

**STAKEHOLDERS' PARTICIPATION IN PROJECT MANAGEMENT AND  
PERFORMANCE OF DONOR FUNDED PROJECTS IN KENYA: A CASE OF  
AGRICULTURE AND DAIRY ECONOMIC DEVELOPMENT PROJECT IN  
EMALI**


**ERIC KATAKA MUKABI**

**RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN  
PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI**

**2023**

## DECLARATION

I hereby declare that this research project report is my original work and has not been presented for any award at any other University.

Signature: 

Date: 13/11/2023

**NAME:** Eric Kataka Mukabi

**REGISTRATION NO.** L50/29448/2019

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

Signature 

Date 13<sup>th</sup> November 2023

**DR. CHARLES M. WAFULA**

**LECTURER, DEPARTMENT OF FINANCE AND ACCOUNTING,**

**UNIVERSITY OF NAIROBI**

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>LIST OF TABLES .....</b>	<b>vii</b>
<b>LIST OF FIGURES .....</b>	<b>viii</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS .....</b>	<b>ix</b>
<b>ABSTRACT.....</b>	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background to the Study .....	1
1.1.1 Concept of Project Performance.....	1
1.1.2 Stakeholders' Participation at Project Identification and Project Performance .....	2
1.1.3 Stakeholders' Participation at Project Planning and Project Performance .....	2
1.1.4 Stakeholders' Participation at Project Implementation and project performance.....	3
1.1.5 Stakeholders' Participation at Project Monitoring and Control and Project Performance .....	3
1.1.6 Context of the Study .....	4
1.2 Research Problem.....	4
1.3 Research Objectives .....	5
1.4 Value of the Study.....	5
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>7</b>
2.1 Introduction .....	7
2.2 Theoretical Framework of the Study.....	7

2.2.1 Stakeholder Theory.....	7
2.3 Empirical Studies .....	7
2.3.1 Performance of Donor Funded Projects .....	8
2.3.2 Stakeholder Participation during Project Identification and Performance of Donor Funded Projects .....	9
2.3.3 Stakeholders’ Participation during Project Planning and Performance of Donor-Funded Projects .....	9
2.3.4 Stakeholders’ Participation in Project Implementation on Performance of Donor Funded Projects .....	10
2.3.5 Stakeholders’ Participation in Project Monitoring and control on Performance of Donor Funded Projects .....	10
2.4 Summary of Research Gaps .....	11
2.5 The Conceptual Framework .....	15
2.6 Research hypothesis .....	16
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>17</b>
3.1 Introduction .....	17
3.2 Research Design .....	17
3.3 Population of the Study .....	17
3.4 Sample Size and Sampling Procedure.....	17
3.5 Data Collection.....	18
3.5.1 Pilot Testing of the Instruments.....	19
3.5.2 Validity of the Instrument.....	20
3.5.3 Instruments Reliability .....	20
3.5.4 Data Collection Procedure.....	20
3.6 Operationalization of Variables .....	21

3.7 Data Analysis .....	24
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION .....</b>	<b>25</b>
4.1 Introduction .....	25
4.2 Response rate.....	25
4.3 Demographic background of the respondents.....	25
4.3.1 Age of the respondents .....	25
4.3.2 The respondents' gender.....	26
4.3.3 Educational level of the respondents .....	27
4.3.4 Period with which the respondents have seen in the organization. ....	28
4.5 Analysis of independent variables.....	28
4.5.1 Stakeholders' participation in project identification .....	28
4.5.2 Stakeholders' participation in project planning.....	30
<i>Table 11: Stakeholders' participation in project planning</i> .....	30
4.5.3 Stakeholders' participation in project implementation.....	31
<i>Stakeholders' participation in project implementation</i> .....	31
4.5.4 Participation of stakeholders in project monitoring and control .....	33
<b>4.6 Regression Analysis.....</b>	<b>34</b>
<b>CHAPTER FIVE .....</b>	<b>37</b>
<b>SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS</b>	
<b>.....</b>	<b>37</b>
5.1. Introduction .....	37
5.2 Summary of Findings .....	37
5.2.1 Project identification and performance of Donor-funded projects .....	37

5.2.2 Stakeholders’ participation in project planning and Performance of Donor-funded projects ..	37
5.2.3 Project implementation and performance of Donor-funded projects .....	38
5.2.4 Project monitoring and control and Performance of Donor-funded projects .....	38
5.3 Discussion of the findings .....	39
From the results analyzed in chapter four, the following forms the discussion of the findings: .....	39
5.4 Conclusion of the Study .....	40
5.5 Recommendations .....	40
5.6 Suggestions for further studies .....	41
<b>REFERENCES.....</b>	<b>42</b>
<b>APPENDICES .....</b>	<b>49</b>
Appendix 1: Introduction Letter.....	49
Appendix 2: Questionnaire for Stakeholders of Agriculture Dairy and Economic Development Project .....	50
Appendix III: Transmittal Letter .....	59
Appendix IV: Research Permit .....	60

## LIST OF TABLES

Table 1: Knowledge Gaps.....	12
<i>Table 2: Target Population.....</i>	<i>17</i>
<i>Table 3: Sample Size per Department .....</i>	<i>18</i>
<i>Table 4: Pilot Test Sample .....</i>	<i>19</i>
Table 5: Operational Definition of Variables .....	22
<i>Table 6: Age of the respondents.....</i>	<i>25</i>
<i>Table 7: Gender of the respondents.....</i>	<i>26</i>
<i>Table 8: Respondents education level.....</i>	<i>27</i>
<i>Table 9: Period in which the respondents have stayed in organization. ....</i>	<i>28</i>
<i>Table 10: Stakeholders' participation in project identification .....</i>	<i>29</i>
<i>Table 11: Stakeholders' participation in project planning.....</i>	<i>30</i>
<i>Table 12: Stakeholders' participation in project implementation .....</i>	<i>31</i>
<i>Table 13: Participation of stakeholders in project monitoring and control.....</i>	<i>33</i>
<i>Table 14: Model Summary.....</i>	<i>34</i>
<i>Table 15: Analysis of Variance (ANOVA) .....</i>	<i>35</i>
<i>Table 16: Regression Coefficient.....</i>	<i>35</i>

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	15
--------------------------------------	----



## **LIST OF ABBREVIATIONS AND ACRONYMS**

**ADED**-Agriculture and Dairy Economic Development

**BMC**-Baseboard Management Controller

**CBNRM**-Community-Based Natural Resource Management

**EDCA**-Emali Dedicated Children's Agency

**GIS**-Geospatial Information Management Surveyors

**IBM**-International Business Machines Corporation

**IEEE**-Institute of Electrical and Electronics Engineers

**ISSN**-International Standard Serial Number

**IUP**-Indiana University of Pennsylvania

**JASP**-Jeffrey's Amazing Statistics Program

**JRC**- Joint Research Centre

**NGOs**-Non-Governmental Organizations

**PMI**-Project Management Institution

**PPP**-Public Private Partnerships

**SPSS**-Statistical Package for Social Sciences

**TEFL**-Teaching English as a Foreign Language

**UNEP GEF**-United Nations Environmental Programme Global Environment Facility

**UNICEF**-United Nations International Children's Emergency Funds

**UNTFSSSE**-United Nations Inter-Agency Task Force on Social and Solidarity Economy

**USA**-United States of America

**WBS**-Work Breakdown Structure

## **ABSTRACT**

The primary factor for a project's failure or success is the commitment to engage stakeholders during the entire project cycle. This study aimed to determine how stakeholders' participation affect the performance of donor-funded initiatives in Kenya. Numerous projects in Kenya fail due to the lack of stakeholder involvement, resulting in unsuccessful project implementation. The specific goal of this study was to assess the effects of stakeholders' participation in the identification, planning, implementation, and monitoring and control phases of the Agriculture and Dairy Economic Development Project in Emali, Kenya. The study employed a descriptive research design, targeting 135 workers from different departments in the project. A structured questionnaire with both open- and closed-ended responses, utilizing a 5-point Likert scale rating, was used to gather primary data. The data was analyzed using Statistical Packages for Social Sciences (SPSS) to create a regression model and perform hypothesis testing analysis. The findings of this study would be of great significance to various stakeholders, project policymakers, academicians, governments, and future donor-funded projects. The study highlighted the spositive influence of stakeholder participation in project identification, planning, implementation, and monitoring and control on the performance of donor-funded projects. The study recommends enhancing stakeholder participation and allocating adequate resources for monitoring and control activities to ensure the success of donor-funded projects. Further studies on integration of stakeholders' participation in various phases of the project life cycle, including project scheduling and project closure, in addition to the four phases of project identification, planning, implementation, and monitoring and control, is suggested to validate and expand the current findings.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

In recent years, the successful implementation of development projects has become increasingly dependent on effective project management practices and the involvement of stakeholders. Stakeholders play a crucial role in shaping project outcomes and ensuring the sustainable development of various sectors, including agriculture and dairy economic development. Donor-funded projects, particularly in developing countries like Kenya, have witnessed a growing emphasis on stakeholder participation as a means to enhance project performance, effectiveness, and sustainability. This study aims to explore and analyze the influence of stakeholders' participation in project management on the performance of donor-funded projects, with a focus on agriculture and dairy economic development in the Emali region of Kenya.

Stakeholders, ranging from local communities and government agencies to non-governmental organizations and private sector entities, contribute diverse perspectives, resources, and expertise to projects. Their involvement ensures that projects align with the needs and aspirations of the target beneficiaries, thereby enhancing project outcomes and promoting sustainability (Abdul-Rahman et al., 2019). Effective stakeholder engagement fosters a sense of ownership, reduces resistance to change, and improves the overall quality of project implementation (Chinyio & Olomolaiye, 2018). While donor-funded projects offer valuable financial support for development initiatives, they often come with challenges related to project management, accountability, and long-term impact. The success of these projects hinges on effective coordination and collaboration among stakeholders, including donors, implementing agencies, local communities, and end-users (Tayebi et al., 2020). The lack of stakeholder involvement can lead to misaligned objectives, inadequate resource allocation, and limited community engagement, undermining project performance and the achievement of sustainable development goals (Cleland & Ireland, 2019).

#### **1.1.1 Concept of Project Performance**

The performance of donor-funded projects in Kenya is a multifaceted and crucial concept that encompasses various dimensions of project success and impact. This brief exposition provides an overview of the concept of performance in the context of donor-funded projects in Kenya, drawing upon recent literature.

Donor-funded projects in Kenya aim to address developmental challenges and improve the well-being of local communities. The performance of such projects goes beyond traditional measures of completion and budget adherence; it includes broader considerations of effectiveness, efficiency, sustainability, and socio-economic impact (Ouda et al., 2019).

Recent studies emphasize that project performance in Kenya is deeply intertwined with stakeholder engagement, alignment with local needs, and adaptability to changing circumstances (Kamanyi et al., 2018). Successful projects not only achieve their intended outcomes but also leave lasting positive effects on the communities they serve.

Furthermore, the concept of performance extends to the utilization of resources, both financial and non-financial, to achieve optimal results. Effective resource allocation, risk management, and timely decision-making contribute to enhanced project performance (Davies & Dart, 2019).

However, inadequate performance can lead to a range of negative consequences, including wastage of resources, unmet developmental goals, and disillusionment among stakeholders. Therefore, evaluating and improving the performance of donor-funded projects is imperative for sustainable development in Kenya (Oti et al., 2021).

### **1.1.2 Stakeholders' Participation at Project Identification and Project Performance**

Stakeholder participation during the project identification phase significantly influences the performance of donor-funded projects in Kenya. Stakeholders, including local communities, government agencies, NGOs, and the private sector, offer valuable insights that enhance project outcomes. Engaging stakeholders ensures alignment with beneficiaries' needs, improving project relevance and sustainability (Davies & Dart, 2019).

Effective stakeholder involvement fosters community ownership and commitment, benefiting project implementation (Oti et al., 2021). Early participation identifies challenges and allows strategic risk management (Kamanyi et al., 2018). However, lack of engagement leads to misaligned goals and resistance (Kohler et al., 2019).

### **1.1.3 Stakeholders' Participation at Project Planning and Project Performance**

Stakeholder participation in project planning holds substantial sway over the success of donor-funded projects in Kenya. This brief discussion explores the impact of stakeholder engagement during the project planning phase on the performance of such initiatives.

Stakeholders, encompassing local communities, governmental bodies, NGOs, and private entities, contribute diverse perspectives that enrich project planning. Their involvement ensures that project objectives are aligned with local needs and priorities, fostering a sense of ownership and commitment (Davies & Dart, 2019).

Research underscores that effective stakeholder engagement at project planning enhances communication, minimizes conflicts, and aids resource allocation, resulting in smoother implementation (Kamanyi et al., 2018). Engaging stakeholders early facilitates the identification of potential challenges and risks, leading to informed decision-making and improved project outcomes (Oti et al., 2021).

However, inadequate stakeholder participation may lead to misinformed planning, limited community support, and inadequate consideration of local contexts (Kohler et al., 2019). The absence of key perspectives can compromise project effectiveness and sustainability.

#### **1.1.4 Stakeholders' Participation at Project Implementation and project performance**

Stakeholder engagement during project implementation is a pivotal determinant of success for donor-funded projects in Kenya. This concise exploration delves into the significance of stakeholder participation in the project implementation phase and its impact on project performance.

Stakeholders, representing various entities like local communities, governmental bodies, NGOs, and private enterprises, contribute multifaceted insights that profoundly shape project execution. Their active involvement fosters a collaborative environment, enhancing transparency, accountability, and buy-in (Davies & Dart, 2019). Empirical research underscores that robust stakeholder engagement during project implementation facilitates efficient resource allocation, reduces delays, and mitigates risks, thereby promoting smoother progress (Kamanyi et al., 2018). Engaged stakeholders also play a crucial role in adapting projects to dynamic local conditions, ensuring relevance and responsiveness (Oti et al., 2021).

Conversely, limited stakeholder participation can result in miscommunication, conflict, and inadequate capacity-building, hampering effective project execution (Kohler et al., 2019). Neglecting local expertise and perspectives may lead to unanticipated challenges and compromised outcomes.

#### **1.1.5 Stakeholders' Participation at Project Monitoring and Control and Project Performance**

Stakeholder engagement during project monitoring and control plays a pivotal role in shaping the performance of donor-funded projects in Kenya. This concise analysis delves into the significance of stakeholder involvement during the monitoring and control phase and its impact on project performance.

Stakeholders, comprising local communities, governmental bodies, NGOs, and private enterprises, provide diverse insights that significantly impact project oversight. Their active participation enhances transparency, accountability, and informed decision-making throughout project implementation (Davies & Dart, 2019).

Recent studies highlight that robust stakeholder engagement during project monitoring and control facilitates timely identification of deviations, enabling prompt corrective actions and minimizing project risks (Kamanyi et al., 2018). Engaged stakeholders contribute to accurate progress tracking, ensuring that projects stay on course and meet predefined targets (Oti et al., 2021).

Conversely, inadequate stakeholder participation can lead to gaps in information sharing, delayed issue identification, and compromised project adjustments (Kohler et al., 2019). Neglecting stakeholder perspectives may result in suboptimal decisions and limited adaptability to changing circumstances.

### **1.1.6 Context of the Study**

The context of this study revolves around the Agriculture and Dairy Economic Development Project in Emali, Kenya. This concise overview sheds light on the specific setting and focus of the research, drawing from recent literature. Emali, a region in Kenya, boasts significant agricultural potential, particularly in the dairy sector. The Agriculture and Dairy Economic Development Project, funded by external donors, aims to harness this potential for the upliftment of local communities and the enhancement of their socio-economic conditions (Emali Constituency Development Fund, 2020).

Recent studies underscore the importance of such projects in fostering rural development and improving livelihoods. The success of the Agriculture and Dairy Economic Development Project hinges on effective project management and stakeholder engagement (Oti et al., 2021). The engagement of stakeholders, including local farmers, government agencies, NGOs, and private entities, plays a crucial role in ensuring project alignment with community needs and aspirations (Davies & Dart, 2019).

Moreover, the context of the study includes examining the influence of stakeholder participation at different project phases, such as identification, planning, implementation, and monitoring, on the overall performance of the Agriculture and Dairy Economic Development Project (Kamanyi et al., 2018). Understanding how stakeholder involvement impacts project outcomes and socio-economic development is vital for enhancing project effectiveness and sustainability.

### **1.2 Research Problem**

The research problem explored in this study focuses on the connection between stakeholder participation in project management and the performance of donor-funded projects in Kenya, with specific emphasis on the

Agriculture and Dairy Economic Development Project in Emali. While stakeholder engagement is acknowledged as pivotal for project success, a gap exists in comprehending how varying degrees of stakeholder participation affect project outcomes, particularly in Kenya's agriculture and dairy economic development context.

Recent literature emphasizes stakeholder involvement's importance in successful project implementation and sustained impact (Abdul-Rahman et al., 2019). However, the extent and nature of stakeholder participation essential for optimal project performance remain insufficiently examined, particularly in donor-funded projects within Kenya's agriculture and dairy sector.

Moreover, the research problem aims to tackle challenges and opportunities linked to stakeholder engagement in the management of donor-funded initiatives. Effective stakeholder participation is proven to cultivate ownership, diminish resistance to change, and augment project results (Chinyio & Olomolaiye, 2018). Nevertheless, the specific strategies and mechanisms through which stakeholder involvement enhances performance, especially in Emali's unique agriculture and dairy economic development projects, demand deeper investigation.

### **1.3 Research Objectives**

The aim of the study was to discover the effects that the participation of stakeholders has on the performance of the Agriculture and Dairy Economic Development Project in Emali.

Objectives of the study were.

- i) To assess the effects of stakeholders' participation in project identification on the performance of donor-funded projects in Kenya
- ii) To examine the impact of stakeholders' involvement in project planning on the performance of donor-funded projects in Kenya
- iii) To evaluate the influence of stakeholders' participation in project implementation on the performance of donor-funded projects in Kenya
- iv) To determine the impact of stakeholders' participation in project monitoring and control on the performance of donor-funded projects in Kenya.

### **1.4 Value of the Study**

The study's anticipated findings hold significant potential benefits for various stakeholders. Firstly, the management team of the Agriculture and Dairy Economic Development Project in Emali stands to gain valuable insights into the influence of stakeholders' participation on project performance. This understanding could enable them to leverage stakeholder engagement effectively for improved outcomes.

Policymakers involved with the Agriculture and Dairy Economic Development Project would find the study's outcomes useful in shaping their policies. Insights into the extent of stakeholders' impact on donor-funded project performance would inform policy formulation, potentially leading to more effective utilization of resources and better project alignment with local needs.

Academicians would benefit from the study's findings by addressing gaps in previous research on stakeholder participation and project performance in donor-funded contexts. These findings could guide future research endeavors and serve as a reference point for further exploration.

Moreover, the study's outcomes hold relevance for the broader spectrum of stakeholders, including the government in the Agriculture and Dairy Economic Development sector. By recognizing the mediating role of stakeholder engagement in donor-funded project success, the government could enhance its policies, administration, and allocation of resources to ensure successful project implementation in Kenya.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter examined the theoretical foundations of the various concepts concerning stakeholders' participation and project performance. The analysis reviewed existing literature on the impact of stakeholders' participation on the performance of projects financed by external donors. In order to make sure the concepts examined were within the parameters of the current study, the research objectives were crucial in directing the literature review.

### **2.2 Theoretical Framework of the Study**

This study has pegged its foundation on stakeholder theory. The theory will aid in clearly demonstrating how the performance of the Agriculture and Dairy Economic Development Project is affected by the involvement of stakeholders.

#### **2.2.1 Stakeholder Theory**

The theory models the identification and management of stakeholders in a project, considering their interests (Godfrey & Lewis, 2018). Combining market-based, resource-based, and socio-political perspectives, it holds significance for the Agriculture and Dairy Economic Development Project. This model broadens management's responsibilities beyond profit maximization, accommodating diverse parties (Berger-Walliser & Scott, 2018).

Cartenì et al. (2022) emphasize that stakeholders with legitimate interests should benefit, rejecting predefined priorities. The theory empowers strategic stakeholder management (Cartenì et al., 2022), crucial for firm survival (Dong & Liu, 2020). Stakeholder theory's adoption in various fields reflects its popularity (Civera & Freeman, 2019).

In projects, stakeholders' role extends beyond input, emphasizing active participation for mutual benefit (Mustafin & Kantarbayeva, 2018). It guides managers in attending to stakeholders' legitimacy, urgency, and power, aiding ethical and legal considerations (Godfrey & Lewis, 2018). Researchers explore methods for stakeholder identification and impact assessment (Phillips et al., 2019).

### **2.3 Empirical Studies**

This section presented a series of empirical studies that centered on key areas of our research. We delved into the performance of Donor Funded Projects and the role of Stakeholder Participation across different stages. Specifically, we explored the past performance of Donor Funded Projects, examined Stakeholder Participation during Project Identification and Project Planning, investigated how Stakeholder Participation influenced Project

Implementation, and scrutinized the impact of Stakeholder Participation in Project Monitoring and Control on the performance of Donor Funded Projects. These studies shed light on the interplay of these factors and their effects on the outcomes of these projects in the past.

### **2.3.1 Performance of Donor Funded Projects**

The emergence of project management brought initial reliance on triple constraints (cost, quality, time) for measuring project performance (Ellis, Martin & Ramcharitar, 2019). However, the sufficiency of these constraints has been debated, with Volden (2018) highlighting their focus on efficiency over effectiveness. Stakeholders' definition of success is advocated, as triple constraints may limit assessment (Pace, 2019).

Kukubo (2020) emphasized stakeholder involvement in sustainable horticultural projects. This research expands on Ouma and Kamaara's (2018) work, analyzing additional indicators like budget adherence, project quality, timely delivery, and user satisfaction in donor-funded projects, addressing a gap. Previous studies lack evidence on these indicators' impact on project performance and stakeholder participation.

By examining stakeholder influence, this study enhances understanding of indicators' effects on donor-funded project performance.

## **2.3.2 Stakeholder Participation during Project Identification and Performance of Donor Funded**

### **Projects**

Stakeholders, including individuals, groups, or organizations, play a pivotal role in project outcomes and hold shared responsibility (Siringi, Wambua, & Westermann-Behaylo, 2022). Their engagement is crucial for understanding project surroundings, technical specifications, and essential requirements (Abdi, 2019). Proper initiation encompasses stakeholder analysis, economic assessments, and task assignment (Park, 2019).

Community engagement at the need identification stage builds commitment and clarifies issues, aiding prioritization (Walubengo, 2019). It influences project design and decision-making, with Freeman's stakeholder theory emphasizing early involvement (Matu, 2020). Ndirangu (2021) highlights stakeholder engagement during Kiserian Township project but lacks emphasis on identification. This study extends analysis to include stakeholder participation in problem analysis, project selection, and initiating project requests during the identification phase.

## **2.3.3 Stakeholders' Participation during Project Planning and Performance of Donor-Funded Projects**

Stakeholder participation in project planning involves resource specification, allocation, objective definition, and risk assessment (Matu et al., 2020). Stakeholder involvement in decision-making enhances understanding, community needs, and awareness (Kahila-Tani, Kytta & Geertman, 2019). It fosters collaboration, enriches processes, and builds relationships (Barrane et al., 2020).

Effective stakeholder coordination is vital for policy success (Mukherjee, Coban & Bali, 2021). Stakeholder approval accelerates project initiation (Baron et al., 2019). In project planning, stakeholder engagement shapes objectives and roles, influencing performance (Magassouba et al., 2019).

Ndung'u (2018) explored donor-funded health projects, finding mixed results in sustainability. Avedi, Mulwa, and Kyalo (2020) studied energy access projects, highlighting planning's role in rural development. However, the latter study omitted resource allocation and approvals' impact on stakeholder-involved planning. This research fills this gap by examining stakeholder involvement's influence on performance in Kenyan donor-funded community development projects.

### **2.3.4 Stakeholders' Participation in Project Implementation on Performance of Donor Funded Projects**

Stakeholder involvement during the implementation phase is crucial, particularly for community contributions fostering ownership (Emmanuel, 2020). Their participation transforms project objectives into practical activities (Hornung-Prähauser & Wieden-Bischof, 2021). Stakeholders' commitment impacts project success, considering risks like regulations, feasibility, and acceptability (Lee et al., 2020).

Stakeholder participation influences project performance (Lin, Ho & Shen, 2018). Stakeholders and projects reciprocally affect each other; proper participation simplifies issue anticipation (Alada & Işık, 2018). Mandala (2018) links stakeholder involvement to project performance in Bondo Sub County, with localized results. Similarly, Omar and Moi (2020) highlight stakeholder support in Wajir County water projects, emphasizing accountability.

This study centers on the Emali region, focusing on stakeholder involvement's impact across project phases, particularly the Agriculture and Dairy Economic Development Project. Contributions foster sustainability, reduce dependency, maximize local resources, and ensure ownership and responsibility for project success (Emmanuel, 2020).

### **2.3.5 Stakeholders' Participation in Project Monitoring and control on Performance of Donor Funded Projects**

During project implementation, monitoring and control involve analyzing information to enhance effectiveness and efficiency (Taghipour et al., 2020). Stakeholders' participation ensures project alignment and deviation identification (Magassouba et al., 2019). Monitoring and control compare actual outcomes to planned activities, reflecting performance (Magassouba et al., 2019). Effective control produces structured data for decision-making (Vitkovic, 2018). It builds relationships, empowering local communities (Njagi, 2020).

Stakeholder participation influences ecological control and success (Tsuma, Siringi & Wambua, 2019). In monitoring, careful selection of representatives is vital (Kalu & Rugami, 2021). Rajhans (2018) notes a positive link between stakeholder involvement in monitoring and project success. Stakeholder participation in reporting and monitoring identifies barriers and improves performance (Mbinya, 2018).

Continuous monitoring, evaluation, and data collection are crucial (Newman & Ford, 2021). Stakeholders' active involvement enhances project performance (Mkunde, 2019). In Embu North, stakeholders contributed to medical camp success (Njeru & Luketero, 2018). Abdi (2019) found technical expertise and stakeholder inclusion

impacted project success. This study focuses on stakeholder participation in error correction, activity control, system monitoring, plan review, and its impact on donor-funded projects in Kenya.

#### **2.4 Summary of Research Gaps**

This section presents summary of research gaps which is in form of a table having the variable, the authors, title of the study, methodology used, findings of the study, knowledge gap and finally focus of the current study.

*Table 1: Knowledge Gaps*

<b>Variable</b>	<b>Author (s) and year</b>	<b>Title of the study</b>	<b>Methodology used</b>	<b>Findings of the study</b>	<b>Knowledge gap</b>	<b>Focus of the current study</b>
Performance of donor-funded projects	Kukubo, E. N. (2020).	Critical Success Factors and the Sustainability of Small-Scale Horticulture Projects in Kiambu County, Kenya.	Descriptive	The study found that training programs and stakeholder involvement have a significant positive relationship with the project sustainability of horticultural projects.	The focus of the study was entirely on the sustainability of horticultural projects and such like, without factoring in other factors of project performance	The focus here was on other indicators of project performance such as delivery within budget, delivery within a timeline, superior project quality and user satisfaction other than sustainability
Stakeholders' participation in project identification and performance of donor-funded projects in Kenya	Mkutano, S. M., & Sang, P. (2018).	Project management practices and performance of non-governmental organizations projects in Nairobi City County, Kenya.	Descriptive	The study findings indicated that it is very vital to ensure the stakeholders are involved in project planning and implementation for the brainstorming of project ideas	The focus of the study was on only 2 phases of the project cycle, i.e. planning and implementation stages, without factoring in other phases such as project identification and monitoring and control which are equally significant	This study focussed on stakeholders' participation and influence during the project cycle.
Stakeholders' participation in project planning and	Ndung'u, T. T. (2018).	<i>Factors Influencing Sustainability of Donor Funded</i>	Descriptive	The study established that stakeholder's participation in	The study focused only on the TB development project	This study focussed on a donor-funded community

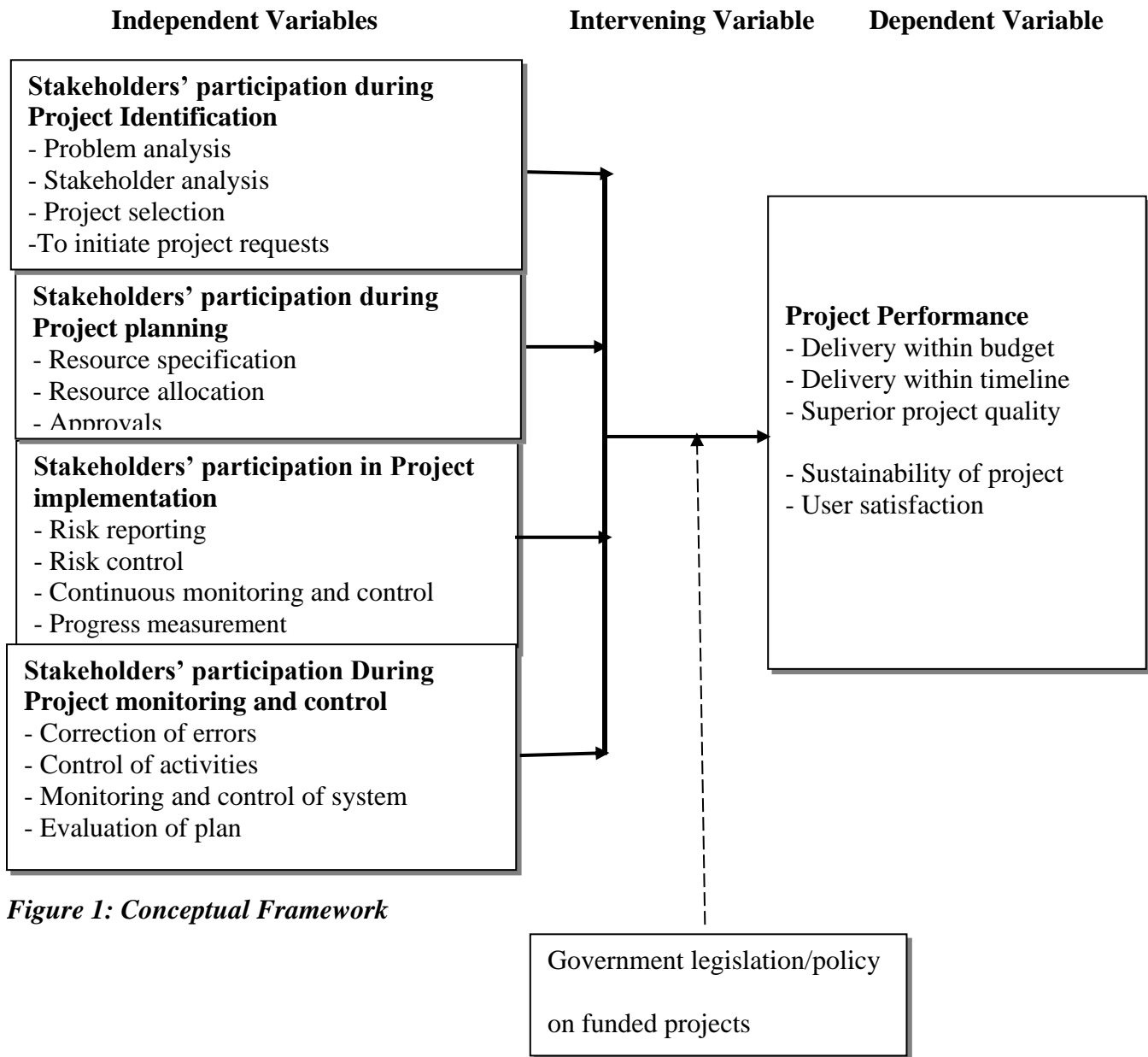
performance of donor-funded projects in Kenya		<i>Health Projects in Kenya: A Case of Tuberculosis Accelerated Response and Care Project In Meru County, Kenya</i>		project planning and encouragement of community project ownership of TB projects does not significantly influence the sustainability of the TB developments	in Meru County, and this might not be the same case for all the other projects in Kenya	development project in the agriculture sector in Emali.
Stakeholders' participation in project implementation and performance of donor-funded projects in Kenya	Mandala, E. (2018).	<i>Influence of stakeholder's involvement in project management on the performance of road construction projects in Kenya: a case of Bondo sub-county, Siaya county</i>	Case study research design	The study found that stakeholders' project implementation involvement significantly affects road construction projects' performance in Bondo Sub County	The findings cannot be generalized to other sub-counties in Siaya County and other counties in the Country.	This study focussed on the Emali area bordering the two counties of Makueni and Kajiado; hence the findings will be attributed to the two counties
Stakeholders' participation in project monitoring and control and performance of donor-funded projects in Kenya	Njeru, I. M., & Luketero, S. W. (2018).	Influence of monitoring and control strategies on performance of medical camp projects in hospitals in Kenya: A case of Embu North Sub County.	cross-sectional descriptive study design	It was found that training the monitoring and control team by equipping them with the right skills should be properly formulated and adhered to. It was preferred that	The focus was on the monitoring and control strategies in the health-related projects in Embu North, which is not a panacea to all the projects	Focus was on the influence of stakeholders' participation in the monitoring and performance of donor-funded projects

				stakeholders fully participate in the decision-making, planning, and designing of medical camp projects to ensure effective performance.		
--	--	--	--	--	--	--



## 2.5 The Conceptual Framework

This research was based on the following conceptual framework.



*Figure 1: Conceptual Framework*

## **2.6 Research hypothesis**

The study, at the 95% level of significance, tested the following hypotheses:

- i)  $H_0$  Stakeholders' participation in project identification does not influence donor-funded project performance in Kenya.
- ii)  $H_0$  Stakeholders' participation during project planning does not affect donor-funded project performance in Kenya.
- iii)  $H_0$  Stakeholders' participation during project implementation has no impact on donor-funded project performance in Kenya.
- iv)  $H_0$  Stakeholders' participation during project monitoring and control does not affect donor-funded project performance in Kenya.

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Introduction

The project research methodology was discussed in this chapter. The section provided a straightforward explanation of the techniques this study was to use. The sample size, sampling frame, sampling design, study design, data collection techniques, target population, research procedures, and data analysis methodologies were all be covered in this section. This chapter provides a guideline on how the researcher will conduct the study aiming to realize the study goals and objectives.

### 3.2 Research Design

This research used a descriptive research approach. Descriptive research, according to Atmowardoyo (2018), aims to describe, explain, and analyse situations in their current forms. A descriptive study examines a phenomenon happening at a particular location and time. Additionally, the use of a mixed research methodology in assessing the causal relationship between study variables is permitted by a descriptive design approach. The method is effective as it enables the provisions of what, how and where of a phenomenon. This method involves intensively examining problem-solving circumstances where issues are related to the study problems.

### 3.3 Population of the Study

The research's target population was one hundred thirty-five workers at the Agriculture and Dairy Economic Development Project in Emali. The targeted staffs are indirectly or directly involved in the Agriculture and Dairy Economic Development Project. They are distributed in four key departments: finance, procurement, research and development, and human resource, as highlighted below.

**Table 2: Target Population**

<b>Department</b>	<b>Number of staff members</b>
Procurement	18
Finance	27
Human resources	44
Research and development	46
<b>Total</b>	<b>135</b>

### 3.4 Sample Size and Sampling Procedure

The researcher used a census sampling design since the population was 135 employees working at Agriculture and Dairy Economic Development Project headquarters, drawn from four different departments. Spradling et al.

(2021) indicate that a census is a logical process where researchers obtain information from every participant in the population to ascertain the hitch under study. Because the population was suitable for the study, all the employees at the Agriculture and Dairy Economic Development Project headquarters were included during data collection. Further, the population was stratified to categorize the respondents according to their respective departments.

**Table 3: Sample Size per Department**

<b>Department</b>	<b>Sample Size</b>
Procurement	18
Finance	27
Human resources	44
Research and development	46
<b>Total</b>	<b>135</b>

### **3.5 Data Collection**

The primary data for this study was collected using well-structured questionnaires with both closed-ended and open-ended items, using a 5-point Likert scale to assist speedy coding. Open-ended questions were also included in the questionnaire to allow individuals provide their own opinions. The Likert scale was used in the questions to test the extent of the respondents' agreement with the study variables.

Desk research complemented the questionnaires ensuring appropriate and detailed data collection during the study. Li et al. (2022) points out that those questionnaires are confidential, making it possible to get data from the respondents without fear of being revealed or victimized. On the other hand, Thachil (2018) points out that questionnaires are free from favouritism and can conveniently reach participants who may not be easily accessible. Moreover, the justification behind choosing the questionnaire as the most appropriate instrument was because the researcher assumed the targeted population was literate and thus could read, understand, and respond to all parts of the questionnaire quickly.

The formulation of the questionnaire was in a manner that would address each research objective in the study. Short, concise, and easy-to-understand questions that are well-tailored to the study's goals were included in the questionnaires. These questions were intended to elicit information on the areas of significance. The analysis of existing documents offered secondary data. Such literature review documents included journals, government policy documents and relevant textbooks related to the study. There were three sections to the questionnaire: A, B, and C. Section A contained questions concerning the socio-economic characteristics of the respondents. Section B consisted of closed-ended questions with pre-determined answers that were meant to collect

quantitative data using the Likert scale, which measured the opinion and attitude of the respondents towards the performance of donor-funded projects. Using a 5-point Likert scale, responses to these types of questions were scored as follows: 1-(SD) Strongly Disagree, 2-(D) Disagree, 3-(N) Neutral, 4-(A) Agree, and 5-(SA) Strongly Agree. Section C had questions to collect data on donor-funded projects' performance. This kind of data collecting was favoured since it quickly reached a large number of participants and gathered their personal opinions because certain questions were open-ended and allowed for an explanation. Additionally, unlike other data collection methods, questionnaires were cost-effective to administer as follow-up and supervision of participants were not necessary.

### 3.5.1 Pilot Testing of the Instruments

The information obtained by the researcher using the data instruments served as the foundation for the conclusion. As a result, the characteristics of the instruments utilized in this investigation were crucial. To guarantee the validity and reliability of the data collection equipment, the researcher first conducted a test study to see whether the study's stated objectives could be achieved. The researcher conducted a pilot study with a small sample size before beginning the data collection process to evaluate the validity of the questionnaires and identify any faults (Ismail, Kinchin & Edwards, 2018). The research instruments were tested by conducting a pilot study for Emali Dedicated Children's Agency (EDCA), which has a similar donor-funded project in Emali, to gauge the reliability and establish any ambiguity. Questionnaires were piloted on 12 participants whom the researcher did not include in the final data collection process. The data obtained was tested to prove that it would give actual projected information. The questionnaires were piloted to ensure that any missing item or error was identified so the researcher could address them and ensure all questions were reliable and valid. Improvements were made to the instrument for accuracy reasons.

**Table 4: Pilot Test Sample**

<b>Department</b>	<b>Pilot test sample Size</b>
Procurement	2
Finance	2
Human resources	4
Research and development	4
<b>Total</b>	<b>12</b>

### **3.5.2 Validity of the Instrument**

Validity gauges the degree to which a research tool yields consistent results following repeated tests (Clark & Watson, 2019). The researcher collected data from dependable sources and kept the language in the questionnaire simple and clear to prevent misunderstanding and vagueness. The reason for instrument validity was to find out the areas of complexity in answering questions by the respondents so that they could be rectified. Instrument validity, according to Campbell et al. (2022), is the extent to which a research instrument accurately measures what it was designed to evaluate. The validity of the content was attained by ensuring that there was a correlation between the questionnaire and research objective, questions were relevant and clear and were objective. According to Mortensen et al. (2020), content validity refers to how well a study instrument covers the subject being studied.

### **3.5.3 Instruments Reliability**

The degree or extent to which a study instrument consistently generates the same results when employed under the same conditions is measured by its instrument reliability. To ensure reliability, the questionnaire was consistent, stable, predictable, and accurate. The reliability of an instrument is shown in the consistency of answers and scores from one instrument administration to another. Before any researcher uses a research instrument, they must ensure that it has some validity. Omillo-Okumu (2020) states that reliability is the consistence of an instrument to measure the same variable severally and yield similar results, although this could be affected by random error. In this case, the questionnaire was designed to reproduce accurate and similar outcomes over time while the same group was used in the investigation. Reliability was improved through test and retesting techniques. In this study, the researcher tested the questionnaire during the piloting and retested it again in the actual analysis of the population for reasonable amendments to be done after the pilot study to ensure that it was standardized and structured to avoid ambiguity.

### **3.5.4 Data Collection Procedure**

The researcher required a researcher assistant that helped in the giving out and collection of the questionnaires. The researcher provided the respondents with an introductory letter that the university had certified to ensure that the participants trust and were confident in the study before he permitted the researcher assistant to begin randomly issuing out questionnaires to the selected respondents. The respondents were not allowed to specify their names on the questionnaires as this would motivate them to freely participate in the research, thus giving

truthful and dependable information without bias. The questionnaires were administered to the respondents face to face to allow the respondents to clarify where necessary. The respondent(s) remained with the questionnaires to complete so that they could be picked at the agreed time to give them ample time to fill in and answer the questions. The researcher administered the questionnaires on a ‘drop and pick up later’ basis. The respondents took one week to answer the questions before they were collected to respond to them adequately.

The researcher called the respondents to follow up after the surveys had been issued, not only to check receipt but also to stress the value of their involvement and to identify those respondents who needed help completing the questionnaires. This procedure contributed to a high response rate and eased the collection of accurate and appropriate data.

### **3.6 Operationalization of Variables**

The variable operational definition refers to the demonstration of a concept in terms of validation tests or specific processes determining its quantity and presence (Pandey & Pandey, 2021). In this study, the researcher operationalized the data collection and analysis, variables and their measurable indicators, as indicated in the table below.

*Table 5: Operational Definition of Variables*

<b>Research Objective</b>	<b>Independent variable</b>	<b>Indicators</b>	<b>Measuring Scale</b>	<b>Research Approach</b>	<b>Tool of Analysis</b>
To examine the influence of stakeholders' participation in project identification on the performance of donor-funded projects in Kenya	Stakeholders' participation in project identification	<ul style="list-style-type: none"> <li>- Stakeholders' analysis</li> <li>- Problem analysis</li> <li>- Project selection</li> <li>- Initiating project requests</li> </ul>	Ordinal	Descriptive	Frequency
To assess the influence of stakeholders' participation in project planning on the performance of donor-funded projects in Kenya	Stakeholders' participation in project planning	<ul style="list-style-type: none"> <li>- Resource specification</li> <li>- Resource allocation</li> <li>- Approvals</li> <li>- Setting objectives</li> </ul>	Ordinal	Descriptive	Frequency
To determine the influence of stakeholders' participation in project implementation on the performance of donor-funded projects in Kenya	Stakeholders' involvement in project implementation	<ul style="list-style-type: none"> <li>- Risk reporting</li> <li>- Risk control</li> <li>- Continuous monitoring and control</li> <li>- Progress measurement</li> </ul>	Ordinal	Descriptive	Frequency



<p>To establish the influence of stakeholders' participation in project monitoring and control on the performance of donor-funded projects in Kenya</p>	<p>Stakeholders' involvement in project monitoring and control</p>	<ul style="list-style-type: none"> <li>- Correction of errors</li> <li>- Control of activities</li> <li>- Monitoring and control of system</li> <li>- Evaluation of plan</li> </ul>	<p>Ordinal</p>	<p>Descriptive</p>	<p>Frequency</p>
	<p><b>Dependent Variable</b> Performance of donor-funded projects in Kenya</p>	<ul style="list-style-type: none"> <li>- Delivery within budget</li> <li>- Delivery within the timeline</li> <li>- Superior project quality</li> <li>- Sustainability of the project</li> <li>- User satisfaction</li> </ul>	<p>Nominal</p>	<p>Descriptive</p>	<p>Frequency</p>

### **3.7 Data Analysis**

The researcher checked and examined data for comprehensibility and completeness before it was analysed using descriptive statistics after collection. Descriptive statistics allowed for narration to be used to interpret the data on variables. Descriptive statistics, according to George and Mallery (2018), allow for the meaningful description of scores or measurements using indices or statistics. The researcher edited completed questionnaires for consistency and completeness.

The researcher coded and checked the data for omissions and errors and then analysed it using the Statistical Packages for Social Sciences (SPSS) to develop a regression model and used hypothesis testing analysis using test statistics. A test statistic refers to a figure calculated using a statistical test. It describes the variation of the observed data from the no difference among sample groups and the null hypothesis of no relationship between variables (Kelter, 2020).

The research utilized the SPSS computer program, the Statistical Package for Social Science, because of the large quantity of data. Spearman rank correlation (regression, inferential) was used to establish the correlation between variables. The researcher first analysed and interpreted the data collected concerning the study objectives, guiding the research using suitable tables before using the descriptive statistical graphs. To assess the results, the researcher used both qualitative and quantitative techniques. Qualitative analysis refers to a summary of respondents' explanations and points of view concerning the problem and a comparison of the opinions to derive an explanation of the issue under research. Since tables are visual presentations that allow one to look at the data, see what happens, and draw conclusions, that is how the data was presented. Additionally, it made it simpler for other researchers to comprehend the data quickly.

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

### 4.1 Introduction

In this chapter, data analysis, interpretation, and discussion of the findings of the results are presented. The results are presented based on the objectives of the study which was to establish the influence of stakeholders' participation in project management and performance of donor funded projects.

### 4.2 Response rate

In this study, the researcher targeted 135 respondents and out of this, 110 questionnaires were returned and processed for data analysis. This response rate translates to 82% which is adequate according to Mugenda and Mugenda 2013, that a response rate of 50% to 70% is considered adequate to make inferences.

### 4.3 Demographic background of the respondents

This section of the questionnaire sought to establish the background information of the respondents which included age, gender, educational level, and the period in which the respondent had worked in that institution. The results are presented in this section.

#### 4.3.1 Age of the respondents

The first question sought to establish the age of the respondents who took part in the study. Age was important for this study since mature respondents would give valuable and reliable information because they have been in this project for a long time. The results are presented in table 6.

The respondents were asked to state their age in completed years. The results are as shown in the table.

*Table 6: Age of the respondents*

Category	Frequency	Percent
18-27	22	14.4
28-37	42	53.6

38-47	23	15.7
48-57	15	11.8
58 and above	7	4.6
<b>Total</b>	<b>110</b>	<b>100.0</b>

The average age of the respondents was 28-37; the oldest respondent had 58 years with the youngest respondent having 27 years. Most of the respondents at 42 (53.6%), were between ages 28-37 closely followed by 23 (15.7%) falling between 38-47 years, 22 (14.4%) falling between 18-27 years, 15 (11.8%) between 48-57 years with the least number of respondents falling between the ages 58 years at 7 (4.6%). The above age categories of respondents show that the study area has a very active population. This can be a potential opportunity to maximize production and thus contributes to socio-economic development. In addition, it also shows that a greater percentage of people who participate in the project are part of the active age category ensuring effectiveness and efficiency. On the other hand, the information collected shows few people above 58 years participating in the project activities. This is a clear demonstration that the project stakeholders are mostly part of the youthful population which significantly contributes to the successful implementation of the project and its sustainability.

#### 4.3.2 The respondents' gender

The respondents were asked to state their gender. The results are as shown in table 7.

*Table 7: Gender of the respondents*

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Male	42	42.5
Female	68	57.5
<b>Total</b>	<b>110</b>	<b>100.0</b>

The females were the Most at 68 (57.5%) with the males being the least at 42 (42.5%). The respondents were selected randomly, and this therefore implies that there were more females’ stakeholders than males. The statistics shows that the study area has a high female composition. This consequently contributed to development endeavors in the area as women are seen as active participants in the project activities. It also shows a significant percentage of men participating in the project which fosters a greater sense of ownership and responsibility on the minds of both men and women thus ensuring sustainability of the project.

#### 4.3.3 Educational level of the respondents

The respondents were asked to state their level of education and the results are as shown in table 8 below.

**Table 8: Respondents education level**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Secondary	33	28.1
Degree	41	44.4
Diploma	25	19.6
Primary	11	7.8
<b>Total</b>	<b>110</b>	<b>100.0</b>

The highest level of education for most of the respondents was tertiary level at 41 (44.4%), followed by Secondary holders at 33(28.1%), Diploma at 25 (19.6%) with the minority being primary at 11 (7.8%). The research findings revealed that most of the respondents attended education up to tertiary level which demonstrated that they form part of the important people in the study. This also shows that most of the participants in the project are literate with higher qualifications such as degree and diploma which enables them to contribute meaningful ideas to the realization of the project desired goals and enhances its sustainability.

#### 4.3.4 Period with which the respondents have seen in the organization.

The researcher sought to establish the period which they have spent in an organization and their results are presented in table 9 below.

**Table 9: Period in which the respondents have stayed in organization.**

<b>Duration</b>	<b>Frequency</b>	<b>Percentage</b>
Under 1 year	11	6.5
1-2 years	3	2.1
2-3 years	9	5.9
3-4 years	15	9.7
4-5 years	12	7.5
5 years old and above	60	68.3
	<b>110</b>	<b>100</b>

From Table 9 majority 60(68.3%) of the respondents were in this project for a duration of 5 years and above, 15(9.7%) were between 3-4 years, 11(6.5%) indicated 1 year and below, 12(7.5%) indicated between 4-5 years, 9(5.9%) indicated between 2-3 years, while only 3(2.1%) indicated between 1- year and below. This finding implies that the majority of the respondents had stayed in the project for a long duration and thus had a lot of information to share about the sustainability of the project.

#### 4.5 Analysis of independent variables

This section delved into a comprehensive analysis of crucial independent variables that significantly influence the performance of donor-funded projects. The variables under scrutiny were Stakeholder Participation during Project Identification, Stakeholder Participation during Project Planning, Stakeholder Participation in Project Implementation, and Stakeholder Participation in Project Monitoring and Control. The section critically examined the intricate relationship between these variables and their impact on the overall performance of donor-funded projects. Through a meticulous process of data analysis, presentation, and interpretation, the section aimed to uncover valuable insights that contributed to a deeper understanding of how stakeholder engagement at various project stages influences project performance.

##### 4.5.1 Stakeholders' participation in project identification

The study sought to establish the influence of stakeholders' participation in project identification. Respondents were given a questionnaire with six items on which they were asked to rate how much they agreed with the assertions. Results are presented in Table 10 below.

**Table 10: Stakeholders' participation in project identification**

<b>Parameter</b>	<b>S.A F (%)</b>	<b>A F (%)</b>	<b>N F (%)</b>	<b>D F (%)</b>	<b>S.D F (%)</b>	<b>M</b>	<b>S. D</b>
<b>Stakeholders' participation in project identification</b>							
i. Sufficient and appropriate strategies have been designed and implemented towards boosting the positive influence of stakeholders	46 (41.9)	53 (47.9)	5 (4.8)	3 (2.7)	3 (2.7)	4.28	0.873
ii. The participation of stakeholders to define the requirements and needs of a project and turn them into realistic goals	30 (27.4)	67 (61.3)	4 (3.2)	9 (8.1)	0 (0)	4.31	0.609
iii. Stakeholders participate in selecting the most appropriate project that corresponds to the firms' needs or those of the organization	43 (38.7)	60 (54.3)	4 (3.7)	1 (1.1)	2 (2.2)	4.37	0.582
iv. Stakeholders' participation during the initiation stage is by establishing and defining the nature and extent of the project.	44 (39.7)	7 (6.5)	55 (50.0)	4 (3.8)	0 (0)	4.46	0.636
v. Stakeholders have their expectations managed and understood via appropriate open communication, thus taking advantage	2 (2.1)	2 (2.1)	61 (55.5)	2 (2.1)	42 (38.2)	4.58	0.512
<b>Total Scores</b>						<b>4.32</b>	<b>0.621</b>
<b>N = 110</b>							
<b>Composite Mean = 4.32</b>							
<b>Standard Deviation = 0.621</b>							

In Table 10, the respondents agreed that sufficient and appropriate strategies have been designed and implemented towards boosting the positive influence of stakeholders, the participation of stakeholders to define the requirements and needs of a project and turn them into realistic goals and that Lack of funding causes the

project to end stakeholders participation in selecting the most appropriate project that corresponds to the firms' needs or those of the organization 77, 114 and 101 respondents translating to 47.9%, 61.3% and 54.3 having a mean of 4.28, 4.31 and 4.37 and with a standard deviation of 0.873, 0.069 and 0.582 respectively. The mean of weights (4.46, 4.58 and 4.48) were neutral to the statements that stakeholders' participation during the initiation stage is by establishing and defining the nature and extent of the project and stakeholders have their expectations managed and understood via appropriate open communication, thus taking advantage.

#### 4.5.2 Stakeholders' participation in project planning

To measure the influence of stakeholders' participation in project planning questionnaires with five items were given to respondents requiring them to indicate to what extent they agree/disagree with the statements. Results are presented in Table 11 below.

**Table 11: Stakeholders' participation in project planning**

<b>Parameter</b>	<b>S.A F (%)</b>	<b>A F (%)</b>	<b>N F (%)</b>	<b>D F (%)</b>	<b>S.D F (%)</b>	<b>M</b>	<b>S. D</b>
<b>Stakeholders' participation in planning</b>							
i. The advantage of the participation of stakeholders while planning the project enables the managers to strengthen the outcomes and the implementation process.	13 (12.4)	32 (29)	11 (9.7)	50 (45.7)	4 (3.2)	3.62	0.834
ii. When various stakeholders are involved in the planning phase of the implementation process, it helps make quality decisions	22 (20.4)	22 (20.4)	2 (2.2)	59 (53.2)	4 (3.8)	3.97	0.703
iii. The stakeholders are involved in every stage of project implementation The stakeholders' participation increases the understanding of the local community's needs and enhances awareness of areas that need improvement	40 (36)	8 (7)	3 (2.7)	54 (49.5)	5 (4.8)	4.23	0.759
iv. When stakeholders participate, there is more input during decision-making by different	16 (14.5)	39 (35.5)	8 (7)	41 (37.1)	6 (5.9)	3.33	1.143



	parties producing an enriched process substance and many valuable ideas								
v.	Stakeholders' participation impacts project goals and objectives during task specification, resource allocation, planning phase, and thus the success and performance of the project.	31 (28)	12 (10.8)	9 (8.1)	55 (50.4)	3 (2.7)	4.03	0.880	

---

**Total Scores** **3.53** **0.973**

---

**N = 110**

**Composite Mean = 3.53**

**Standard Deviation = 0.973**

---

The study also observed that with a composite mean of 3.53 and a standard deviation of 0.973, all the respondents showed disagreement that the advantage of the participation of stakeholders while planning the project enables the managers to strengthen the outcomes and the implementation process, that when various stakeholders are involved in the planning phase of the implementation process, it helps make quality decisions, that the stakeholders are involved in every stage of project implementation The stakeholders' participation increases the understanding of the local community's needs and enhances awareness of areas that need improvement, that when stakeholders participate, there is more input during decision-making by different parties producing an enriched process substance and many valuable ideas and that stakeholders' participation impacts project goals and objectives during task specification, resource allocation, planning phase, and thus the success and performance of the project.

#### 4.5.3 Stakeholders' participation in project implementation

To measure the influence of stakeholder's participation in implementation, questionnaires with six items were given to respondents requiring them to indicate to what extent they agree or disagree with the statements.

Results are presented in Table 12 below.

**Table 12: Stakeholders' participation in project implementation**

Parameter	S.A	A	N	D	S.D	M	S. D
	F	F	F	F	F		
	(%)	(%)	(%)	(%)	(%)		

---

***Stakeholders' participation in project implementation***

i.	The participation of stakeholders is critical to the accomplishment of a project; hence the researcher should take account of their interests and claims in the project's implementation process to attain project objectives.	3 (2.7)	16 (14.5)	25 (22.6)	48 (43.5)	18 (16.7)	4.43	0.544
ii.	Stakeholder participation is very critical at this implementation stage based on the fact that beneficiaries put into action everything that they did during the planning stage	9 (8.6)	4 (3.8)	4 (3.8)	59 (53.2)	34 (30.6)	4.60	0.582
iii.	Stakeholders monitor efficiency in the supply and procurement of goods and services needed for the project implementation process	0 (0)	0 (0)	21 (19.3)	72 (65.1)	17 (15.6)	4.34	0.625
iv.	The project board members obtain regular progress reports on the project	0 (0)	13 (11.8)	0 (0)	85 (77.4)	12 (10.8)	4.50	0.686
v.	A group of people or a person must be responsible for driving the success of implementing the project.	0 (0)	11 (9.6)	0 (0)	70 (64.0)	29 (26.4)	2.14	0.686
vi.	A group of people or a person must be responsible for driving the success of implementing the project.	17 (15.6)	17 (15.6)	6 (5.9)	49 (44.6)	20 (18.3)	2.46	1.343
<b>Total Scores</b>							<b>3.81</b>	<b>0.762</b>

**N = 110**

**Composite Mean = 3.81**

**Standard Deviation = 0.762**

Table 12 shows that the average weight for all the constructs (3.81) revealed that they have disagreed with the statements that the participation of stakeholders is critical to the accomplishment of a project; hence the researcher should take account of their interests and claims in the project's implementation process to attain project objectives, stakeholder participation is very critical at this implementation stage based on the fact that beneficiaries put into action everything that they did during the planning stage, stakeholders monitor efficiency

in the supply and procurement of goods and services needed for the project implementation process, the project board members obtain regular progress reports on the project, a group of people or a person must be responsible for driving the success of implementing the project and that a group of people or a person must be responsible for driving the success of implementing the project.

#### 4.5.4 Participation of stakeholders in project monitoring and control

Stakeholders' participation impacts project goals and objectives during task specification, resource allocation, planning phase, and thus the success and performance of the project as shown in table 13 below.

The researcher sought to establish the influence of stakeholder’s participation in project monitoring and control on project sustainability of the project, the results are presented in table 13 as shown.

**Table 13: Participation of stakeholders in project monitoring and control**

Parameter	S.A F (%)	A F (%)	N F (%)	D F (%)	S.D F (%)	M	S. D
i. Stakeholders gives a chance to organizations superior leadership to utilize their participation	0 (0)	35 (32.2)	60 (54.4)	15 (13.4)	0 (0)	4.20	0.403
ii. Stakeholders participate in the process; it creates a two-way process between them and the organization	49 (44.6)	21 (19.4)	4 (3.8)	35 (32.2)	0 (0)	4.09	0.830
iii. Stakeholders participate via reporting and monitoring and control of the development of a project help identify challenges and hindrances surrounding the project	21 (19.4)	24 (21.5)	16 (14.5)	14 (12.4)	35 (32.2)	3.70	1.081
iv. Stakeholders function like checks and balances in resource utilization during the project implementation	0 (0)	28 (25.3)	12 (10.7)	61 (55.4)	9 (8.6)	4.13	0.414
<b>Total scores</b>						<b>3.76</b>	<b>0.752</b>

---

**N = 110**

**Composite Mean = 3.76**

**Standard deviation = 0.752**

---

With regards to Project monitoring and control and performance of donor-funded projects, table 13 represents the following observations.

Item (i) sought to investigate if stakeholders give a chance to organizations superior leadership to utilize their participation. The majority of the respondents 89(54.4%) were neutral with a mean of 4.20 and standard deviation of 0.403. On Item (ii) whether stakeholders participate in the process, it creates a two-way process between them and the organization, the respondents 72(44.6%) strongly agreed that stakeholders participate in the process, it creates a two-way process between them and the organization with a mean of 4.09 and a standard deviation of 0.830.

Item (iii) results shows on the statement that stakeholders' function like checks and balances in resource utilization during the project implementation, 52(32.2%) of the respondents strongly disagreed with this statement.

The Item (iv) intended to establish whether stakeholders participate via reporting and monitoring and control the development of a project help identify challenges and hindrances surrounding the project. 89(55.4%) disagreed with the statement that stakeholders participate via reporting and monitoring and control the development of a project help identify challenges and hindrances surrounding the project.

#### **4.6 Regression Analysis**

Regression analysis was done to establish the link between influence of stakeholders' participation in project management and performance of donor funded projects in Kenya, Kenya as dependent variable. The results are in Table 14,15 and 16 below.

***Table 14: Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.904	0.818	0.808	1.232

Table 14 shows the manner in which the model fits the data that was collected and analysed and fits the data into the equation. The adjusted R<sup>2</sup> provides the predictive power of the model and it implies that it can be utilized to provide about 80.8% variations in performance of donor funded projects in Kenya. This variation can be

explained by changes in stakeholder involvement in project identification, stakeholder participation in project planning, stakeholder participation in project implementation and stakeholders' participation in project monitoring and control.

**Table 15: Analysis of Variance (ANOVA)**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sign.</b>
<b>Regression</b>	408.032	3	136.011	86.635	.000
<b>Residual</b>	91.056	58	1.570		
<b>Total</b>	499.088	61			

A p-value of 0.000 depicts that the model was significant at predicting the manner in which changes in stakeholder participation in project identification, project planning, project implementation and project monitoring and control. The F calculated is 86.635 and it is greater than the critical one (2.764) at 5% significance level implying that the model is significant.

**Table 16: Regression Coefficient**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	0.864	0.112		7.714	.000
Project identification	0.895	0.393	0.921	2.277	.028
Project planning	0.675	0.239	0.718	2.824	.007
Project implementation	0.579	0.178	0.629	3.253	.002
Project monitoring and control	0.589	0.163	0.618	3.242	.002

From the above figures, the regression equation would be: -

$$Y = 0.864 + 0.895X_1 + 0.675X_2 + 0.579X_3 + 0.589X_4$$

These results review that independent variable would be held constant at zero, then the performance of donor-funded projects in Emali would be 0.864. Also, a unit increase in stakeholders' participation in project identification would lead to 0.895 (89.5%) increase in the Performance of donor-funded projects. The variable was significant since  $p=0.028$  is less than 0.05; hence, null hypothesis that presumed that there was no significant

influence of stakeholder participation in project identification and performance of Donor-funded project, was rejected.

A unit increase in stakeholder participation in project planning would lead to 0.675 (67.5%) increase in the performance of donor-funded projects. The variable was significant since  $p=0.007$  is less than 0.05; hence, null hypothesis that presumed that there was no significant influence of stakeholder participation in project planning and performance of Donor-funded project was rejected

A unit increase in Stakeholder participation in project implementation would lead to 0.579 (57.9%) increase in the performance of donor-funded projects. The variable was significant since  $p=0.002$  is less than 0.05; hence, null hypothesis that presumed that there was no significant influence of stakeholder participation in project implementation and performance of Donor-funded project was rejected

A unit increase of stakeholder participation in project monitoring and control would lead to 0.589 (58.9%) increase in the performance of donor-funded projects. The variable was significant since  $p=0.002$  is less than 0.05; hence, null hypothesis that presumed that there was no significance influence of stakeholder participation in project monitoring and control and performance of Donor-funded project was rejected.

# CHAPTER FIVE: SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

## 5.1. Introduction

This chapter summarizes the research outcome, conclusion of the research and recommendations. It is a summary of the findings from the data analysis. This section also includes recommendations for further research. The study's goal was to establish the influence of stakeholder participation on the performance of donor-funded projects in Emali, Kenya.

## 5.2 Summary of Findings

The study's major goal was to look into the influence of stakeholders' participation on the performance of donor-funded projects in Emali, Kenya. This section contains a summary of the research results.

### 5.2.1 Project identification and performance of Donor-funded projects

The first objective was to determine how project identification influences the performance of donor-funded projects. From the study, the respondents agreed that sufficient and appropriate strategies have been designed and implemented towards boosting the positive influence of stakeholders, the participation of stakeholders to define the requirements and needs of a project and turn them into realistic goals and that Lack of funding causes the project to en stakeholders participate in selecting the most appropriate project that corresponds to the firms' needs or those of the organization 77, 114 and 101 respondents translating to 47.9%, 61.3% and 54.3 having a mean of 4.28, 4.31 and 4.37 and with a standard deviation of 0.873, 0.069 and 0.582 respectively. The mean of weights (4.46, 4.58 and 4.48) were neutral to the statements that stakeholders' participation during the initiation stage is by establishing and defining the nature and extent of the project and stakeholders have their expectations managed and understood via appropriate open communication, thus taking advantage.

### 5.2.2 Stakeholders' participation in project planning and Performance of Donor-funded projects

On stakeholder's participation in project planning and performance of donor-funded projects, with a composite mean of 3.53 and a standard deviation of 0.973, all the respondents showed disagreement that the advantage of the participation of stakeholders while planning the project enables the managers to strengthen the outcomes and the implementation process, that when various stakeholders are involved in the planning phase of the implementation process, it helps make quality decisions, that the stakeholders are involved in every stage of

project implementation The stakeholders' participation increases the understanding of the local community's needs and enhances awareness of areas that need improvement, that when stakeholders participate, there is more input during decision-making by different parties producing an enriched process substance and many valuable ideas and agreed that sufficient and appropriate strategies have been designed and implemented towards boosting the positive influence of stakeholders, the participation of stakeholders to define the requirements and needs of a project and turn them into realistic goals and that Lack of funding causes the project to en stakeholders participate in selecting the most appropriate project that corresponds to the firms' needs or those of the organization 77, 114 and 101 respondents translating to 47.9%, 61.3% and 54.3 having a mean of 4.28, 4.31 and 4.37 and with a standard deviation of 0.873, 0.069 and 0.582 respectively. The mean of weights (4.46, 4.58 and 4.48) were neutral to the statements that stakeholders' participation during the initiation stage is by establishing and defining the nature and extent of the project and stakeholders have their expectations managed and understood via appropriate open communication, thus taking advantage.

### **5.2.3 Project implementation and performance of Donor-funded projects**

On project implementation and performance of donor-funded projects, average weight for all the constructs (3.81) average weight for all the constructs (3.81) revealed that they have disagreed with the statements that the participation of stakeholders is critical to the accomplishment of a project; hence the researcher should take account of their interests and claims in the project's implementation process to attain project objectives, stakeholder participation is very critical at this implementation stage based on the fact that beneficiaries put into action everything that they did during the planning stage, stakeholders monitor efficiency in the supply and procurement of goods and services needed for the project implementation process, the project board members obtain regular progress reports on the project, a group of people or a person must be responsible for driving the success of implementing the project and that a group of people or a person must be responsible for driving the success of implementing the project

### **5.2.4 Project monitoring and control and Performance of Donor-funded projects**

From the study, Item (i) sought to investigate if stakeholders give a chance to organizations superior leadership to utilize their participation. The majority of the respondents 89(54.4%) were neutral with a mean of 4.20 and standard deviation of 0.403. On Item (ii) whether stakeholders participate in the process, it creates a two-way process between them and the organization, the respondents 72(44.6%) strongly agreed that stakeholders participate in the process, it creates a two-way process between them and the organization with a mean of 4.09 and a standard deviation of 0.830.



Item (iii) results shows on the statement that stakeholder's function like checks and balances in resource utilization during the project implementation, 52(32.2%) of the respondents strongly disagreed with this statement.

The Item (iv) intended to establish whether stakeholders participate via reporting and monitoring and control the development of a project help identify challenges and hindrances surrounding the project. 89(55.4%) disagreed with the statement that stakeholders participate via reporting and monitoring and control the development of a project help identify challenges and hindrances surrounding the project.

### **5.3 Discussion of the findings**

From the results analyzed in chapter four, the following forms the discussion of the findings:

The study findings show that stakeholders' participation during project identification has significant influence on the performance of agricultural projects. These findings are in agreement to those of Siringi, E., & Wambua and Westermann-Behaylo's (2022) who observed that project identification processes establish and define the project's nature and extent. If the identification phase fails to get adequately performed, the success of the project might be compromised and fail to meet the community expectations (Abdi, 2019). This shows that the management should give a keen adherence to the involving stakeholders during the identification of the project for this will make respondents feel part of the project thus owning in hence leading to higher chances of sustainability.

The findings on stakeholders' participation during project planning show that there is positive relationship between stakeholder's participation during project planning and performance of the project. Variable had a score of 0.675 which translates to 67.5% influence in the performance of the project. These findings are in agreement with that of Matu et al. (2020) who observed that participation of stakeholders during the planning stage is beneficial because it allows project managers to strengthen the outcomes or project implementation. This means that the management has to put in place participation of stakeholders in the planning of the project which is very crucial for the development of the project.

The findings on stakeholder's participation during project implementation indicated that there is positive relationship between stakeholder's participation during implementation stage and performance of the agricultural projects implemented by NGO's as indicated by a value of 0.579 which is 57.9%. These findings are in agreement with (Hornung-Prähauser & Wieden-Bischof, 2021) who noted that the participation of stakeholders

during the implementation of the project is essential in transforming the planned objectives and programs of the project into well-structured, practical activities and tasks to attain the project goals and objectives.

Finally, the study observed that stakeholder's participation in project monitoring and control has significant influence on the performance of the projects. The regression analysis showed that this variable contributes to 58.9% on the performance of the projects. The findings are in agreement with Njagi, 2020 who said that this process of monitoring and control generates a flow of information and involvement. It provides confidence to the local communities who are among the stakeholders with greater accountability and responsibility for their welfare and environment as far as the project is concerned. They also feel empowered that they can physically participate in addressing matters that affect them as a community. When everyone participates in monitoring and control, it builds on the relationship and association between the stakeholders and the project.

#### **5.4 Conclusion of the Study**

The following are the generated conclusions based on the research objectives and study findings. Stakeholder involvement in project identification has a good and considerable impact on the performance of donor-funded projects, according to the study. It is also concluded that stakeholder participation in project planning can be on timely decision making, board having a view on how and how much enterprises need to invest in the project as well as project managers getting reports on the progress of the project. The research also concluded that Project monitoring and control have significant influence on performance of donor-funded project. Further, this is manifested in the frequency of training, relevancy of the training, methods of capacity building used and efficiency of methods of training used.

#### **5.5 Recommendations**

Based on the conclusions of this investigation, it is suggested that:

- i. Donor-funded projects need to ensure that adequate stakeholders' participation is enhanced at all levels of the project. This will be useful in making sure that all the stakeholders, both the implementers and beneficiaries, have know-how on the progress of the project, its challenges, and the possible solutions. Without the involvement of stakeholders, these projects will not give the best results that satisfy stakeholders and serve the purpose to which they were intended to serve.

## **5.6 Suggestions for further studies**

The following suggestions are made based on the research findings: A study on the influence of stakeholders' participation at both project initiation and project closure phase on the performance of donor-funded projects is highly suggested. The current study has primarily focused on the impact of stakeholder participation during the project identification, planning, implementation, and monitoring and control phases. By extending the research to include the initiation and closure stages, we can gain a more holistic understanding of how stakeholder engagement throughout the entire project cycle affects project outcomes.

A similar study on stakeholder participation to be conducted on a similar project in another location other than Emali to help in triangulating the findings of this study. By examining projects in various locations, we can identify context-specific factors that might affect stakeholder participation and project performance. Differences in socio-economic conditions, cultural norms, and governance structures can provide valuable insights into tailoring stakeholder engagement strategies for different project environments.

## REFERENCES

- Abdi, I. (2019). Influence of stakeholders' participation in performance of agricultural projects in Wajir County, Kenya: A case of Kenya Climate Smart Agriculture Project. (Doctoral Dissertation). University of Nairobi.
- Adeyanju, S., O'Connor, A., Addoah, T., Bayala, E., Djoudi, H., Moombe, K., ... & Sunderland, T. (2021). Learning from Community-Based Natural Resource Management (CBNRM) in Ghana and Zambia: Lessons for integrated landscape approaches. *International Forestry Review*. *International Forestry Review*, 23(3), 273-297.
- Aiello, E., Donovan, C., Duque, E., Fabrizio, S., Flecha, R., Holm, P., ... & Reale, E. (2021). Effective strategies that enhance the social impact of social sciences and humanities research. *Evidence & Policy: A Journal of Research, Debate and Practice*, 17(1), 131-146.
- Alshbili, I., Elamer, A. A., & Moustafa, M. W. (2021). Social and environmental reporting, sustainable development and institutional voids: Evidence from a developing country. *Corporate Social Responsibility and Environmental Management*, 28(2), 881-895.
- Atmowardoyo, H. (2018). Research methods in TEFL studies: Descriptive research, case study, error analysis, and R & D. *Journal of Language Teaching and Research*, 9(1), 197-204.
- Avedi, E. K., Mulwa, A. S., & Kyalo, D. N. (2020). Influence of project planning strategy on implementation of energy access projects in underserved counties In Kenya. *Advances in Social Sciences Research Journal*, 7(4).
- Barasa, H., & Nyaga, J. (2021). Resource and stakeholder mobilization by community-based organizations for community economic development in Kenya: A survey of community-based organizations in Siaya County. *Journal of Public Policy & Governance*, 5(3), 81-98.

- Baron, J., Contreras, J. L., Husovec, M., Larouche, P., & Thumm, N. (2019). Making the rules: The governance of standard development organizations and their policies on intellectual property rights. *JRC Science for Policy Report, EUR, 29655*.
- Barrane, F. Z., Ndubisi, N. O., Kamble, S., Karuranga, G. E., & Poulin, D. (2020). Building trust in multi-stakeholder collaborations for new product development in the digital transformation era. *Benchmarking: An International Journal*, 1-24. DOI:10.1108/bij-04-2020-0164.
- Berger-Walliser, G., & Scott, I. (2018). Redefining corporate social responsibility in an era of globalization and regulatory hardening. *American Business Law Journal*, 55(1), 167-218.
- Bundy, J., Vogel, R. M., & Zachary, M. A. (2018). Organization–stakeholder fit: A dynamic theory of cooperation, compromise, and conflict between an organization and its stakeholders. *Strategic Management Journal*, 39(2), 476-501.
- Campbell, C. M., Labrecque, R. M., Schaefer, R. L., Harvis, M., Zavita, K. R., Reddy, L., & Labranche, K. (2020). Do perceptions of legitimacy and fairness matter in prison? Examining how procedural and distributive justice relate to misconduct. *Criminal Justice and Behavior*, 47(12), 1630-1653.
- Campbell, J. A., Idsøe, E., & Størksen, I. (2022). Screening for potential, assessing for achievement: A study of instrument validity for early identification of high academic potential in Norway. *Scandinavian Journal of Educational Research*, 66(4), 1-17. <https://doi.org/10.1080/00313831.2022.2042735>.
- Carteni, A., Marzano, V., Henke, I., & Cascetta, E. (2022). A cognitive and participative decision-making model for transportation planning under different uncertainty levels. *Transport Policy*, 116, 386-398.
- Chen, J., Harrison, G., & Jiao, L. (2018). Who and what really counts? An examination of stakeholder salience in not-for-profit service delivery organizations. *Australian Journal of Public Administration*, 77(4), 813-828.

- Civera, C., & Freeman, R. E. (2019). Stakeholder relationships and responsibilities: A new perspective. *Symphony. Emerging Issues in Management*, (1), 40-58.
- Clark, L. A., & Watson, D. (2019). Constructing validity: New developments in creating objective measuring instruments. *Psychological Assessment*, 31(12), 1412.
- Kabelo, I. H., & Gakuu, C. M. (2019). Factors influencing success of collaborative resource-based conflict resolution projects in Isiolo County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(4), 55-81.
- Kahila-Tani, M., Kytta, M., & Geertman, S. (2019). Does mapping improve public participation? Exploring the pros and cons of using public participation GIS in urban planning practices. *Landscape and Urban Planning*, 186, 45-55.
- Kalu, C. M., & Rugami, J. M. (2021). Stakeholder involvement and infrastructure projects implementation at Kenya Ports Authority. *International Journal of Business Management, Entrepreneurship and Innovation*, 3(1), 78-90.
- Keeley, A. T., Beier, P., Creech, T., Jones, K., Jongman, R. H., Stonecipher, G., & Tabor, G. M. (2019). Thirty years of connectivity conservation planning: An assessment of factors influencing plan implementation. *Environmental Research Letters*, 14(10), 103001.
- Kelter, R. (2020). Bayesian alternatives to null hypothesis significance testing in biomedical research: A non-technical introduction to Bayesian inference with JASP. *BMC Medical Research Methodology*, 20(1), 1-12.
- Kukubo, E. N. (2020). Critical success factors and the sustainability of small-scale horticulture projects in Kiambu County, Kenya. *International Journal of Business and Social Science*, 11(4).
- Lekesanyal, D. N. (2021). *Factors influencing sustainability of community based projects in Samburu County in Kenya during Covid19 crisis*. (Doctoral Dissertation). KCA University.

- Mandala, E. (2018). *Influence of stakeholder's involvement in project management on the performance of road construction projects in Kenya: A case of Bondo sub-county, Siaya County*. (Doctoral Dissertation). University of Nairobi.
- Matu, J. M. (2020). *Stakeholder participation in project life cycle management, risk management practices and completion of urban roads transport infrastructure projects in Kenya*. (Doctoral dissertation). University of Nairobi.
- Matu, J., Kyalo, D. N., Mbugua, J., & Mulwa, A. S. (2020). Stakeholder participation in project initiation: A foundation to completion of Urban Road transport infrastructure projects, Kenya. *Journal of Civil, Construction and Environmental Engineering*, 5(1), 11-19.
- Mbinya, M. (2018). *Influence of stakeholders' involvement on implementation of mobile money projects in Kenya: A case of M-Pesa project at Safaricom in Machakos County*. (Doctoral Dissertation). University of Nairobi.
- Mkunde, B. (2019). The politics of local regulation in Tanzania: the quest for multilevel regulatory governance. *International Relations and Diplomacy*, 7(05), 217-223.
- Mkutano, S. M., & Sang, P. (2018). Project management practices and performance of non-governmental organizations projects in Nairobi City County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(3), 1-22.
- Musau, P. M., & Kirui, C. (2018). Project management practices and implementation of government projects in Kenya, case of Machakos County government. *International Academic Journal of Information Sciences and Project Management*, 3(2), 58-79.
- Mustafin, A., & Kantarbayeva, A. (2018). Opening the Leontief's black box. *Heliyon*, 4(5), e00626.

- Ouma, O. A., & Kamaara, M. (2018). Determinants of successful implementation of donor funded projects in Kenya: A case of pathfinder international. *Journal of Entrepreneurship & Project Management*, 2(1), 70-87.
- Pace, M. (2019). A correlational study on project management methodology and project success. *Journal of Engineering, Project, and Production Management*, 9(2), 56-65.
- Pandey, P., & Pandey, M. M. (2021). *Research methodology tools and techniques*. Bridge Center.
- Park, Y. S. (2019). *Beyond adoption: The influence of local institutional arrangements on sustainability policy implementation and management*. (Doctoral Dissertation). University of Kansas. 45(5)
- Princes, E., & Said, A. (2022). The impacts of project complexity, trust in leader, performance readiness and situational leadership on financial sustainability. *International Journal of Managing Projects in Business*, 15(4), 619-644.
- Rajhans, K. (2018). Effective communication management: A key to stakeholder relationship management in project-based organizations. *IUP Journal of Soft Skills*, 12(4), 47-66.
- Sarvari, H., Chan, D. W., Alaeos, A. K. F., Olawumi, T. O., & Aldaud, A. A. A. (2021). Critical success factors for managing construction small and medium-sized enterprises in developing countries of Middle East: Evidence from Iranian construction enterprises. *Journal of Building Engineering*, 43(103152).
- Sharma, S., Goyal, P. K., & Chhipa, R. C. (2020). Risk management process for managing the problem of cost overrun in construction projects. *Risk Management*, 6(1).
- Shaturaev, J. (2021). Indigent conditions in education and low academic outcomes in public education system of Indonesia and Uzbekistan. *Архив научных исследований*, 1(1), 1-12.
- Smith, J. A., Flowers, P., & Larkin, M. (2021). *Interpretative phenomenological analysis: Theory, method and research*. California, U.S: Sage Publishing.



- Spradling, P. R., Zhong, Y., Moorman, A. C., Rupp, L. B., Lu, M., Gordon, S. C., ... & Keast, E. M. (2021). Psychosocial obstacles to hepatitis C treatment initiation among patients in care: a hitch in the cascade of cure. *Hepatology Communications*, 5(3), 400-411.
- Taghipour, M., Shamami, N., Lotfi, A., & Parvaei, M. S. (2020). Evaluating project planning and control system in multi-project organizations under fuzzy data approach considering resource constraints (Case study: Wind tunnel construction project). *Management*, 3(1), 29-46.
- Thachil, T. (2018). Improving surveys through ethnography: Insights from India's urban periphery. *Studies in Comparative International Development*, 53(3), 281-299.
- Thorpe, J., Gaventa, J., & Quak, E. J. (2019, June). Building participatory and inclusive institutions. In *Presented at UNTFSSSE International Conference in Geneva* (Vol. 25, p. 26).
- Tsuma, D. M., Siringi, E., & Wambua, L. (2019). The intervening effect of leadership style on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. *Journal of Human Resource & Leadership*, 3(3), 27-43.
- Veeger, J., & Westermann-Behaylo, M. (2022). Knowledge exchange within multi-stakeholder initiatives: Tackling the Sustainable Development Goals. In *Research Handbook on Knowledge Transfer and International Business*. U.K: Edward Elgar Publishing.
- Vitkovic, S. (2018). Toward the universal theory of organization via 'The Barnard Transitional Model'. 1-15. DOI: 10.13140/RG.2.2.30517.73442.
- Volden, G. H. (2018). Public project success as seen in a broad perspective. Lessons from a meta-evaluation of 20 infrastructure projects in Norway. *Evaluation and program planning*, 69, 109-117.
- Walubengo, W. W. (2019). *Application of project design tools, managers' competencies and performance of community based projects in Bungoma County, Kenya*. (Doctoral Dissertation). University of Nairobi.

Yao, X., He, J., & Bao, C. (2020). Public participation modes in China's environmental impact assessment process: An analytical framework based on participation extent and conflict level. *Environmental Impact Assessment Review*, 84, 106400. DOI: 10.1016/j.eiar.2020.106400

Zhuang, T., Qian, Q. K., Visscher, H. J., Elsinga, M. G., & Wu, W. (2019). The role of stakeholders and their participation network in decision-making of urban renewal in China: The case of Chongqing. *Cities*, 92, 47-58.

## APPENDICES

### Appendix 1: Introduction Letter

Dear participants,

I am a student currently studying at the University of Nairobi and pursuing a master's degree in project planning and Management. I am researching the impact of stakeholders' participation on donor-funded projects' performance in Kenya with specific reference to the Agriculture and Dairy Economic Development Project in Emali. You have been selected as one of the respondents to the research.

The information you provide in this questionnaire is for academic reasons and will be handled with optimal confidentiality whereby your name will not be mentioned on the questionnaire or in the report. All personal data will remain confidential and will not be referred to in the study. Therefore, you are encouraged to feel free to take part and answer the questionnaire as frankly and faithfully as possible. Your cooperation and response will highly be appreciated.

Thank you.

Yours Faithfully,

Eric Kataka Mukabi

**Appendix 2: Questionnaire for Stakeholders of Agriculture Dairy and Economic Development Project**

The setting of this questionnaire is according to the research objectives. Questions are in line and related to the impact of stakeholders’ participation regarding the performance of the Agriculture and Dairy Economic Development Project in Emali. Kindly ensure that you carefully read every question and honestly indicate your answer using a tick [√] in the relevant brackets or provide a response in the blank space left after each question. Ensure you don’t write any name in the questionnaire.

1. Gender

(i) Male [ ]            (ii) Female [ ]

2. What is your age bracket?

i) Less than 20 years [ ]

ii) 21 - 30 years [ ]

iii) 31 - 40 years [ ]

iv) 41- 50 years [ ]

v) 51 - 60 years [ ]

vi) Above 60 years [ ]

3. What is your education level?

i) University [ ]

ii) College Level [ ]

iii) Secondary Level [ ]

iv) Primary Level [ ]

v) Other(s) Specify.....

4. Kindly tick the appropriate box representing your department.

- i) Procurement department
- ii) Human Resource
- iii) Finance
- iv) Research and development department

5. Kindly indicate your position in the department (tick the appropriate box)

- i) Head of Department
- ii) Supervisor
- iii) Subordinates staff

6. How long have you worked with this department?

- i) 1-5 years
- ii) 6 -10 years
- iii) 11 -15 years
- iv) 16- 20 Years
- v) Above 20 years

## **SECTION II:**

### **Capture Performance**

#### **THE EFFECTS OF STAKEHOLDERS' PARTICIPATION ON THE PERFORMANCE OF DONOR-FUNDED PROJECTS**

7. a) Would you agree that the participation of stakeholders in project identification affects the general performance of the Agriculture and Dairy Economic Development Project?

YES  NO

b) The following statements relate to the influence of stakeholders' participation in project identification on the success and performance of donor-funded projects. Kindly indicate to what degree you agree with each statement concerning the Agriculture and Dairy Economic Development Project?

Use a scale of 1-5 below.

Where 1=Strongly Agree, 2= Agree, 3= Neutral 4=Disagree, 5= Strongly Disagree

<b>Stakeholders' participation in project identification (numbering)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The involvement of the stakeholders when analyzing the needs analysis acts as a guide to ensure that the design of the project is in line with the abilities and needs of the specific community					
It is important to involve the community while identifying needs as this develops their ability as a community such that they can share the vision of the project and commit to seeing it succeed.					
Sufficient and appropriate strategies have been designed and implemented towards boosting the positive influence of stakeholders					
The participation of stakeholders to define the requirements and needs of a project and turn them into realistic goals					
Stakeholders participate in selecting the most appropriate project that corresponds to the firms' needs or those of the organization					
Stakeholders' participation during the initiation stage is by establishing and defining the nature and extent of the project.					



The stakeholders' participation increases the understanding of the local community's needs and enhances awareness of areas that need improvement.					
When a researcher involves stakeholders during all board discussions, it fosters an environment that supports teamwork and improves their overall level of commitment, thus giving a sense of ownership and belonging and renewed unity.					
When stakeholders participate, there is more input during decision-making by different parties producing an enriched process substance and many valuable ideas.					
The participation of stakeholders produces a common benefit kind of a relationship because the team implementing the project can identify emerging issues and trends that can affect the project's performance at the moment or in the coming days.					
A researcher can obtain productive information and knowledge when he listens to feedback and worries of stakeholders who can improve outcomes and project design and enable an organization to control and identify external threats.					
Stakeholders' participation impacts project goals and objectives during task specification, resource allocation, planning phase, and thus the success and performance of the project.					
The participation of stakeholders during planning help understand their role and place in getting official approval to embark on the project, establishing deliverables, determining assignments to the planning team, scope statement, milestone development, how to plan, and estimating the resources required for all activities.					

c) Briefly summarize your analysis of the effects of the participation of stakeholders during the planning phase of the project planning in respect to the success and performance of the Agriculture



and Dairy Economic Development  
 Project.....  
 .....  
 .....

9. a) In your own opinion, would you agree that the participation of stakeholders during the project's implementation phase affects the performance of projects funded by donors?

YES [ ] NO [ ]

b) If yes, kindly indicate to what degree you agree with the statements below that relate to the influence of stakeholders' participation during the implementation of the project on the performance of donor-funded projects concerning the Agriculture and Dairy Economic Development Project?

Use a scale of 1-5 below.

Where 1=Strongly Agree, 2= Agree, 3= Neutral 4=Disagree, 5= Strongly Disagree

<b>Stakeholders' participation in project implementation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The participation of stakeholders is critical to the accomplishment of a project; hence the researcher should take account of their interests and claims in the project's implementation process to attain project objectives.					
The participation of stakeholders in the implementation stage of the project is necessary to convert the objectives and programs within the plan into well-structured and realistic activities and tasks to achieve the project goals and objectives					



you agree with each statement concerning the Agriculture and Dairy Economic Development Project?

Use a scale of 1-5 below.

Where 1=Strongly Agree, 2= Agree, 3= Neutral 4=Disagree, 5= Strongly Disagree

<b>The participation of stakeholders in project monitoring and control</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The involvement of stakeholders gives a chance to organizations superior leadership to utilize their participation as a chance of influencing other firms and align processes and structures support the projects mission and vision and mission.					
When stakeholders participate in the process, it creates a two-way process between them and the organization.					
Stakeholder participation in monitoring and control influences development project performance as the implication of affected stakeholders in the monitoring and control phase promotes the chance of achievement.					
When stakeholders participate via reporting and monitoring and control the development of a project help identify challenges and hindrances surrounding the project.					
Stakeholders function like checks and balances in resource utilization during the project implementation.					
When stakeholders are involved, information flow is produced via the process that gives local communities confidence to be more accountable for their welfare and environment concerning the project.					

When stakeholders get involved in reporting and monitoring and control, they enhance the performance of projects because they help identify challenges to performance					
Stakeholders function like checks and balances in resource utilization during the project's implementation process.					
Engaging all the stakeholders impacted by the project in implementing mitigation measures and monitoring and control promotes transparency and helps address their concerns and encourage transparency.					

c) Briefly summarize your analysis on the impact that the participation of stakeholders in monitoring and control the project has in respect to the success and performance of the Agriculture and Dairy Economic Development Project

.....

.....

.....

.....

**THANK YOU FOR YOUR TIME AND CO-OPERATION**

## Appendix III: Transmittal Letter



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

Telegrams: "Varsity",  
Telephone: 020 491 0000  
VOIP: 9007/9008  
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.  
Nairobi, Kenya  
Email: [fbg-graduatestudents@uonbi.ac.ke](mailto:fbg-graduatestudents@uonbi.ac.ke)  
Website: [business.uonbi.ac.ke](http://business.uonbi.ac.ke)

Our Ref: **L50/29448/2019**

July 21, 2023

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

**RE: INTRODUCTION LETTER: ERIC KATAKA MUKABI**

The above named is a registered Master of Arts in Project Planning candidate at the University of Nairobi, Faculty of Business and Management Sciences. The student is conducting research on "**Stakeholders' Participation in Project Management and Performance of Donor Funded Projects in Kenya: A Case of Agriculture and Dairy Economic Development in Emali.**"

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.

**Prof. Florence Muindi**  
**Ag. Associate Dean, GBS & R**  
**Faculty of Business and Management Sciences**



\*\*\*


Appendix IV: Research Permit

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

REPUBLIC OF KENYA

Ref No: **848354**

**RESEARCH LICENSE**




This is to Certify that **Mr. ERIC KATAKA MUKABI** 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 **Kajiado, Makueni** on the topic: **STAKEHOLDERS' PARTICIPATION IN PROJECT MANAGEMENT AND PERFORMANCE OF DONOR FUNDED PROJECTS IN KENYA: A CASE OF AGRICULTURE AND DAIRY ECONOMIC DEVELOPMENT IN EMALI** for the period ending : **02/August/2024**.

License No: **NACOSTI/P/23/28184**

**Applicant Identification Number**  
**848354**

**Director General**  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.**

**See overleaf for conditions**