INFLUENCE OF STAKEHOLDERS MANAGEMENT PRACTICES ON PERFORMANCE OF NUTRITION PROJECTS IN TANA RIVER COUNTY, KENYA

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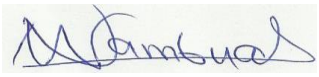
DECLARATION

This research study is entirely unique with no submissions for academic honors to any universities.

Signature  Date: 24.11.2023

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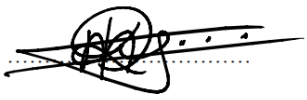
REG No: L50/37221/2020

As the supervisor of this study project at the university, I have given my consent for it to be examined.

Signature:  Date: 26.11.2023

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DEDICATION

This research project work is dedicated to my esteemed parents; my father and mother who taught me the value of hard work and thirst for education and passion for reading.

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LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	Acquired immunodeficiency syndrome
ASAL	Arid and Semi-Arid Lands
HIV	Human Immunodeficiency Virus
MIYCN	Maternal Infant and Young Child Nutrition
M & E	Monitoring and Evaluation
NGO	Non-Governmental Organisation

ABSTRACT

Food security and nutrition present very critical development challenges in Kenya. In arid and semi-arid counties such as Tana River County that characterized by hot and dry climates, food insecurity is a threat to human life. Kenya is among the nations that gets abundance of financial support from donors to establish nutrition initiatives to enhance its people's nutrition condition. Tana River County continues embracing nutrition projects to curb hunger and malnutrition and increase quality, quantity and affordability of food for local residents. Despite huge funding from donors to implement various nutrition programs, little progress has been made as malnutrition-related deaths continue to climb. Nutrition programs attract a variety of stakeholders, each with a particular expectation of the project's outcome. The stakeholders' level of urgency and priority tend to shift during the lifecycle, adding to project management problem. This study examined the effect of stakeholder management practices on the performance of nutrition initiatives in Tana River County, Kenya. This study specifically examined the influence on stakeholder communication, stakeholder participation, stakeholder conflict management and stakeholder monitoring and evaluation on performance of nutrition projects in Tana River County, Kenya. The census research design technique was used in the investigation. The population for this study was categorized in two groups. First category population was project staffs of sixteen (16) registered and licensed nutrition projects in Tana River County, Kenya. Second population category included government officials, including Director Health CoG Tana River County, Direct Public Health Service, County nutrition coordinator, County nursing officer, sub county nutrition coordinators, and sub county public health officers. In this study, primary data were used. These particular data were collected using interview guides and questionnaires. In the analysis, both descriptive and inferential statistics were employed. Based on the study's findings, Tana River County, Kenya's nutrition programs are effective in terms of stakeholder participation, communication, conflict resolution, monitoring, and evaluation, are all positively and significantly correlated. According to the study's findings, Tana River County, Kenya's nutrition initiatives would perform better if all of the independent factors were increased. The study concludes that improving stakeholder conflict management practices such as how conflicts and disagreements within projects are resolved amicably, how disputes among stakeholders affect project performance, how quickly disputes are resolved, and how well-illustrated conflict resolution charts are should receive more attention if nutrition projects are to perform better.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Health and development are an indispensable component of good nutrition. Improved maternity and child care, newborn chances, better immunity during pregnancy and delivery are linked to better nutrition. It also lowers threats of contacting non-communicable diseases that include cardiovascular disease and diabetes. Effective learning is guaranteed to children who are in good health. According to Lindgren, Harris, Dangour, Gasparatos, Javadi, & Haines, (2018) persons who eat properly are much more creative and can generate opportunities to avoid the negative circle of poverty and hunger. Food security and nutrition present very critical development challenges in Kenya. According to Mutie, Rono, Kathambi, Hu, and Wang, (2020), in arid and semi-arid counties such as Tana River County that characterized by hot and dry climates, food insecurity is a threat to human life.

Kenya is among the nations that gets abundance of financial support from donors to establish nutrition initiatives to enhance its people's nutrition condition (Karienye, & Macharia, 2021). Tana River County continues embracing nutrition projects to curb hunger and malnutrition and increase quality, quantity and affordability of food for local residents. Despite huge funding from donors to implement various nutrition programs, little progress has been made as malnutrition-related deaths continue to climb. Nutrition programs attract a variety of stakeholders, each with a particular expectation of project's outcome (Osuizugbo, & Okuntade, 2020). The stakeholders' level of urgency and priority tend to shift during the lifecycle, adding to project management problem (Thrassou, 2020). Stakeholder management enables project managers to foster conditions that result in stakeholders' active involvement in the project, allowing managers to gain from their involvement in terms of securing resources and wielding influence.

The first theory guiding study is the theory of performance. Scope, quality, time and money are the project performance indicators according to this performance paradigm (Takim, & Akintoye, 2002). Nutrition initiatives that are performed at a high level produce results that are better able to satisfy stakeholder needs and expectations. Second theory is the public participation theory, the argument from this theory is that

contribution of project beneficiaries will increase the initiative's economic value via developing skills. As a result, more users become workers of the project and their sense of ownership grows, which is critical to meeting project objectives (Freeman, Parmar, & De Colle, 2010). Early project inputs from internal and external stakeholders of nutritional projects are crucial. Early participation from various parties can prevent or at least lessen any negative consequences from certain stakeholders.

For successful management of nutrition projects in Tana River county, any possible forces capable of influencing the project performance has to be taken into account. These forces might present either negative or positive influence on project performance. The choices and actions of any stakeholder have a great deal of impact on projects (Nordhagen & Klemm, 2018). Nearly all projects run inside a structure where the relevant stakeholders are heavily involved in job completion. Every project needs stakeholder support to be successful. The study examines influence of stakeholder management practices on performance of nutrition projects in Tana River County, Kenya.

1.1.1 Stakeholders Management Practices

Running a good project depends on engaging key stakeholders in the process. Project managers need to make sure that their key stakeholders are directly engaged (Houba, 2022). Stakeholder management's objective is to establish and preserve relations with stakeholders for purpose of guaranteeing a smooth process of the project (Pedrini, & Ferri, 2019). Identification of important stakeholders, comprehension of their wants and preferences, and then efficient communication with them on the information they require about the project constitute the typical process of stakeholder management.

Major stakeholders may significantly affect achievement of project. Either stakeholders have the ability to help project idea succeed or they can completely thwart it. To persuade main stakeholders to endorse project, project managers must ensure they communicate with stakeholders effectively (Silvius, & Schipper, 2019). Building and maintaining relationships with significant interests that are willing to endorse the project, with a clear communication and collaboration plan and a deep understanding of the stakeholders (Bett, 2018). Stakeholder management issues could

result in project failure and breakdowns in communication concerning project progress. Enhancing stakeholders' ability to participate successfully in decision-making processes is communication. Stakeholders need to be aware of what the project is trying to achieve because communication with the project team helps project recipients grasp the goals and benefits of the project.

There are many benefits to having stakeholders involved in initiatives. Their capacities will be able to grow as a result, and they will eventually be able to choose their own tasks. The stakeholder is also actively involved in the implementation process through coordination, effective resource use, and risk assessment (Waweru, & Kimathi, 2022). The knowledge and work of stakeholders adds value to a project's procedures, improving the project's performance. The highest level of stakeholder commitment and participation in the project is encouraged through stakeholder participation, which leads to successful project outcomes.

Every endeavor must have the backing of its stakeholders. Internal or external stakeholders in the project are both possible. Throughout the course of a project, the needs, numbers, and influence of the stakeholders will change (Silvius, & Schipper, 2019). It is vital to consider the interests, motivations and perceptions of all project stakeholders because they can affect the project's success. Reviewing and identifying stakeholders should be done at during each phase of the project's life cycle (Bett, 2018).

The project manager is accountable for allocating funds to several activities, meeting the desires of shareholders, managing budget and achieving intervention's goals (Mrangu, 2018). Responsible project managers should think about how project stakeholders could affect the project's success and then put mechanisms in place to optimize each stakeholder's positive influence while reducing any negative consequences. According to Micah, and Luketero, (2019) stakeholders in a project can have varying amounts of influence and interest. It can be challenging to please all project stakeholders. Therefore, nutrition initiatives with numerous stakeholders cannot be successful without efficient stakeholder management.

1.1.2 Project Performance

Project's overall standard is what's referred to as its performance including the extent to which beneficiaries have benefited and sustainability of the interventions (Anantatmula, 2015). Among significant important factors that can be used to gauge how well a project is performing include its relevance, effectiveness, efficiency, impact on the beneficiaries, and sustainability of the interventions (Imam, & Zaheer, 2021).

Relevance is determined in part by whether the project's objectives fulfill the needs of the receivers and in part by whether the project's actions and outcomes are consistent with those objectives (Onukwube, Iyabga & Fajana, 2010). Effectiveness gauges a project's capacity to achieve its objectives. Impact analyses both the project's favorable and unfavorable effects. Efficiency measures inputs and outputs to determine whether project effectively utilizes available resources to achieve desired outcomes. Sustainability measures the duration of project's positive effects (Shihemi, 2016). Project performance is a characteristic that can be assessed in terms of whether it creates value or increases organizational effectiveness.

Performance is as the results of each person's efforts. The aforementioned criteria define project performance as the degree to which personnel are able to fulfill the duties that have been delegated to them and the extent to which those tasks assist in achieving the objectives of the company (Eboo, & Adjei-Kumi, 2021). Therefore, it is essential to successfully engage stakeholders throughout the project's execution in order to accomplish project success and to correspond with the current impression of nutrition project performance. Yet, the topic of how effective stakeholder management may be implemented in nutrition initiatives remains unanswered.

1.1.3 Nutrition Projects in Tana River County, Kenya

The food and nutrition initiative teaches participants how to choose nutritious foods, enhance their energy and alertness, lower their risk of disease and illness, and learn about nutrients. The primary learning experiences revolve on jobs, cultural influences, meal planning, food shopping, preparation and safety (Zaidi, Hussain, & Rasanathan, 2018). Poor nutrition is one of the main causes of malnutrition in the modern world, particularly in middle- and low-income nations (Vassilakou, 2021).

Kenya is one of the countries that receives a lot of donor funding to build up nutrition projects to realize improved nutritional status of the people. Despite massive money directed by donors to establish these programs, little impact has been accomplished as malnutrition-related death rates continue to rise (Zaidi, Hussain, & Rasanathan, 2018). Some of ongoing nutrition projects in Tana River County, Kenya include maternal, infant and young child nutrition, as well as wellness and higher impact nutrition interventions, health system strengthening and drought emergency nutrition response among others.

In order to analyze infant feeding patterns in Kenya's Western and Eastern Provinces, the MIYCN Project worked with the Kenyan government and partners sponsored by USAID. This evaluation helped to inspire many national plans and programs. Action against Hunger has indeed been available in Kenya, Tana River County since 2001 and has been a transformative leader in nutrition security for better quality of life among vulnerable communities. The Action Against Hunger and Concern worldwide programs improve Tana River county's provision of life-saving nutrition programs and the healthcare system. Other nutrition projects being implemented in Tana River County during the period of study are as listed in Appendix IV.

1.2 Research Problem

Project leaders always eagerly await successful public initiatives. This requires the project to be finished in compliance with the project's criteria, the stakeholder's specifications, and the objectives (Kwamboka, 2020). Despite efforts to ensure project success, numerous initiatives, such as nutrition projects in Kenya, consistently run over budget, over schedule, and fall short of end-product criteria as well as management goals. These projects may have a high failure rate because important stakeholders weren't included in project activities.

Regarding value and expenses, stakeholder management is crucial in the success of nutrition projects (Onziru, & Kimutai, 2022). Thus, stakeholder management is crucial for project success and determines whether a project succeeds or fails. Stakeholders anticipate being involved in decision-making throughout the course of the project (Njogu, 2016). In Kenya, there is little public knowledge of and interest in the programmes financed by county and national governments. Participation of

stakeholders is crucial to guaranteeing the corporation adheres to its obligations with regard to the beneficiaries by promoting accountability and transparency (Smith, 2017).

Empirically, link between stakeholder management and performance of projects has received some attention. Globally, Johansen, *et al*., (2014) revealed that stakeholder management could pose a problem for the success of the project by causing conflicts and doubts. According to Onziru and Kimutai (2022), success of water services with funding form world bank in Karamoja, Uganda, is considerably influenced by involving the projects stakeholders in project implementation. However, there exists a contextual gap in his study as it was conducted in Uganda whose economic and social status are different from Kenya and therefore findings cannot be generalized. Tengan and Aigbavboa (2017) investigated stakeholder monitoring of construction projects in Ghana and discovered that stakeholder monitoring affects the effectiveness of construction projects in Ghana. Their study only used descriptive analysis while this study conducted both descriptive and inferential analysis.

Locally, majority of research has been done on the idea of stakeholder management, with no attention paid to the effectiveness of nutrition projects. For instance, Omondi and Kinoti (2020) performed research on how involvement of stakeholder impact the achievement of road development initiatives in Kilifi County, Kenya. Nthenge's (2014) study examined the variables that affect the viability of projects with donor funding. In Kenya's Nyeri County, managing of stakeholders and the effectiveness of open-air market programs were examined (Maina & Kimutai, 2018). The research addressed above have conceptual, contextual, empirical and theoretical gaps which the present research seeks to address. The aim of the current research was to address these research gaps by answering the following question: What impact do stakeholder management methods have on the performance of nutrition initiatives in Tana River County, Kenya.

1.3 Research Objectives

i. To determine the effect of stakeholder communication on performance of nutrition projects in Tana River County, Kenya

ii. To establish the effect of stakeholder participation on performance of nutrition projects in Tana River County, Kenya

iii. To discover the effect of stakeholder conflict management on performance of nutrition projects in Tana River County, Kenya

iv. To assess the effect of stakeholder monitoring and evaluation on performance of nutrition projects in Tana River County, Kenya.

1.4 Value of the Study

The research may contribute toward better understanding of this topic. The study may also give background knowledge to researchers and academics who may be interested in researching this topic in the future, in addition to adding to our body of knowledge. The study may potentially be of significant information source for researchers and other parties with an interest in evaluating the effectiveness of nutrition programmes implemented in Kenya. Given the importance of stakeholders' involvement in development, the study may provide some insights that are highly beneficial to development organizations as they work to carry out projects with their involvement. This may be a good strategy to lessen the frequent occurrences of project failures brought on by lack of involvement from stakeholders.

Finally, yet importantly, the study may give the government the opportunity to engage stakeholders in better public project performance, ensure that there is significant stakeholder interest in the projects, and ensure that initiatives match the requirements of the developments they launched.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review on the effect of stakeholders' management practices on performance of nutrition projects was covered in this chapter, including also the theoretical and conceptual frameworks. The chapter also includes a presentation of empirical reviews on the topic as well as a critique of the literature to identify knowledge gaps.

2.2 Theoretical Review

Three theories the theory of performance, the theory of public participation, and the theory of communication served as the study's pillars.

2.2.1 Theory of Performance

In 2011, Don Elger proposed the performance theory (Elger, 2011). He proposed that location impacts performance level and that performance is a journey. A performer could be a single individual or a group effort amongst various distinct entities. The theory describes the markers of higher levels of performance through improved efficiency, degree of expertise and abilities, capability, identification and passion, ability, and cost effectiveness (Elger, 2011). The notion states that while certain factors that determine how effectively an intervention functions are unchangeable; others can be changed to get desired outcomes.

The success philosophy influences performance of project measures such as project scope, cost quality, and time. During production process, high level of performance lead to reduced wastage, low cost and less resource usage (Sonnentag, & Frese, 2002). High levels of performance lead to increased capacity and throughput generation capabilities for an entity. According to this performance theory, time length it takes to complete a project's work indicates how well it is doing in relation to the project's set scope, which is stated in the project charter (Breiter, & Milman, 2006).

Performance theory will help explain the study dependent variable performance of nutrition projects in Tana River County. Time, scope, cost, and quality are all success

indicators of projects including nutrition projects in Tana River County. Many Tana River nutrition projects may not meet this requirement, particularly if the project objective is poorly specified and comprehended at the inception of the initiative lifespan. Reduced time results of nutrition project may either results to increased project costs or a smaller project scope. The performance of the nutrition initiative may also be influenced by factors including communication problems and problems with stakeholder management (Karlsen, 2002). A high-level performance of nutrition projects in Tana River may results in high-quality outcomes that are more successful in satisfying the demands and expectations of the stakeholders.

2.2.2 Theory of Public Participation

Webler developed theory of public participation in the 1960s. The argument makes the case that genuine participation, as evidenced by partnerships and controls, is necessary for initiatives to be completed sustainably (Webler, 1999). A way to guarantee that communities have a direct say in governmental choices is through public involvement. Project key participants have a vital role to help guarantee the predetermined initiative's objectives are met (Pløger, 2001). This is particularly important since it enables objective diagnostic project assessments, the utilization of local resources, and project ownership, among other things.

This study shows how stakeholder engagement in projects may enhance the effectiveness of nutrition efforts in Tana River County, Kenya, in line with the principle of public participation. Participation from pubic ensures the accomplishment and viability of projects. This is accomplished by utilizing their own resources, making an effort, demonstrating goodwill and supporting the sustainability of such projects (Laurian, & Shaw, 2009). The highest level of stakeholder commitment and participation in the project is encouraged through stakeholder participation, which leads to successful project outcomes.

This theory will help explain study independent variables namely stakeholder participation and stakeholder monitoring. Highest level of stakeholder commitment and participation in the project is encouraged through stakeholder participation, which leads to successful project outcomes. Stakeholder participation motivates sponsors to support the project, which increases its performance in an evaluation of the outcomes

of M&E techniques (Rudakemwa, 2019). Project stakeholders must participate in the monitoring process so that they can choose the success criterion. Monitoring with stakeholders ensures that project results at the effect, result, outputs, procedure, and creating may be measured in instruction to give an outline for answerability and to assistance in policy and program level decision-making.

2.2.3 Communication Theory

Communication theory inception is connected to 1920s development of information theory. Information has been a crucial component of communication research and the development of communication theory since the middle of the 20th century. Through a communication medium, information is transmitted verbally and nonverbally from a sender to a receiver (Ayusa, 2016). An essential part of stakeholder management is communication with stakeholders, which aids in identifying their concerns and problems.

Communication is a crucial tool for managing stakeholder relationships. Projects require a variety of communication methods because they are distinctive and transient endeavors. Relationships between stakeholders depend heavily on communication (Ayusa, 2016). Not that all project stakeholders can be addressed, but it is necessary to contact the most important ones. Due to the fact that it addresses interpersonal or group communication, this theory is significant in our study. This theory is applicable to this research since it can be linked to independent variables stakeholder communication and stakeholder conflict management (Cooper, 2003).

The project's success is due to stakeholder participation and communication. Controlling stakeholder communication is the activity that moves the project forward at every stage of its existence. The other activities and types of knowledge are driven by stakeholder communication throughout the entire project. While intra-team communication allows the execution team to handle the progress and expense requirements, it also enables the project manager to understand about the project’s objectives, timing, and other details.

2.3 Stakeholders Management

Some of the stakeholder management practices discussed include stakeholder communication, stakeholder participation, stakeholder conflict management, and stakeholder monitoring.

2.3.1 Stakeholder communication

Stakeholder communication comprises gathering information, assessing stakeholder needs, and developing a communication strategy. Considering a project is a societal activity that directly or indirectly involve individuals, communication is vital and prevalent in any project (Francisco de Oliveira & Rabechini Jr, 2018). A project's ability to communicate can make or break it. Enhancing stakeholders' ability to participate successfully in decision-making processes is communication. Therefore, a consistent flow of pertinent information is necessary for all project stakeholders to coordinate their combined effort.

A key aspect of project communication is the project manager. Stakeholders need to be aware of what the project is trying to achieve because communication with the project team helps project recipients grasp the goals and benefits of the project (Derakhshan, Turner, & Mancini, 2019). As it focuses on the success of the business, communication with local government offices, activist groups, and society will help build understanding of the goals in the event that stakeholders plan changes to business that will influence neighboring network (Kimanzi, 2022).

Consequently, a successful communication program must focus on the stakeholders who can have the biggest impact on project's success (Shakeri, & Khalilzadeh, 2020). An association can create positive relationships with people and various associations, such as the media or specific interest groups that have an impact on various stakeholders. According to Saidu and Shakantu (2017) irrigation projects take as many years before they are completed due to poor relationships among stakeholders and this leads to cost overruns. Johnson, and Nani, (2021) argue that manager’s inability to fine-tune communications that affect project performance is another reason why a project fails.

2.3.2 Stakeholder participation

Stakeholder participation is characterized by the involvement of an individual, group, or institution with a stake in the assets of a certain project or region who the development projects may influence and who will benefit or suffer if things improve or remain unchanged (Maina, & Kimutai, 2018). Performance of most projects in companies working on the projects depends heavily on stakeholder participation. When a project adheres to the timeframe, stays within budget, is completed in accordance with the previously established requirements, and meets stakeholder expectations, it is said to have been successfully completed (Kisang, 2019).

There are many benefits to having stakeholders involved in initiatives. Their capacities will be able to grow as a result, and they will eventually be able to choose their own tasks. The stakeholder is also actively involved in the implementation process through coordination, effective resource use, and risk assessment (Waweru, & Kimathi, 2022). The knowledge and work of stakeholders adds value to a project's procedures, improving the project's performance. A project manager can discover hidden dangers and reduce the majority of risks with the help of effective stakeholder management (Rudakemwa, 2019).

The highest level of stakeholder commitment and participation in the project is encouraged through stakeholder participation, which leads to successful project outcomes. Involving stakeholders in project planning, according to Rudakemwa, (2019), promotes a sense of project ownership throughout the entire project. Stakeholder participation motivates sponsors to support the project, which increases its performance in an evaluation of the outcomes of M&E techniques used by NGOs undertaking HIV/AIDS projects in Uganda.

Participation of stakeholders in project planning improved project performance and resulted in satisfaction. Research was done by Kihuha (2018) on the effectiveness of environmental the UN Environment Program’s case study on facility initiatives in Kenya. Objective of the study aimed at assessing how stakeholder participation impacted planning and implementation for UNEP initiatives.

2.3.3 Stakeholder conflict management

Stakeholders are crucial to any project because they monitor its development throughout each step. Their management is therefore crucial for the success of projects. Due to the mutually exclusive nature of conflicts, it is necessary to maintain balance because one party's loss is seen as another party's gain, and vice versa (Irfan, Thaheem, Gabriel, Malik, & Nasir, 2019). A user may view a project as a complete failure even when end users or contractors deem it successful. Maina, and Kimutai, (2018) argue that the likelihood of project experiencing severe disagreements increases if stakeholders are not managed efficiently and their concerns and objectives are not addressed.

Different stakeholders in a project may have varying worries, competing demands and competing interests. As a result, their expectations related to the project's success may differ. Conflicts between stakeholders can arise during any stage of a project, including nutrition projects. Conflict can arise for a number of reasons, including miscommunication about project intentions, a lack of project resources, and competing stakeholder priorities (Murtagh, Scott, and Fan, 2020).

In a different study, Cakmak and Cakmak (2017) examined the primary factors contributing to stakeholder conflicts in the building industry. The research came to the conclusion that the primary reason for conflicts is a lack of communication among the numerous parties involved. The causes of conflicts are similarly divided into behavioral, contractual and technical issues. Delays in interim payments, delayed responses, the use of extensions of time, and erroneous project timetables are all examples of contractual problem factors. According to Tilahun, (2022), relationships, shared risk, mutual trust, cultural challenges, commitment, and poor communication are important conflict-causing factors.

2.3.4 Stakeholder Monitoring and Evaluation

Stakeholder monitoring encompasses keeping tabs on how project stakeholders interact with one another and adjusting stakeholder engagement tactics (Orayo, 2018). Stakeholder monitoring entails acquiring information, assessing the amount of stakeholder engagement, and adjusting methods for successful stakeholder engagement based on the information gathered. Making certain that source deliveries,

schedules, desired outcomes, and other necessary actions take place in line with the project's schedule (Orayo, 2018).

Continual data gathering, processing, and analysis are all steps in the methodical procedure of project M&E, and analysis and also discussing the results to the project management when the project is being implemented (Park, 2021). The project management team then evaluates and interprets the results in order to facilitate and initiate the necessary response to the findings. It is a crucial step in the project management process. (Mrangu, 2018) argued that project team may decide to monitor something or nothing, at random intervals, equally spaced intervals, more regularly at the beginning and less frequently at the end of a project, among other monitoring practices.

Multi-level stakeholders can analyze a policy, project or program using participatory M & E techniques and take any necessary corrective action. While assessments are often undertaken at specific times or intervals over the life of a project, monitoring is frequently done continually. Swanepoel and De Beer, (2016), the line between monitoring and evaluation may get blurred in participatory monitoring and evaluation activities. This is predicated on the premise that rather than being one-time events, participatory appraisals and feedback mechanisms should be embedded as a regular part of the work, into the project design.

Core stakeholders must have a key role throughout the evaluation of a project that has undergone partaking in planning, identification, and execution stages (Barasa & Jelagat, 2015) M&E has always included bringing in outside experts to review performance against pre-determined metrics using pre-defined methods and approaches. According to (Mrangu, 2018) participatory M&E promotes lively commitment of main patrons. As a consequence, stakeholders and community leaders collaborate to produce M&E guidelines (Park, 2021). The technique not only encourages local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival.

2.4 Project Performance

Project performance has been described in relation to the project management as "iron triangle," which requires time, budget, plan, and excellence. Time, scope, money, and quality are the project success metrics (Pollack, Helm, & Adler, 2018). As a result of their interdependence, at least one of the other criteria will change if the scope, timeframe, or cost change. The project budget includes a set cost parameter. Cost estimates for project activities and tasks are made as part of the budgeting process. These prices act as a standard against which actual prices are measured and discrepancies are investigated (Park, 2021).

Reduced project time results in either increased project costs or a smaller project scope. Kerzner, (2019) argued that program evaluation and review technique (PERT) charts are a common project management tool used to plan and oversee the activities required to deliver the project on schedule. Both the activities that must be completed and the things that can be completed concurrently are typically defined graphically using these tools. The iron triangle has lately been surpassed by the project management diamond framework. Meeting the needs and expectations of the customer is more important than just achieving project deadlines or budgetary restrictions (Pollack, Helm, & Adler, 2018). Because no two project stakeholders have the same expectations, the managers of projects should be familiar with these expectations.

Verifiable performance goals that show the project's progress toward attaining its goals should be reflected in project performance reports. These consist of assessments of project management effectiveness, critical assumptions and risks, pressing problems discovered, actual or suggested fixes, and initiative evaluations for progress monitoring and probability of meeting development objectives (Pollack, Helm, & Adler, 2018). The baseline indicators to be tracked throughout the project lifespan should be mentioned in the initial project performance report. The project performance is also affected by factors including the project team's lack of expertise and experience, ongoing changes to the project's requirements, communication problems, and problems with stakeholder management.

2.5 Empirical Review

Etheri (2020) studied the impact of stakeholder communication on project success at Tullow Oil Kenya. The inquiry employed a mixed research design. Stratified sampling was used to choose the interview subjects. A questionnaire was used to get information. The study's findings demonstrated a strong correlation between stakeholder communication and the Tullow Oil Kenya initiative's effectiveness. The study advised Tullow Oil limited business to set up Barraza's to inform the community of its plans so that they are informed of what the company is planned to do in addition to hearing it.

In Kajiado County, Kenya, Mukunga (2019) looked into how stakeholder involvement affected the success of the Kiserian Dam Water Project. The findings reveal that low stakeholder participation during the project's execution stage resulted in conflicts, making the initiative expensive and unsustainable. The project's completion has been delayed for a long period. According to study by Eskerod, and Larsen, (2018), M&E would be ineffective unless all stakeholders regularly support it in acknowledging the project's sustainability. To guarantee the project's success and long-term sustainability, funders, project managers, and staff all must actually engage M&E process. Inclusion of stakeholders in monitoring phase of project increases likelihood of project success. Stakeholder monitoring and reporting helps to uncover obstacles and issues around initiatives.

In another study, Koome (2020) discovered that stakeholder participation tactics have a favorable impact on performance of projects with county government funding; a case study of county afforestation projects in Meru County, Kenya. According to Muigai (2018), a study on factors influencing conflict within management during irrigation project implementation in Nyeri county, Kenya, resource allocation was the most influential factor on conflict within management during irrigation project implementation. However, it was discovered that management structure, personal differences, and communication style had no significant influence on conflict within management during irrigation project implementation. In Nakuru, study by Muchiri (2015) discovered that stakeholders' participation during project planning phase is crucial for project success and raises project performance. Local stakeholders must be included in projects in order to increase outputs, outcomes and results.

2.6 Conceptual Framework

Stakeholder monitoring and evaluation, stakeholder participation, stakeholder conflict management, and stakeholder communication are the study's independent variables. The dependent variable is the performance of nutrition projects in county government of Tana River. The conceptualization of the research's variables is displayed in Figure. 2.1.

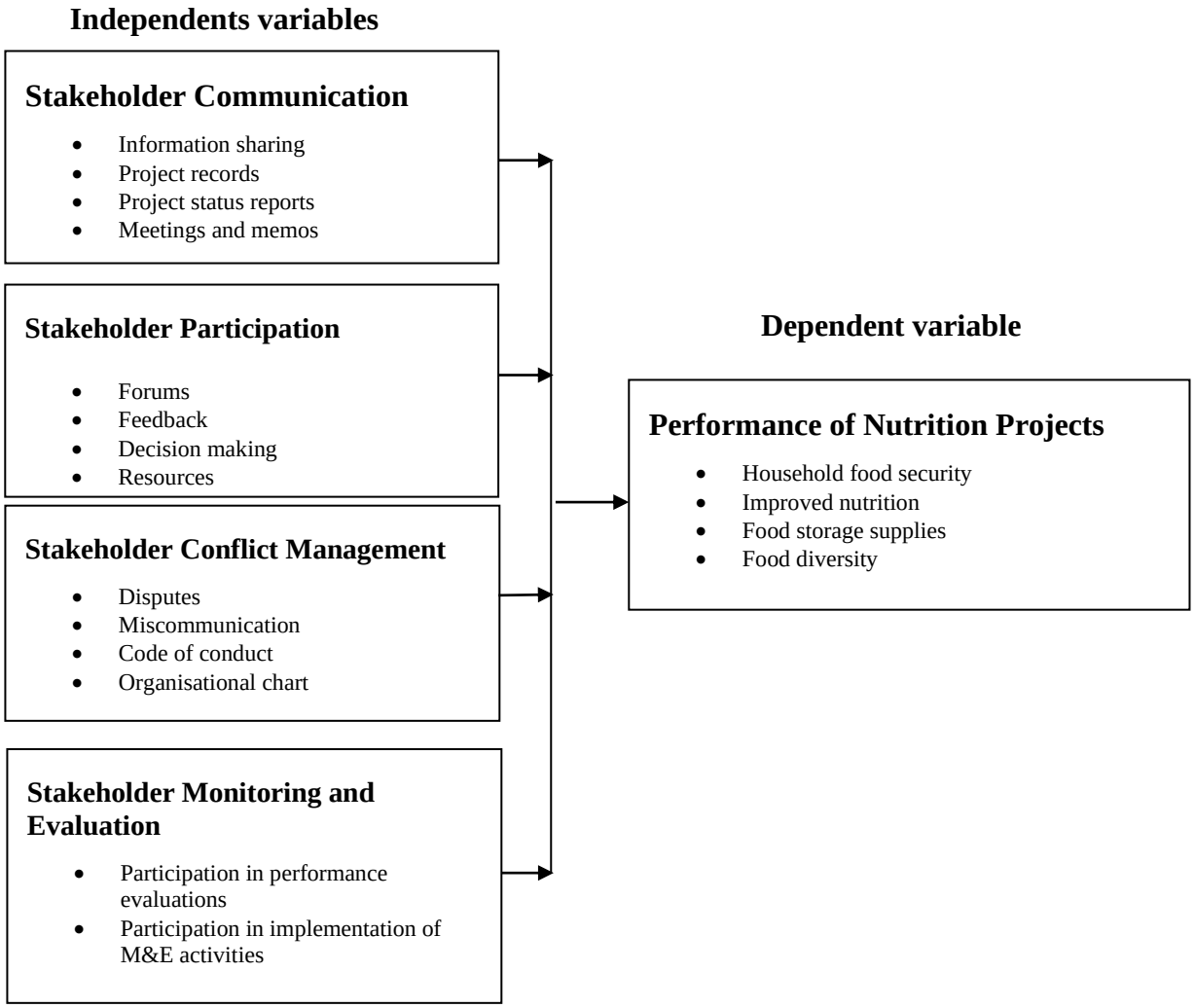

Figure 2.1: Conceptual Framework

2.7 Summary of Literature Review and Research gaps

Literature review summary and research gaps are as provided in table 2.1.

Table 2.1: Summary of Literature Review and Research gaps

Variable	Author (year)	Study title	Methodology used	Findings	Knowledge Gaps	Focus of Current Study
Stakeholder communication	Mandala (2018)	Stakeholder communication's impact on how well road construction projects perform	The research used a cross-sectional survey methodology.	The research showed that stakeholder communication significantly affects how smoothly road building projects go	The research used secondary data	For this investigation, only primary data will be used. Also included in the study will be stratified random sampling
Stakeholder participation	Akello & Morongе (2019)	Results of agricultural projects financed by the government in dry and semi-dry regions	The study used descriptive analysis only	Revealed that in semi-arid and arid areas, stakeholder participation positively impacted the outcomes of government-funded agricultural projects	Geographical disparity was the gap that the study found; it was carried out in semi-arid and arid regions.	This study will use both descriptive and inferential analysis
Stakeholder conflict management	Suprapto et al. (2018),	Impact of conflict resolution on the sustainability of food production projects in Nyeri County	Case study was the research design	The study found that contract and project size are the two main causes of project conflicts	The target population for the study was not stated. Another problem is that the study was done in the county of Nyeri.	In this investigation, a thorough discussion of the target demographic from which the sample was drawn will take place.
Stakeholder monitoring	Sanganyi (2018)	Application of M&E procedures in infrastructure projects,	The methodology employed is unclear. Only used quantitative data	The study results revealed that inadequate resource allocation for M&E activities results in poor project performance	The study did not successfully combine qualitative and quantitative methods.	In this study, both quantitative and qualitative methods will be applied

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three entailed discussion on the research techniques to utilized in this study, that include research design, study population, data collection process, data analysis, ethical consideration and also variable operationalization.

3.2 Research Design

This investigation used census research design technique. Census population is unusual, it allows for the examination of small geographic units and special demographics groupings. The census research design technique was used in the investigation. The census approach is justified since census data collection process is unbiased and represents everyone's opinion in the study population on the study problem. Census method was effective examing effect of stakeholder management practices and nutrition projects performance in Tana River County, Kenya.

3.3 Study Population

The population for this study will be categorized into two groups. The first study population category was project staffs of the sixteen (16) registered and licensed nutrition projects in Tana River County. This included one project manager, one monitoring & evaluation officer and two project officers from each of sixteen licensed nutrition projects in Tana River County. Thus, the target project staffs was 16 project managers, 16 M&E officers and 32 project officers as shown in table 3.1. Second population category included government officials, including Director Health CoG Tana River County, Direct Public Health Services, County nutrition coordinator, County nursing officer, sub county nutrition coordinators, and sub county public health officers. Table 3.2 presents category population of government officials. The government officers and projects staffs was chosen because these are the managers from the nutrition projects and county health management and also the implementing staff from the nutrition projects. Tana River County selected as study region, is among the arid and semi-arid counties with hot and dry weather, making food

insecurity a hazard to human life. Tana River County receives a lot of donor support to build up nutrition projects to help improve the nutrition status of its population.

Table 3.1: Study population for project staffs

No.	Category	Population
1	Project manager	16
2	Monitoring & evaluation officer	16
3	Project officer	32
	Total	**64**

Source: Author, 2023

Table 3.2: Study population for Gok-MoH staffs

No.	Category	Population
1	Director health CoG Tana River county	1
2	Direct Public Health Service	1
3	County nutrition coordinator	1
4	County nursing officer	1
5	Sub county nutrition coordinator	3
6	Sub county public health officers	3
	Total	**10**

Source: Author, 2023

From table 3.1 and table 3.2, 74 respondents made up the total study population. With regard to the analysis unit, which consists of sixteen registered nutrition projects in Tana River County, the study was a census methodology. This eliminated the use of a particular design for sampling and methodology. The study attempted to reach all 74 respondents (64 project staff members and 10 government officials), as the population of 16 licensed projects is rather tiny. This approach was justifiable because data from a census can be utilized to obtain precise data reflecting all of the studied population's perspectives on a particular subject.

3.4 Data Collection Procedure

This study made use of primary data. These specific data were obtained through the use of questionnaires and interview guides. The questionnaire statements were graded using a Likert scale of 1 to 5, with 1 denoting strongly disagree and 5 denoting strong

agreement. Likert scales can be used to examine perception, attitude, values, and behavior. For the interviews, the key informants for this study was project managers, Director Health CoG Tana River County, Direct Public Health Service, County nutrition coordinator, County nursing officer, sub county nutrition coordinators, and sub county public health officers in Tana River county Kenya.

3.5 Reliability and Validity Tests

The consistency of measurement is referred to as reliability, and it is commonly examined by use of test-retest reliability approach. An examination of the research instruments' general internal consistency and dependability will be conducted. The internal consistency coefficient to be utilized is Cronbach's alpha. When evaluating numerous questions on an identical test (or a subscale on a larger exam), internal consistency evaluates the correlations between them and determines whether various items that purport to determine the same fundamental concept provide findings that are consistent.

Evaluating the questions' correctness in measuring the variables under study is the goal of validity. Both idea and content validity were examined in this study. To guarantee that each segment examines data for a particular purpose while also closely linking to the theoretical framework used for this study, the questionnaire was separated into components for the purpose of assessing construct validity. Supervisors thoroughly examined the questionnaire to confirm its content authenticity. The reviewed comments for the research supervisors were used to improve content validity.

3.6 Diagnostic Tests

The underlying premise of statistical techniques including -tests, regression, correlation, and probit and logit analysis of variance is that the data have a normal distribution. Diagnostic tools helped check for statistical mistakes in data analysis. The statistical errors was tested using the Shapiro-Wilk test, Q-Q plot, multicollinearity and variance homogeneity in this study. The assumption that independent variables are uncorrelated or correlated is referred to as collinearity or multicollinearity (Keith, 2006). When independent variables are connected by Pearson's values, multicollinearity can be identified (Allison, 1999). The VIF was

employed to assess multicollinearity. Keith, (2006) argue that the VIF value must not be lower than 0.10 and the value cannot be larger than 10. Levine tests was used to assess the homogeneity variance of the study variables. If the Levine value is more than 0.05, it is discovered that the variability of the situations is the same. The premise that data is normally distributed underlies statistical procedures such as t-tests, regression, correlation, and probit and logit analysis of variance.

3.7 Data Analysis

Data analysis, which is the methodical management, editing, arranging, and organization of information to yield informative results. Both descriptive and inferential statistics were used in the analysis. SPSS version 21 was used for the study's quantitative data analysis. Frequency, mean, percentage, and standard deviation are examples of descriptive statistics.

Regression coefficient and bivariate correlation were two examples of inferential statistics that were used to examine the relationship between Tana River County's stakeholder management strategies and nutrition project success. Analysis of variance was done and a coefficient of determination from the regression model (R-square). The dependent as well as independent variables were correlated when the beta coefficient had a positive value. Negative relationship is denoted by negative value. The performance of nutrition projects in Tana River county was revealed by the coefficient of determination, and model significance will be established using analysis of variance (ANOVA). The following regression model was evaluated in this research;

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

Where:

Y = Performance of Nutrition Project in Tana River County, Kenya, X_1= Stakeholder Communication, X_2 = Stakeholder Participation, X_3 = Stakeholder Conflict Management, X_4 = Stakeholder Monitoring and Evaluation, error term is represented by ε, constant will be β_0, and regression coefficients will be 1, 2, 3 and 4. The data examined shall be presented by use of tables and figures for the research findings to be easily comprehended and understood.

3.8 Operationalization of Variables

Table 3.3 Operational Definition of Variables

Type of Variable	Indicator	Measurement scale	Tools of analysis	Type of analysis
Nutrition projects performance	•Household food security •Improved nutrition •Food storage supplies Food diversity	Nominal	Standard deviation Mean Percentage	Descriptive analysis and inferential analysis
Stakeholder communication	•Information sharing •Informed decisions •Project memos •Meetings	Nominal	Standard deviation Mean Percentage	Descriptive analysis and inferential analysis
Stakeholder participation	•Forums •Feedback •Resources	Nominal	Standard deviation Mean Percentage	Descriptive analysis and inferential analysis
Stakeholder conflict management	•Disputes •Miscommunication •Code of conduct •Organisational chart	Nominal	Standard deviation Mean Percentage	Descriptive analysis and inferential analysis
Stakeholder monitoring and evaluation (independent variable)	•Participation in performance evaluation •Participation in implementation of M&E activities making	Nominal	Standard deviation Mean Percentage	Descriptive analysis and inferential analysis

3.8 Ethical Issues

Data manipulation was prevented this study during data collection. Ethical behavior was embraced during the study to help foster a conducive environment for mutual respect, trustworthiness and transparency within the researchers. Study license was secured from NACOSTI prior to commencing the study. The researcher sought for permission from participants and the management of the projects to ensure autonomy before distributing the questionnaires. Research participants were engaged on voluntarily basis through an informed consent and were assured of no cause of psychological or physical damage when participating. Each respondent was treated

with respect and had an option of partaking or opting out of the study willingly. The study was organized and conducted in a way that shall avoid any sort of injury to the respondent.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter provides study findings in relation to study main objective. The topic themes covered are questionnaire return rate, pilot test results, respondents socio-demographic characteristics, descriptive analysis as well inferential analysis results. The results were presented using tables.

4.2 Response Rate

The study questionnaire return rate findings are as indicated below in Table 4.1.

Table 4.1 Response Rate

	Number	Percent

The questionnaires that were returned	58	78.4
The questionnaires that were not returned	16	21.6
Total	**74**	**100**

At the end of data collation period; 58 of the 74 questionnaires that were delivered over the one-week period had been fully completed and returned by respondents. This suggests that, as seen in Table 4.1 above, the response rate is 78.4%, which was good. Babbie (2012) argued that the questionnaire return rate of that 50% is passable, 60% is noble and 75% is very good. The greater return rate for this research project was attained as a result of earlier planning, reminders, and follow-ups.

4.3 Reliability Test

Prior to performing the actual survey, pilot study was undertaken on six respondents; which represented 8.1% of the study sample size. Table 4.2 below provides the study results on reliability test.

Table 4.2 Reliability Results

Variables	Items	Cronbach's Alpha	Scale Conclusion
Stakeholder communication	6	0.801	Reliable
Stakeholder participation	5	0.784	Reliable
Stakeholder conflict management	5	0.783	Reliable
Stakeholder evaluation and monitoring	7	0.804	Reliable
Performance of nutrition projects	6	0.785	Reliable

From the analysis of the reliability test, Table 4.2 above show that research variables Cronbach's alpha values was above threshold 0.70, indicating the reliability of the scale used to measure variables was trustworthy; hence, all items in the questionnaires were retained.

4.4 Socio-Demographic Characteristics of Respondents

The participants social-demographic characteristics included gender, age, educational level and duration engaged as stakeholder in nutrition projects in Tana River. The performance of nutrition initiatives and the impact of stakeholder management techniques are influenced by the demographic profile. An overview of the research participants' social-demographic data is shown in Table 4.3 below.

The gender breakdown of the respondents is shown in Table 4.3 below, with the bulk of participants being male (46.6%) and female (53.4%. This implies that the most respondents were females. The majority 55.1% of them were female and 44.9% male. This means that the majority of those working in nutrition initiatives in Tana River County were women. Nutrition is an important intervention in the improvement of mother and child health. Women also play critical roles in helping to improve their family members' food intake and dietary requirements.

Table 4.3 Socio-demographic characteristics of study participants

Item	**Response**	**Freq. n=58**	**Percentage (%)**
Kindly indicate your respective gender	Male	27	46.6
	Female	31	53.4
Please indicate your respective age in years	21 to 30	11	19.0
	31 - 40	32	55.2
	41 - 50	9	15.5
	More than 50	6	10.3
Please indicate your highest level of education	Diploma	30	51.7
	Bachelor degree	19	32.8
	Master’s degree	9	15.5
Duration engaged as stakeholder in nutrition projects in Tana River	2 - 5 years	14	24.1
	6 - 9 years	25	43.1
	10 years and more	19	32.8

Results in Table 4.3 above showed that 55.2% respondents indicated their age ranged between 31-40 years; 19.0% their age was between 21 and 30 years; percentage of respondents age between 41 and 50 years were 15.5% and only 10.3% of respondents were of age above 50 years. This implied that most respondents were youths; aged

below 40 years. Food systems are the world's greatest employment of youths, especially in low- and middle-income nations. Youth, as engaged members of their communities, frequently play several roles in food systems. Youth participation in food system programs is crucial for increasing the availability, accessibility, stability, and use of safe and nutritious foods.

Result of highest level of education attained are as illustrated; majority (51.7%) had attained diploma education level; those respondents who had bachelors degree level as their highest level of education were 32.8% and 15.5% indicated they had attained master's level of education-see Table 4.3 above. These results implies that majority of responders had the prerequisite qualifications needed in performance of nutrition projects.

Further, the study-surveyed individuals were asked how long they had been involved as a stakeholder in Tana River nutrition projects. Results in Table 4.3 above showed that majority respondents (43.1%) said their duration engaged in nutrition projects was period between 6 to 9 years, while 32.8% indicated they had been engaged in nutrition projects for more than 10 years, and 24.1% stated for period between 2 and 5 years. Implication of the results is that most respondents had appropriate experience in performance of nutrition projects in Tana River County, Kenya, and so were in a better position to give answers to study's question.

4.5 Descriptive Statistics

The descriptive findings are as presented in subsection below.

4.5.1 Stakeholder Communication and Performance of Nutrition Projects

The study first objective determined the effect of stakeholder communication on the performance of nutrition projects in Tana River County, Kenya. The results on six statements used on stakeholder communication are presented in Table 4.4.

Table 4.4 Stakeholder Communication

	Strong disagreed	Disagreed	Neutral	Agree	Strongly agree	Mean	Std Dev
The project reports are available to all stakeholders	0.0%	0.0%	24.1%	75.9%	0.0%	3.76	0.43
There is effective project feedback in the workplace	0.0%	0.0%	25.9%	41.4%	32.8%	4.07	0.77
The projects meetings are held regularly	0.0%	5.2%	10.3%	43.1%	41.4%	4.21	0.83
There is awareness on project progress	0.0%	0.0%	0.0%	58.6%	41.4%	4.41	0.50
Project managers can learn about the project's scope, timeline, and budget by holding meetings with clients.	0.0%	0.0%	15.5%	62.1%	22.4%	4.07	0.62
All stakeholders participate in decision making process	0.0%	15.5%	29.3%	55.2%	0.0%	3.40	0.75
Composite mean and standard deviation						**3.99**	**0.65**

Table 4.4 above, show (75.9%) majority respondents agreed that the project reports are available to all stakeholders while 24.1% were neutral. The statement had a mean value of 3.76; which is less than (3.99) composite mean, which indicated that this particular statement was negatively affecting performance of nutrition projects in Tana River County. Hence, there is need for improvement to ensure that all project reports are made available to all stakeholders as this will lead to better performance of nutrition projects in Tana River County. Standard deviation 0.43, was grater that composite standard deviation 0.65, indicating that respondents' opinions agreed.

Moreover, Table 4.4 above show; 41.4% and 32.8% respondents respectively agreed, and strongly agreed that there is effective project feedback in the workplace; the percentage of respondents who neither agreed nor disagreed was 25.9%. Mean value of 4.07 implied that the statement positively influences the performance of nutrition projects in Tana River County, as the value is greater than composite mean 3.99. The SD 0.77 more than composite SD 0.65 implied that study respondents had divergence opinions on the statement.

On whether projects meetings are held regularly, results in Table 4.4 above showed that; 43.1% agreed; 41.4% agreed strongly; 10.3% were not sure and 5.2% disagreed. The study's findings indicate that Tana River County's nutrition project performance is positively impacted by this line statement, as indicated by a mean value of 4.21 that is greater than the composite mean of 3.99. Enhancing stakeholders' ability to participate successfully in decision-making processes is communication.

The results indicate that 41.4% of the people surveyed strongly agreed, with the majority (58.6%) agreeing that there is knowledge of project progress. The line statement's mean value was 4.41 points higher than the average of the composite value of 3.99, suggesting that the statement positively affects Tana River County's nutrition project performance. The respondents' thoughts and beliefs were converging when their standard deviation value was 0.50, which was less than combined standard deviation of 0.65.

Further, the results in Table 4.4 above showed that 62.1% and 22.4% of respondents respectively agreed and strongly agreed that project managers can learn about the project's scope, timeline, and budget by holding meetings with clients and 15.5% of study participants were not sure. This line statement influences the performance of nutrition projects in Tana River County positively since it had mean score of value 4.07 greater than composite mean value 3.99. The respondents had divergence views as indicated by composite standard deviation 0.65, which was slightly greater than the statement standard deviation value 0.62.

Finally, on whether all stakeholders participate in decision making process, the results of Table 4.4 above, 55.2% of respondents agreed with the statement; 29.3% were neutral, and 15.5% disagreed with the assertion that that all stakeholders participate in decision making. Improvement is required because the mean value of the line was 3.40, lower than the composite mean value of 3.99, which suggests that the statement in question was having a negative impact on Tana River County's nutrition project's success. The respondents' varying ideas or opinions were reflected by the standard variation value of 0.75, which was higher than the combined standard deviation of 0.65. Enhancing stakeholders' ability to participate successfully in decision-making processes is communication.

The majority of respondents felt that stakeholder communication had an impact on how well nutrition programs in Tana River County perform, since the composite mean score was 3.99. These results was consistent with views expressed by a considerable percentage of interviewed respondents who believed that the project's success relies on stakeholder communication. A steady flow of relevant information is required for all project stakeholders to coordinate their collective effort. From interviews, one of the respondents mentioned;

> *"Learning to listen to and learn from multiple stakeholders is critical for project success. Insights from stakeholders are useful when launching a new project or managing internal communications."*

Another interviewed respondent said;

> *"Stakeholders have great influence in a project. They are critical to its success. It is critical to keep them involved, informed, and excited about the project."*

The above findings are in agreement with Etheri (2020) study results who revealed a significant connection between the success of the Tullow Oil Kenya initiative and stakeholder communication. A successful communication program must focus on the stakeholders who can have the biggest impact on project's success (Shakeri, & Khalilzadeh, 2020). An association can create positive relationships with people and various associations, such as the media or specific interest groups that have an impact on various stakeholders. According to Saidu and Shakantu (2017) irrigation projects take as many years before they are completed due to poor relationships among stakeholders and this leads to cost overruns. Johnson, and Nani, (2021) argue that manager's inability to fine-tune communications that affect project performance is another reason why a project fails.

4.5.2 Stakeholder Participation and Performance of Nutrition Projects

Secondly, the purpose of the study was to determine how participation of stakeholders affected the nutrition initiatives' success in Tana River County, Kenya. The outcomes of metrics of stakeholder engagement on the effectiveness of nutrition initiatives are displayed in Table 4.5 below.

Table 4.5 Stakeholder Participation

	strong disagree	disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
All stakeholders participate in choosing the project	0.0%	34.5%	24.1%	27.6%	13.8%	3.21	1.07
Project beneficiary provide labor	0.0%	20.7%	63.8%	0.0%	15.5%	3.10	0.91
All stakeholders list their needs and are prioritized	0.0%	5.2%	25.9%	69.0%	0.0%	3.64	0.58
All stakeholders participate in the planning of the project	0.0%	20.7%	24.1%	41.4%	13.8%	3.48	0.98
Stakeholders are engaged in talks to identify their problems	0.0%	0.0%	0.0%	62.1%	37.9%	4.38	0.49
Composite mean and standard deviation						3.56	0.81

Study results in Table 4.5 above shows that the majority (34.5%) disagreed that with statement that stakeholders participate in choosing nutrition project; 24.1% were not sure; 27.6% agreed; and 13.8% respondents were strongly in agreement. A mean of 3.21, which was significantly lower than the composite mean of 3.56, suggests that this line item negatively influences performance of nutrition projects in Tana River County, Kenya, as a consequence, there is a need for change since ensuring that all stakeholders engage in the selection of nutrition projects will result in enhanced nutrition project performance.

The results of the study, which are shown in Table 4.5 above, show that the majority of respondents (63.8%) agreed with the assertion that project beneficiaries give labor, while 20.7% disagreed and just 15.5% disagreed. The mean value of the line item was 3.10, lower than the composite mean of 3.56. This suggests that there is potential for improvement and that the line statement was negatively affecting the results of nutrition initiatives in Tana River County, Kenya. When compared to the total standard deviation of 0.81, a standard deviation of 0.91 indicated that respondents had convergent perspectives.

Moreover, Table 4.5 results above showed that 69.0% of respondents agreed that all stakeholders list their needs and those needs are prioritized; 25.9% were neutral and

5.2% disagreed. This statement item recorded mean value 3.64; showed that the line item has a beneficial effect on the nutrition project performance in Tana River County, Kenya, and was marginally higher than composite mean (3.56). According to Table 4.5 above, results also revealed that the majority of respondents 41.4% and 13.8%, respectively agreed and strongly agreed that all stakeholders engage in the project's planning; 24.1% neither agreed nor disagreed, and 20.7% disagreed. The mean value of this statement was 3.48, which is lower than the composite mean of 3.56. This suggests that the line statement was having a detrimental effect on the nutrition initiatives' performance in Tana River County, Kenya.

Lastly, regarding stakeholder involvement, Table 4.5 data above indicated that most respondents (62.1%) agreed and 37.9% strongly agreed that stakeholders are having discussions to identify their concerns. The mean value of the statement was 4.38, higher than the composite mean of 3.56, suggesting that the line statement had a favorable impact on the nutrition programs' success. A lesser item standard deviation (0.49) than composite standard deviation (0.81) implied that there was convergence views among the study respondents on the statement.

The Tana River County, Kenya, nutrition initiatives' success was shown to be influenced by stakeholder engagement, as indicated by the overall composite mean score of 3.56, which indicated that most respondents agreed with the items. These findings were in agreement with the argument of the interviewed respondents who suggested that, performance of most projects depends heavily on stakeholder participation. From interview data, the following opinions reflect general views of the interviewees. Interviewed respondent stressed that:

> *"Stakeholders provide knowledge regarding current procedures, historical data, and industry insight. Furthermore, incorporating and engaging stakeholders decreases and reveals risks on the nutrition initiative."*

Another interviewed respondents, said:

> *"Increased stakeholder involvement increases project success. It is easier to give project acceptability when nutrition project stakeholders are involved. This can also help nutrition programs work better."*

The above findings agrees with Koome (2020) argued that stakeholder participation practices have a favorable impact on performance of afforestation projects in Meru County, Kenya. The knowledge and work of stakeholders adds value to a project's procedures, improving the project's performance. A project manager can discover hidden dangers and reduce the majority of risks with the help of effective stakeholder management (Rudakemwa, 2019). The highest level of stakeholder commitment and participation in the project is encouraged through stakeholder participation, which leads to successful project outcomes. Involving stakeholders in project planning, according to Rudakemwa, (2019), promotes a sense of project ownership throughout the entire project. In Nakuru, study by Muchiri (2015) discovered that stakeholders' participation during project planning phase is crucial for project success and raises project performance. Local stakeholders must be included in projects in order to increase outputs, outcomes and results.

4.5.3 Stakeholder Conflict Management and Performance of Nutrition Projects

Thirdly, study examined effect of stakeholder conflict management on performance of nutrition projects in Tana River County, Kenya. Results on statements stakeholder conflict management as follows in Table 4.6 below.

Table 4.6 Stakeholder Conflict Management

	Strong disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std dev
Disputes are common and normal in projects	0.0%	12.1%	19.0%	48.3%	20.7%	3.78	0.92
Project conflicts and disagreements are solved amicably	0.0%	0.0%	24.1%	51.7%	24.1%	4.00	0.70
Disputes among stakeholders affects project performance	0.0%	0.0%	27.6%	34.5%	37.9%	4.10	0.81
Disputes are resolved promptly	0.0%	5.2%	32.8%	51.7%	10.3%	3.67	0.73
Conflict resolution charts are well illustrated	0.0%	15.5%	24.1%	60.3%	0.0%	3.45	0.75
Composite mean and standard deviation						**3.80**	**0.78**

According Table 4.6 results above, 48.3% of respondents agreed that disputes are common and normal in nutrition projects; 20.7% strongly agreed; 19.0% respondents indicated not sure; and 12.1% disagreed. Statement had a mean value of 3.78, which was less than composite mean of 3.80, this suggests that the common disputes in nutrition projects was negatively affecting the performance of the projects. Hence, there is need for improvement. Moreover, Table 4.6 above showed that 24.1%; 51.7%; and 24.1% of the respondents respectively disagreed, were not sure and agreed with the statement that project conflicts and disagreements are solved amicably. Given that the statement's mean value of 4.00 is higher than the composite mean of 3.80, it is inferred that the statement has favorable impact on Tana River County's nutrition project performance.

On whether disputes among stakeholders affects project performance, percentage of respondents who strongly agreed was 37.9%, 34.5% agreed, and 27.6% were neutral. These findings indicated that this particular statement affects performance of nutrition projects in Tana River County positively since the statement mean value of 4.10 was greater than composite mean 3.80.

Results (Table 4.6) showed that majority (51.7%) respondents agreed that disputes with the project are resolved promptly, 10.3% strongly agreed; 32.8% indicated not sure; and only 5.2% disagreed. The line statement's mean value of 3.67, which was lower than the composite mean value of 3.80, suggested that the statement needed to be improved since it was adversely affecting Tana River County's nutrition project performance. Project manager is accountable for allocating funds to several activities, meeting the desires of shareholders, managing budget and achieving intervention's goals.

Finally, results in Table 4.6 showed that, 60.3% respondents agreed that conflict resolution charts are well illustrated, 24.1% were neutral, and only 15.5% disagreed. There is potential for improvement since the line statement's mean value of 3.45 was lower than the composite mean value of 3.80, suggesting that it had a detrimental effect on Tana River County's nutrition project performance. Conflict can arise for a number of reasons, including miscommunication about project intentions, a lack of project resources, and competing stakeholder priorities.

Based on the 3.80 composite mean value displayed in Table 4.6 above, the majority of respondents in Tana River County, Kenya, agreed with statements about stakeholder conflict management and the performance of nutrition projects. Interviewed respondents had similar thoughts, with the majority stating that disputes between stakeholders can emerge at any stage of a project, including nutrition initiatives. One of the interviewed respondents said;

> *"Stakeholder conflict management encourages effective communication and involvement across stakeholders, which may lead to new solutions and increased projects. This is also good for nutrition projects."*

Another interviewee added:

> *"Understanding and resolving the needs and issues of various stakeholders who are involved in or affected by nutrition projects is made easier with the aid of stakeholder conflict management"*

In another interview, the respondent stated:

> *"The negative effects of conflict on the project or decision, as well as on the well-being of the parties involved and the project management team, may be reduced with the aid of stakeholder conflict management."*

These findings agree with Maina and Kimutai, (2018) study also revealed that the likelihood of project experiencing severe disagreements increases if stakeholders are not managed efficiently and their concerns and objectives are not addressed. Conflict can arise for a number of reasons, including miscommunication about project intentions, a lack of project resources, and competing stakeholder priorities. Project manager is accountable for allocating funds to several activities, meeting the desires of shareholders, managing budget and achieving intervention's goals (Mrangu, 2018). Responsible project managers should think about how project stakeholders could affect the project's success and then put mechanisms in place to optimize each stakeholder's positive influence while reducing any negative consequences.

4.5.4 Stakeholder Monitoring and Evaluation and Performance of Nutrition Projects

Evaluating the impact of stakeholder monitoring and assessment on nutrition project performance in Tana River County, Kenya, was the study's fourth goal. Table 4.7 following provides an overview of findings on stakeholder monitoring and assessment statements.

Table 4.7 Stakeholder Monitoring and Evaluation

	Strong disagree	Disagree	Neutral	Agree	strongly agree	Mean	Std Dev
Stakeholders project corrective actions are taken on time	0.0%	5.2%	10.3%	46.6%	37.9%	4.17	0.82
The public participates in results reporting	0.0%	15.5%	29.3%	27.6%	27.6%	3.67	1.05
The community has put M&E lessons into practice	0.0%	5.2%	67.2%	27.6%	0.0%	3.22	0.53
Stakeholders participate in data gathering	0.0%	15.5%	12.1%	72.4%	0.0%	3.57	0.75
Stakeholders participate in assessing project performance	0.0%	0.0%	10.3%	84.5%	5.2%	3.95	0.39
All stakeholders attend public meetings on progress reports	0.0%	0.0%	48.3%	46.6%	5.2%	3.57	0.60
We make adequate project field visits	0.0%	5.2%	32.8%	34.5%	27.6%	3.84	0.89
Composite mean and standard deviation						**3.71**	**0.72**

From Table 4.7 above, the results the statement that stakeholders project corrective actions are taken on time; majority respondents 46.6% agreed; 37.9% strongly agreed; 10.3% were neutral; and 5.2% disagreed. A mean value of 4.17 which was greater than composite mean 3.71; implied that this particular line item affects performance of nutrition projects in Tana River County positively. A standard deviation (0.82) also greater than composite standard deviation (0.82), implied that there was divergence views among the respondents. The project management team then evaluates and

interprets the results in order to facilitate and initiate the necessary response to the findings.

Table 4.7 above results also showed that adding up to 55.2% of respondents agreed that the public participates in results reporting; 15.5% disagreed and 29.3% were neutral. The statement had mean 3.67, less than composite mean 3.71, implying that the line item influences the dependent variable negatively and some improvement is needed to be done being a key element in the performance of nutrition projects. The standard deviation value of 1.05; that was greater than composite standard deviation 0.72 implies that there is divergence views or opinion among the respondents.

Moreover, results in Table 4.7 above revealed; majority 67.2% respondents were neutral with the statement that the community has put monitoring and evaluation lessons into practice; 27.6% agreed; and of the percent respondents who disagreed was 5.2%. The statements' mean value (3.22), that less compared to composite mean 3.71, indicated that that the line item negatively influences performance of nutrition projects, hence some improvement is required to be done. There was convergence opinions among respondents since the line item standard deviation 0.53 was less than composite standard deviation 0.72.

Table 4.7 above, which presents the research results, also showed that 84.5% and 5.2% of respondents, respectively, agreed with and strongly agreed that stakeholders should be included in evaluating project performance; and percentage of respondents that neither agreed nor disagreed was 10.3%. This statement influences performance of nutrition projects in Tana River County positively since statement recorded mean value 3.95; which was greater than composite mean value 3.71. The respondents had convergence views since the statement standard deviation (0.39) was less than composite standard deviation (0.72). It is a crucial step in the project management process participatory M&E promotes lively commitment of main patrons.

From Table 4.7 above, results showed that; majority 48.3% of the respondents were neutral that all stakeholders attend public meetings on progress reports; 46.6% agreed; and 5.2% strongly agreed. The mean value of the statement was 3.57, indicating a lower level of impact on the performance of nutrition programs compared to the composite mean value of 3.71. Therefore, for the nutrition programs to be successful,

there has to be improvement. Compared to composite standard deviations of 0.71, a standard deviation of 0.60 was less, indicated that views of respondents concerning the statement were converging.

Finally, Table 4.7 above shows that 34.5% of respondents agreed and 27.6% were completely in agreement with the statement about the number of project field visits by stakeholders; 32.8% were indifferent and 5.2% disagreed. With a mean value of 3.84, the statement in issue outperformed the combined average value of 3.71, suggesting that it positively impacted the nutrition project's performance. There appears to be a difference in the respondents' opinions or points of view, as indicated by the standard deviation of 0.89 being larger than the combined conventional deviation of 0.72.

The majority of respondents agreed with statements on stakeholder monitoring and assessment as well as the performance of nutrition projects in Tana River County, Kenya, based on composite mean value of 3.71. Results agrees with key informants who stated that stakeholder monitoring and assessment is an important phase in the project management process. One of the project officer stated:

> *"Monitoring and evaluation are important for stakeholders because they help identify potential issues, guarantee that projects or programs run smoothly, and draw attention to responsibility to key stakeholders."*

In another interview, a health officer noted:

> *"In order to ensure that monitoring and evaluation are completed successfully and quickly and that pertinent insights are produced to improve a program's or project's results, stakeholders are essential."*

In another interview, a nutrition officer added:

> *"Stakeholder feedback is essential in monitoring and evaluation procedures for improving program results as well as the monitoring and evaluation processes themselves. Involving all stakeholders in nutrition project monitoring and evaluation can help the initiative succeed."*

These findings broadly support the work of Mrangu, (2018) which states that stakeholder monitoring and evaluation promotes lively commitment of main project stakeholders. Stakeholder monitoring and evaluation technique not only encourages

local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival. Continual data gathering, processing, and analysis are all steps in the methodical procedure of project M&E, and analysis and discussing of the results to the project management when the project is being implemented (Park, 2021). The project management team then evaluates and interprets the results in order to facilitate and initiate the necessary response to the findings. Core stakeholders must have a key role throughout the evaluation of a project that has undergone partaking in planning, identification, and execution stages (Barasa & Jelagat, 2015). M&E has always included bringing in outside experts to review performance against pre-determined metrics using pre-defined methods and approaches.

4.5.5 Performance of Nutrition Projects in Tana River County

The study dependent variable was performance of nutrition projects in Tana River County, Kenya. Respondents opinion the six statements on performance of nutrition projects are presented in Table 4.8 below.

Table 4.8 Performance of Nutrition Projects

	Strong disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
There is diversified nutrition projects for Tana River County residents	0.0%	5.2%	0.0%	51.7%	43.1%	4.33	0.73
Many people have consistent nutritious meals daily	0.0%	82.8%	5.2%	12.1%	0.0%	2.29	0.68
Increased revenue for locals involved in nutrition projects	0.0%	48.3%	29.3%	22.4%	0.0%	2.74	0.81
Food stockpiles are sufficient to feed the population	10.3%	77.6%	12.1%	0.0%	0.0%	2.02	0.48
Tana River county residents have access to adequate amounts of healthy nutritious food	0.0%	87.9%	12.1%	0.0%	0.0%	2.12	0.33
Majority of household have access to clean water supply	0.0%	82.8%	17.2%	0.0%	0.0%	2.17	0.38
Composite mean and standard deviation						**2.61**	**0.57**

Results of Table 4.7 above, showed that the majority (51.7%) of respondents agreed that there is diversified nutrition projects for Tana River County residents; 43.1% strongly agreed; and only 5.2% disagreed. Mean value of 4.33, which was greater than composite mean 2.61, this implied that diversified nutrition projects for residents was positively influencing performance of nutrition projects in Tana River County. The statements standard deviation value of 0.73 greater than combined standard deviation 0.57; implying that study respondents had divergence opinions concerning the statement.

Results on the statement that many people have consistent nutritious meals daily (see Table 4.7 above) indicated that 82.8% respondents disagreed; 12.1% agreed; and 5.2% were neutral. This statement's mean score value was 2.29, which is lower than the composite mean of 2.61. This suggests that the statement was having a negative impact on Tana River County's nutrition project performance, and that further work is necessary to ensure that many residents of Tana River County receive regular, nutrient-dense meals on daily basis. A statement standard deviation value 0.68 greater than composite standard deviation 0.57, implied divergence views or opinion among the respondents. The project budget includes a set cost parameter. Cost estimates for project activities and tasks are made as part of the budgeting process.

Additionally, findings of Table 4.3 above revealed that 48.3%; 29.3%; and 22.4% of respondents respectively disagreed; were neutral and agreed that there is increased revenue for locals involved in nutrition projects. The line mean value of 2.74, which is higher than the composite mean value of 2.61, suggests that this specific statement has a favorable impact on the nutrition programs' success. A composite standard deviation value of 0.57 is less than the standard deviation value of 0.81, indicates that study participants held opposing views on the statement.

As Table 4.7 above shows, the results further show that majority (77.6%) respondents disagreed that food stockpiles in are sufficient to feed the population; 12.1% neither agreed nor disagreed; and the percentage of respondents strongly disagreed were 10.3%. Mean of value of 2.02 for this item less than composite mean 2.61 implies that line item influences DV negatively and some improvement is needed to be done being

a key element in performance of nutrition projects. A standard deviation value of 0.48, less than composite standard deviation 0.57 implies that there is convergence views among the respondents.

On whether Tana River county residents have access to adequate amounts of healthy nutritious food, Table 4.7 above showed that majority 87.9% respondents disagreed and only 12.1% not sure. These study findings implies that this line statement influences performance of nutrition projects negatively as indicated by a mean value of 2.12 less than composite mean 2.61; thus there is need for improvement in order for better performance of nutrition projects in Tana River county. The statement also standard deviation value of 0.33, which is less compared to composite standard deviation 0.57, implying that the respondents had convergence views.

Finally, the study results see Table 4.7 above; revealed that 82.8% of respondents disagreed that the majority of household have access to clean water supply and 17.2% respondents were indifferent. The mean value of 2.17 for the statement, which is somewhat less than the composite mean of 2.61, suggested that the statement was having a detrimental effect on Tana River's nutrition project performance.

The majority of respondents were found to be neither in agreement nor disagreement with the statements made on the performance of the nutrition project in Tana River County, as indicated by the composite mean value of 2.61 displayed in Table 4.7 above. The findings of this study concur with a study conducted in 2021 by Vassilakou, who contended that inadequate nutrition is most contributor to malnutrition in modern world, especially in middle-class and lower-class countries. Time, scope, money, and quality are the project success metrics (Pollack, Helm, & Adler, 2018). As a result of their interdependence, at least one of the other criteria will change if the scope, timeframe, or cost change. The project budget includes a set cost parameter. Cost estimates for project activities and tasks are made as part of the budgeting process. These prices act as a standard against which actual prices are measured and discrepancies are investigated (Park, 2021).

4.6 Diagnostic Tests

Some of the fundamental assumptions in linear regression include normality, minimal, little, or no multicollinearity, and homoscedasticity. If the regression assumptions are

broken, logistic regression model's intervals of confidence and other scientific conclusions may be viewed as fraudulent, biased, or inefficient and therefore the conclusions derived may be regarded as dishonest, prejudiced, or inefficient.

4.6.1 Normality Test

The Shapiro-Wilk test was employed to determine if the data was normal. The null hypothesis in the test asserts that variables were acquired from a randomly distributed population. The p-value must thus be greater than the significance criterion of 0.05. The normalcy test results are shown in table 4.9 below.

Table 4.9: Tests of Normality

	Statistic	df	Sig
Performance of nutrition projects	0.896	58	0.115
Stakeholder communication	0.981	58	0.064
Stakeholder participation	0.969	58	0.117
Stakeholder conflict management	0.985	58	0.101
Stakeholder monitoring and evaluation	0.987	58	0.061

From Table 4.9 above, relevant p-values were; performance of nutrition projects (p=0.115), stakeholder communication (p=0.064), stakeholder participation (p=0.117), stakeholder conflict management (p=0.101), and stakeholder monitoring and evaluation (p=0.061). Since all of the p-values are higher than the designated p-value significance level of 0.05, the study does not dismiss the null hypothesis that the participant data were taken from a normally distributed population. This implies that the data for all variables was distributed evenly.

4.6.2 Multicollinearity Test

Multiple correlations is a statistical technique used to determine whether or not each of the independent variables in a model with multiple variables are either significantly or strongly related. When the predictor variables have significant correlations, the standard error of the coefficients tends to grow, resulting in undesirable consequences. The VIF was employed in the study to assess the degree of correlation between the variables. The general guideline is that VIF readings more than ten (10) should be looked into further. Table 4.10 below provide collinearity results.

Table 4.10: Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
stakeholder communication	0.836	1.067
stakeholder participation	0.878	1.139
stakeholder conflict management	0.937	1.196
stakeholder monitoring and evaluation	0.832	1.202

The VIF showed that it indicated that there absolutely no multicollinearity within the independent variables since the VIF values were less than 10, which is the permissible limit, as shown in Table 4.10 above. The VIF of stakeholder communication is 1.067, VIF of stakeholder participation is 1.139, the VIF of the stakeholder conflict management is 1.196, and the VIF of stakeholder conflict management is 1.202. This indicates that the predictor variables are not significantly related to one another.

4.6.3 Heteroscedasticity Test

When homoscedasticity is violated, detailed evaluation of predicted errors of standard deviation is inhibited, resulting in either too narrow or too broad confidence ranges. In this investigation, heteroscedasticity was determined using the Breusch-Pagan test. The test's null hypothesis stated that the error variations were similar and the product of several variables. Homoscedasticity is a statistical phenomenon that occurs when p-value exceeds the level of significance (0.05). Heteroscedasticity test results are as shown in Table 4.11 below.

Table 4.11: Breusch-Pagan test for Heteroscedasticity

Ho: Constant Variance	
Chi2 (1)	0.589
Prob>chi2	0.2986

The significance threshold (0.05) was smaller than the p-value (0.2986) in Table 4.11 above, showing that the homoscedasticity condition was not violated in the data.

4.5 Inferential statistics

In order to further show a relationship between stakeholder management techniques and nutrition programs performance in Tana River County, Kenya, the study further employed multiple regression analysis and correlation. The inferential results are covered in the next section.

4.5.1 Correlation Analysis

The success of nutrition initiatives in Tana River County, Kenya, and variables that were independent of stakeholder management methods, were evaluated by the method of correlation analysis. The direction of an alteration in one variable with respect to another is indicated by the relationship. Positive Pearson's correlation values indicate a positive link, while negative correlation values suggest negative relationship. The strength of the relationship grows as value approach between negative 1 or positive 1. Table 4.12 of the investigation's results shows the correlation data outcomes.

Table 4.12 Correlation Analysis

		Stakeholder communication	Stakeholder participation	Stakeholder conflict management	Stakeholder monitoring and evaluation
Stakeholder communication	Pearson Correlation				
	Sig. (2-tailed)				
	N	58			
Stakeholder participation	Pearson Correlation	0.285			
	Sig. (2-tailed)	0.004			
	N	58	58		
Stakeholder conflict management	Pearson Correlation	0.245	0.177		
	Sig. (2-tailed)	0.015	0.082		
	N	58	58		
Stakeholder monitoring and evaluation	Pearson Correlation	0.131	0.217	0.231	
	Sig. (2-tailed)	0.199	0.032	0.022	
	N	58	58	58	
Performance of nutrition projects	Pearson Correlation	0.564	0.511	0.484	0.516
	Sig. (2-tailed)	0.000	0.003	0.000	0.000
	N	58	58	58	58

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

Stakeholder communication and nutrition project performance in Tana River County, Kenya are positively and significantly correlated (P=0.564, sig = 0.000<0.05). This shows that better nutrition project effectiveness in Tana River County, Kenya, is correlated with higher stakeholder communication indices. These findings are consistent with those of Etheri (2020) that revealed a significant connection between the success of the Tullow Oil Kenya initiative and stakeholder communication. A successful communication program must focus on the stakeholders who can have the biggest impact on project's success (Shakeri, & Khalilzadeh, 2020). An association can create positive relationships with people and various associations, such as the media or specific interest groups that have an impact on various stakeholders.

According to Saidu and Shakantu (2017) irrigation projects take as many years before they are completed due to poor relationships among stakeholders and this leads to cost overruns. Johnson, and Nani, (2021) argue that manager's inability to fine-tune communications that affect project performance is another reason why a project fails.

According to the correlation data in Table 4.12, the association between stakeholder engagement and nutrition project success in Tana River County, Kenya is robust, positive, and significant (P=0.511, Sig=0.0030.05). This suggests that an increase in the indices of stakeholder engagement leads to an improvement in the performance of nutrition initiatives in Tana River County, Kenya. The above findings agrees with Koome (2020) argued that stakeholder participation practices have a favorable impact on performance of afforestation projects in Meru County, Kenya. The knowledge and work of stakeholders adds value to a project's procedures, improving the project's performance. A project manager can discover hidden dangers and reduce the majority of risks with the help of effective stakeholder management (Rudakemwa, 2019). The highest level of stakeholder commitment and participation in project is encouraged through stakeholder participation, which leads to successful project outcomes.

According to the correlation data in Table 4.12, the association between stakeholder conflict management and nutrition project success in Tana River County, Kenya is beneficial and statistically significant (Pearson Correlation=0.484, sig=0.0000.05). This implies that improved indicators of stakeholder conflict management positively leads to an increase in performance of nutrition projects in Tana River County, Kenya. Maina, and Kimutai, (2018) study also revealed that the likelihood of project experiencing severe disagreements increases if stakeholders are not managed efficiently and their concerns and objectives are not addressed. Conflicts between stakeholders can arise during any stage of a project, including nutrition projects. Conflict can arise for a number of reasons, including miscommunication about project intentions, a lack of project resources, and competing stakeholder priorities.

Finally, Table 4.12 correlation data revealed that stakeholder monitoring and assessment had a positive and substantial impact on nutrition project performance in Tana River County (R=0.516, p value=0.0000.05). These findings suggest that improving stakeholder monitoring and evaluation processes would result in a considerable increase in the performance of nutrition initiatives in Tana River County,

Kenya. Monitoring and evaluating stakeholders is an important phase in the project management process. Stakeholder monitoring and evaluation technique not only encourages local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival. Continual data gathering, processing, and analysis are all steps in the methodical procedure of project M&E, and analysis and discussing of the results to the project management when the project is being implemented (Park, 2021). The project management team then evaluates and interprets the results in order to facilitate and initiate the necessary response to the findings. Core stakeholders must have a key role throughout the evaluation of a project that has undergone partaking in planning, identification, and execution stages (Barasa & Jelagat, 2015). Mrangu, (2018) argued that stakeholder monitoring and evaluation promotes lively commitment of main project stakeholders. As a consequence, stakeholders and community leaders collaborate to produce M&E guidelines. Stakeholder monitoring and evaluation technique not only encourages local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival.

4.5.2 Multiple Regression Analysis

Regression analysis was used to examine link between stakeholder communication, stakeholder involvement, stakeholder conflict management and stakeholder monitoring and evaluation and performance of nutrition projects. The importance of beta coefficients was investigated at a 5% threshold of significance. The model overview, fitness, and coefficient results are shown. Table 4.13 displays the Model Summary findings.

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.753	0.568	0.524	0.62

Predictors: (Constant), stakeholder monitoring and evaluation, stakeholder conflict management, stakeholder participation , stakeholder participation

Table 4.13 results showed that the stakeholder management practices (stakeholder communication, stakeholder participation, stakeholder conflict management and stakeholder monitoring and evaluation) explained 56.8% of the difference in Tana River County, Kenya's nutrition initiative performance, with other factors not included in this analysis accounting for 43.2% of the variation. Stakeholder management strategies and the effectiveness of nutrition programs in Tana River County, Kenya, are positively correlated, as indicated by the R-value of 0.753. The results of the ANOVA are displayed in Table 4.14 below.

Table 4.14 Analysis of Variance (Model Significance)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.429	4	0.607	5.991	.000
Residual	5.371	53	0.101		
Total	7.799	57			

Dependent Variable: Performance of nutrition projects in Tana River County

Predictors: (Constant), stakeholder monitoring and evaluation, stakeholder conflict management, stakeholder participation , stakeholder participation

A significant relationship exists between the achievement of nutrition initiatives in Tana River County, Kenya, and stakeholder communication, participation, conflict management and monitoring and evaluation. With a significant significance of p value = 0.000, which was less than 0.05, the F value was 5.991. The ANOVA results at the 5% level of significance show that the computed value of F is 5.991, while the threshold value of F at 4;53 degree of freedom is 2.546. At the 5% level of significance, the whole model was found to be statistically beneficial due to F computed being more than F essential (5.991>2.546).Table 4.15 displays the regression findings.

Table 4.15 Regression Analysis Results

	Beta	Std. Error	t	Sig.
(Constant)	4.829	0.878	5.498	0.000
Stakeholder communication	0.66	0.408	1.617	0.000
Stakeholder participation	0.97	0.247	3.932	0.000
Stakeholder conflict management	0.833	0.194	4.304	0.000
Stakeholder monitoring and evaluation	0.697	0.298	2.34	0.003

Dependent Variable: Performance of nutrition projects in Tana River County

There is a positive and significant correlation between stakeholder communication and the effectiveness of nutrition programs in Tana River County, Kenya, according to Table 4.15's regression coefficient of communication amongst stakeholders (=0.66, sig=0.000). These figures show that for every unit improvement in stakeholder communication, Tana River County, Kenya's nutrition programs perform 0.66 units better. The results of this investigation support those of Etheri (2020) that revealed a significant connection between the success of the Tullow Oil Kenya initiative and stakeholder communication. According to Saidu and Shakantu (2017) irrigation projects take as many years before they are completed due to poor relationships among stakeholders and this leads to cost overruns. Johnson, and Nani, (2021) argue that manager's inability to fine-tune communications that affect project performance is another reason why a project fails.

Table 4.15 above regression results showed that stakeholder participation positively and significantly influence the performance of nutrition initiatives in Tana River County, Kenya (Beta=0.97, Sig=0.000). According to these results, the performance of nutrition programs in Tana River County, Kenya, is expected to rise by 0.97 units for every unit increase in stakeholder participation. The study's findings align with Koome's (2020) findings who stated that stakeholder involvement methods improve the efficacy of afforestation initiatives in Meru County, Kenya. The highest level of stakeholder commitment and participation in the project is encouraged through stakeholder participation, which leads to successful project outcomes. Involving stakeholders in project planning, according to Rudakemwa, (2019), promotes a sense of project ownership throughout the entire project.

Results in Table 4.15 show there is a strong, positive, and substantial impact of stakeholders' conflict management on the success of nutrition projects in Tana River County, Kenya (Beta = 0.833; Sig = 0.000). This demonstrates that a unit improvement in stakeholder conflict resolution resulted in a 0.833 unit improvement in nutrition project performance in Tana River County, Kenya. Maina, and Kimutai, (2018) argue that the likelihood of project experiencing severe disagreements increases if stakeholders are not managed efficiently and their concerns and objectives are not addressed. Conflicts between stakeholders can arise during any stage of a project, including nutrition projects. Conflict can arise for a number of reasons, including miscommunication about project intentions, a lack of project resources, and competing stakeholder priorities. Project manager is accountable for allocating funds to several activities, meeting the desires of shareholders, managing budget and achieving intervention's goals (Mrangu, 2018)

Table 4.15 shows that stakeholder monitoring and assessment had a positive and substantial effect on the success of nutrition initiatives in Tana River County, Kenya (Beta = 0.697, Sig=0.003). These findings indicate a unit rise in indices of stakeholder monitoring and nutrition project performance in Tana River County, Kenya. Monitoring and evaluating stakeholders is an important phase in the project management procedure. These findings broadly support the work of Mrangu, (2018) which states that stakeholder monitoring and evaluation promotes lively commitment of main project stakeholders. Stakeholder monitoring and evaluation technique not only encourages local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival. Continual data gathering, processing, and analysis are all steps in the methodical procedure of project M&E, and analysis and discussing of the results to the project management when the project is being implemented (Park, 2021). The project management team then evaluates and interprets the results in order to facilitate and initiate the necessary response to the findings.

The study optimal Regression Model was;

Performance of nutrition projects in Tana River County, Kenya = 4.829+ 0.97(stakeholder participation) + 0.833(stakeholder conflict management) + 0.697(stakeholder monitoring and evaluation) + 0.66(stakeholder communication)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study purposely examined the effect of stakeholder management practices on the performance of nutrition initiatives in Tana River County, Kenya. An overview of the conclusions from descriptive analysis as well as inferential results are given in this chapter. The chapter also offers recommendations for more research, study outcomes, and recommendations.

5.2 Summary of the major findings

The results are reported in this part with reference to the four research objectives. The summary of the conclusions is offered later. Study looked at how stakeholder communication affected the effectiveness of nutrition initiatives in Tana River County, Kenya. Descriptive findings of the study, the majority of respondents felt that stakeholder communication influences the performance of nutrition initiatives in Tana River County, as evidenced by composite mean score of 3.99. Linear regression results demonstrated a strong and substantial relationship between stakeholder communication and nutrition project effectiveness in Tana River County, Kenya (beta coefficient was 0.66, p=0.000). The findings of this study concur with Etheri (2020) that revealed a significant connection between the success of the Tullow Oil Kenya initiative and stakeholder communication. Saidu and Shakantu (2017) study revealed that irrigation projects take as many years before they are completed due to poor relationships among stakeholders and this leads to cost overruns. Johnson, and Nani, (2021) argue that manager's inability to fine-tune communications that affect project performance is another reason why a project fails.

The study also looked at how stakeholder engagement affected the performance of nutrition initiatives in Tana River County, Kenya. Based on descriptive data, the total aggregate mean value of 3.56 revealed that most respondents thought stakeholder participation affected how well nutrition projects in Tana River County, Kenya performed. Additionally, the results of the linear regression indicating stakeholder

engagement were (Beta=0.97, Sig=0.000). These findings are congruent with the study's conclusions, which are comparable to those of Koome (2020), who suggested that stakeholder involvement techniques positively influence the success of afforestation projects in Meru County, Kenya. The highest level of stakeholder commitment in the project is encouraged through stakeholder participation, which leads to successful project outcomes.

The researchers wanted to know how stakeholder conflict management affected the effectiveness of feeding initiatives in Tana River County, Kenya. Descriptive data revealed that most respondents agreed with items on impact of stakeholder conflict management on the success of nutrition initiatives in Tana River County, Kenya, as evidenced by an overall composite mean value of 3.80. The linear regression coefficient of stakeholder conflict management was (=0.833, sig=0.000), implying that stakeholder conflict management was important in the success of nutrition initiatives in Tana River County, Kenya. Similarly, Maina, and Kimutai, (2018) argue that likelihood of project experiencing severe disagreements increases if stakeholders are not managed efficiently and their concerns and objectives are not addressed. Conflicts between stakeholders can arise during any stage of a project, including nutrition projects. The conflict can arise for the number of reasons, including miscommunication about project intentions, lack of project resources, and competing stakeholder priorities.

Lastly, goal of the study was to examine how stakeholder evaluation and monitoring affected efficiency of nutrition initiatives. With composite mean score of 3.71, descriptive statistics indicate that most respondents agreed with the statement used to assess how stakeholder monitoring and evaluation affected the efficacy of nutrition programs in Tana River County, Kenya. The linear regression coefficient of stakeholder monitoring and evaluation was (=0.697, sig=0.003), which indicated that stakeholder monitoring and evaluation influenced the performance of nutrition initiatives in Tana River County, Kenya. These findings broadly support the work of Mrangu, (2018) which states that stakeholder monitoring and evaluation promotes lively commitment of main project stakeholders. Stakeholder monitoring and evaluation technique not only encourages local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival.

Continual data gathering, processing, and analysis are all steps in the methodical procedure of project M&E, and analysis and discussing of the results to the project management when the project is being implemented (Park, 2021). The project management team then evaluates and interprets the results in order to facilitate and initiate the necessary response to the findings.

5.3 Conclusion

The results of the study showed that stakeholder communication significantly affected how well nutrition programs performed in Tana River County, Kenya. Enhancing stakeholder communication techniques, such as ensuring all stakeholders have access to project reports, there is effective project feedback in the workplace, projects meetings are held regularly, ensuring there is awareness on project progress and ensuring that all stakeholders participate in decision making process will lead to significant positive improvement in performance of nutrition projects in Tana River County, Kenya.

Additionally, the study also discovered that stakeholder engagement had a substantial impact on the nutrition initiatives' success in Tana River County, Kenya. An expansion of the methods used to include stakeholders, such as making sure they are involved in project selection and that labor is provided by project beneficiaries; ensuring that all stakeholders list and prioritize their needs, ensuring that all stakeholders participate in project planning, and engaging all project stakeholders in discussions to identify their problems will help Tana River County nutrition projects succeed.

Further, study established that performance of nutrition projects in Tana River County was greatly impacted by stakeholder management conflict practices. Increased stakeholder management conflict practices, such as ensuring that project conflicts and disagreements are resolved amicably, that project disputes among stakeholders do not affect project performance, that disputes are resolved promptly, and that conflict resolution charts are well illustrated, will significantly improve nutrition projects performance in Tana River County.

Lastly, the study comes to the conclusion that Tana River County nutrition initiatives' effectiveness is greatly impacted by stakeholder M&E. Improvements to stakeholder

monitoring and evaluation practices, such as making sure stakeholders project corrective actions are taken on time, public participates in results reporting, community put M&E lessons into practice, ensuring that stakeholders participate in data gathering and ensuring that stakeholders participate in assessing project performance, will help the nutrition projects at Tana River County perform better.

5.4 Recommendations

The section provides study suggestions that were impacted by the research's findings and conclusions. This part makes suggestions to policymakers and the management team of nutrition initiatives to various receivers of the study discussed in Chapter one.

According to the report, in order to enhance the nutrition initiatives' effectiveness, it is crucial to think about improving stakeholder communication, including making project reports available to all stakeholders, enabling effective project feedback in the workplace, ensuring that project meetings are held on a regular basis, increasing knowledge of project progress, and ensuring that all stakeholders participate in decision making. According to the study, project managers engaging with customers may help them learn about the project's scope, timing and budget, which will considerably improve the performance of the nutrition projects.

Additionally, the study suggests that the management of Nutrition Projects should place more emphasis on stakeholder participation practices. For example, the Nutrition Projects management team must ensure that all project stakeholders participate in project selection, that project beneficiaries provide labor, that all stakeholders list and prioritize their needs, and that all stakeholders participate in project planning. Project management team should also ensure that all stakeholders are engaged in talks to identify their problems. All these will aid Nutrition Projects to attain its intended success.

Another recommendation is, in order for the Nutrition Projects to improve their performance, more emphasis should be placed on improving stakeholder conflict management practices such as project conflicts and disagreements being resolved amicably, disputes among stakeholders affecting project performance, disputes being resolved promptly, and conflict resolution charts being well illustrated.

Lastly, study recommend that Nutrition Project management team should consider adopting best stakeholder monitoring and evaluation practices such as ensuring that stakeholders project corrective actions are taken on time, that the public participates in results reporting, that the community puts M&E lessons into practice, that stakeholders participate in data gathering, that stakeholders participate in assessing project performance, that stakeholders attend public meetings on progress reports, and that adequate resources are available. This will significantly enhance the Nutrition Project's performance.

5.5 Areas for Further Study

The researcher suggests following areas for exploration. Tana River County, Kenya, was the site of this research. It proposes that in order to determine the management strategies of stakeholders on the effectiveness of nutrition programs in Kenya, comparable study be carried out in other Kenyan counties. Other factors influencing nutrition projects performance in Kenya other than stakeholders management practices that this study examined should also be investigated, as more research is needed to determine how these practices affect project performance.

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APPENDICES

Appendix I: Letter of Introduction

Dear appreciated Responder

I'm conducting research for a master's degree on "***effect of stakeholders management practices on performance of nutrition projects in Kenya: a case of Tana River County"***. I humbly ask that you complete the questionnaire I've provided. All responses to the questionnaire are kept private and will only be used for this dissertation.

Participants in the survey will be given a copy of the final report upon request.

Please refrain from writing your name on the form since anonymity is highly important.

Yours sincerely,

Nicholas Wambua Musembi

Researcher

Appendix II: Research Questionnaire

Dear respondents

Please mark the appropriate boxes. Please respond honestly and fully to all questions. Your comment will be 100% anonymous, and you will not be prompted to enter your identity.

Section A: Background Information

Tick appropriately in the space provided

1. Kindly indicate your respective gender

   a) Male ( ) b) Female ( )

2. Please indicate your respective age

   a) 20 years and below( )
   b) 21 to30 years ( )
   c) 31 to 40 years ( )
   d) 41 to 50 Years ( )
   e) Above 50 Years ( )

3. Please indicate your highest level of education

   a) Certificate level ( )
   b) Diploma level ( )
   c) Bachelor's Degree level ( )
   d) Master's Degree level ( )
   e) PhD level ( )
   f) Other, specify…….

4. For how long have you been engaged as stakeholder in nutrition projects in Tana River?

   a) For > 2 year
   b) 2 - 5 years
   c) 6 - 9 years
   d) 10 years and more

SECTION B: STAKEHOLDERS MANAGEMENT PRACTICES

Below are statements on project stakeholders management in nutritional projects in Tana River County. Please state your level of agreement or disagreement with the statements where; 5 represents Strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree. There is no correct or wrong answer, please express your opinion

	Statement on stakeholder communication	**1**	**2**	**3**	**4**	**5**
(a)	The project reports are available to all stakeholders					
(b)	There is effective project feedback in the workplace					
(c)	The projects meetings are held regularly					
(d)	There is awareness on project progress					
(e)	Project managers can learn about the project's scope, timeline, and budget by holding meetings with clients.					
(f)	All stakeholders participate in decision making process					
	Statement on stakeholder participation	**1**	**2**	**3**	**4**	**5**
(a)	All stakeholders participate in choosing the project					
(b)	Project beneficiary provide labor					
(d)	All stakeholders list their needs and are prioritized					
(e)	All stakeholders participate in the planning of the project					
(f)	Stakeholders are engaged in talks to identify their problems					
	Statement on stakeholder conflict management	**1**	**2**	**3**	**4**	**5**
(a)	Disputes are common and normal in projects					
(b)	Project conflicts and disagreements are solved amicably					
(c)	Disputes among stakeholders affects project performance					
(d)	Disputes are resolved promptly					

(e)	Conflict resolution charts are well illustrated					
	Statements on monitoring and evaluation	**1**	**2**	**3**	**4**	**5**
(a)	Stakeholders project corrective actions are taken on time					
(b)	The public participates in results reporting					
(c)	The community has put M&E lessons into practice					
(d)	Stakeholders participate in data gathering					
(e)	Stakeholders participate in assessing project performance					
(f)	All stakeholders attend public meetings on progress reports					
(g)	We make adequate project field visits					

Section B: Performance of Nutrition Projects

Below are statements on performance of nutrition projects in Tana River County. Please state your level of agreement or disagreement with the statements where; 5 represents Strongly agree and 1 strongly disagree. There is no correct or wrong answer, please express your opinion

	Statement	**1**	**2**	**3**	**4**	**5**
(a)	There is diversified nutrition projects for Tana River County residents					
(b)	Many people have consistent nutritious meals daily					
(c)	Increased revenue for locals involved in nutrition projects					
(d)	Food stockpiles are sufficient to feed the population					
(e)	Tana River county residents have access to adequate amounts of healthy nutritious food					
(f)	Majority of household have access to clean water supply					

THANK YOU

Appendix III: Interview Guide for Key Informants

Topic: The study topic: Stakeholder management practices and performance of nutrition projects in county government of Tana River, Kenya

Interview Questions

i. How does stakeholder communication influence performance of nutrition projects in Tana River County, Kenya?

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…….

ii. What is the influence of stakeholder participation on performance of nutrition projects in Tana River County, Kenya?

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……
……

iii. To what extent does stakeholder conflict management influence performance of nutrition projects in Tana River County, Kenya?

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……
……
……

iv. How does stakeholder monitoring and evaluation influence performance of nutrition projects in Tana River County, Kenya?

……
……
……
……

Appendix IV: Nutrition projects being implemented in Tana River County

	Project
1	Food Systems and Resilient Livelihoods
2	Nutrition early action for scalable response in emergencies
3	Enhancing Natural Resource Management in Tana River County for food and nutrition security for Agro pastoralists, pastoralists and small holder farmers
4	REBUILD project

5	Baby friendly community initiative
6	Maternal Infant & Young Child Nutrition
7	Health & Nutrition system strengthening
8	Family MUAC approach
9	Integrated management of acute malnutrition (IMAM)
10	Integrated medical outreach project
11	Infant and young child feeding
12	High integrated nutrition interventions
13	Integrated Emergency Response for drought affected communities
14	Emergency health & Nutrition response
15	School feeding program
16	Hunger safety net program