in a stakeholder identification exercise for the Central Business District decongestion Project?

YES NO

7. If the answer is YES, in what capacity? (*Tick the one appropriate*)

- Public Service Vehicle Commuter
- Project team member
- Government representative
- Matatu Owners Association member
- Matatu Welfare Association of Kenya Member

Other (specify) _____

8. If the answer was NO, why do you think you never participated in the stakeholder identification exercise? (*tick all that apply*)

- Never approached to participate.
- I don't know how to participate.
- Lacked time to participate.
- I didn't want to participate.

Other (specify) _____

9. What is the major hindrance to stakeholder identification for the Central Business District decongestion project? (*tick all that apply*)

- Lack of Framework
- Lack of goodwill from the project Implementers
- Politics
- Lack of Policies

Other (specify) _____

10. To what extent do you agree with the below statements? On a scale of 1-5(1=Strongly Agree, 2= Somehow Agree, 3=Neutral, 4=Somehow Disagree, and 5= Strongly Disagree)

Statement	1	2	3	4	5
Stakeholder mapping is fundamental in enhancing stakeholder participation in project implementation.					
The Central Business District Decongestion project carried out a thorough stakeholder mapping before project implementation.					
The Nairobi County Government has an established framework for stakeholder mapping to improve stakeholder participation.					
The National government has continuously advocated for stakeholder mapping before embarking on stakeholder participation.					
Having a standardised Stakeholder mapping framework will help in ensuring that the development project Implementers don't overlook public participation.					
Institutions are needed to specifically handle stakeholder mapping and ensure county projects have incorporated stakeholders' participation during the implementation of projects.					

PART C: Civic Education on participation

To what extent do you agree with the below statements? On a scale of 1-5(1=Strongly Agree, 2= Somehow Agree, 3=Neutral, 4=Somehow Disagree, and 5= Strongly Disagree)

Statement	1	2	3	4	5
I have strong knowledge of my civic duty as enshrined in the Kenya Constitution 2010 on participation in development projects.					
I have attended a civic education forum on public participation in development projects.					
The National government has done enough in helping the county government provide civic education on public participation.					
I am involved in coordinating Civic Education on public participation.					
I have previously been involved in conducting civic education on public participation.					
I know of an organization/institution conducting civic education in sensitizing citizens on public participation.					
The County Government of Nairobi has clear and well-communicated guidelines on stakeholder participation.					
The County Government of Nairobi has regularly educated the public on the need to be involved in stakeholder participation in projects.					
The Central Business District Decongestion Project Implementers have done enough in educating the public on the need for participation in the project.					

Civic education is needed to sensitize the public of their civic duty on public participation to actively participate as stakeholders in projects.					
--	--	--	--	--	--

PART D: Availability of project information

To what extent do you agree with the below statements? On a scale of 1-5(1=Strongly Agree, 2= Somehow Agree, 3=Neutral, 4=Somehow Disagree, and 5= Strongly Disagree)

Statement	1	2	3	4	5
The Central Business District Decongestion project readily provided project information to stakeholders.					
I know how to access the Central Business District Decongestion project information.					
Availability and access to Project information influence stakeholder participation in project implementation.					
Project information on the Central District Decongestion project would help stakeholders prepare better for a stakeholder participation exercise.					
Access and availability of Project information is not the work of the project Implementer but the duty of the stakeholders to look for it.					
Nairobi County government has done enough in providing project information to the relevant stakeholders to facilitate participation in its projects.					
There are clear frameworks on how to access the project information for development projects by the county government.					
The National government through the ministry of transport has championed for provision of project information to relevant stakeholders to improve project implementation.					

PART E: Stakeholder planning/ analysis for stakeholder participation

To what extent do you agree with the below statements? On a scale of 1-5(1=Strongly Agree, 2= Somehow Agree, 3=Neutral, 4=Somehow Disagree, and 5= Strongly Disagree)

Statement	1	2	3	4	5
Stakeholder Planning influences stakeholder participation in project implementation.					
Planning for methods of engaging different stakeholders influences stakeholder participation in project implementation.					
Planning for facilitators of stakeholder participation greatly increases the level of participation.					
Planning for the venue of stakeholder participation determines the level of participation.					
The Central Business District Decongestion project had an elaborate stakeholder plan for stakeholder participation.					

The Nairobi County government has a well-articulated stakeholder plan for stakeholder participation in project implementation.					
--	--	--	--	--	--

PART F: Project Implementation


To what extent do you agree with the below statements? On a scale of 1-5(1=Strongly Agree, 2= Somehow Agree, 3=Neutral, 4=Somehow Disagree, and 5= Strongly Disagree)

Statement	1	2	3	4	5
Project implementation is evident in the area under investigation.					
There is effectiveness in project implementation in the area.					
There is an increase in the number of stakeholders involved in the project implementation process					
Project implementation of decongesting the city has improved the livelihood of the residents of Nairobi and its environs.					
There is improved decongestion of the Central Business District area in Nairobi.					

THE END.

Thank you for taking the time to fill in the above questions.

APPENDIX B: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 126843	Date of Issue: 08/December/2022
RESEARCH LICENSE	
	
This is to Certify that Mr. Edwin Mayaka Nyabaga of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STAKEHOLDER MANAGEMENT PROCESS AND IMPLEMENTATION OF CENTRAL BUSINESS DISTRICT DE CONGESTION PROJECTS: A CASE OF NAIROBI CITY, KENYA. for the period ending : 08/December/2023.	
License No: NACOSTI/P/22/22555	
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APPENDIX C: Transmittal Letter



UNIVERSITY OF NAIROBI

FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

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Our Ref: **L50/37118/2020**

November 30, 2022

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100

NAIROBI

RE: INTRODUCTION LETTER: EDWIN MAYAKA NYABAGA

The above named is a registered Master of Arts Project Planning and Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on **"STAKEHOLDER MANAGEMENT PROCESS AND IMPLEMENTATION OF CENTRAL BUSINESS DISTRICT DECONGESTION PROJECTS, NAIROBI CITY, KENYA."**

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

A handwritten signature in blue ink, appearing to read 'J. Njihia'.



PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

JN/jkm