INFLUENCE OF STAKEHOLDER PARTICIPATION IN SUCCESSFUL PROJECT IMPLEMENTATION: A CASE OF COAST CLAY WORKS LTD MOMBASA COUNTY, KENYA

BY

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DECLARATION

This research project report is my original work and has not been presented for an award of a Degree in any other university.

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L50/79844/2015

Signature……Date…….

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

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Signature……Date…….

DEDICATION

This research project report is dedicated to my beloved dad Zablon Ontiri Aming'a and my late uncle Johnson Nyakundi Aming'a.

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ABBREVIATIONS AND ACRONYMS

CCW-Coast Clay Works Ltd

SPSS- Statistical Package for Social Sciences

M& E-Monitoring and Evaluation

SPI- Stakeholder participation in project identification

SPF- Stakeholder participation in project funding

SPP- Stakeholder participation in procurement process

SME- Stakeholder participation in monitoring and evaluation

SUPI- Successful project implementation

ANOVA- Analysis of Variance

ABSTRACT

Active participation of stakeholders in project implementation plays a key role in development of projects. Where the participation of stakeholders is not satisfactory, confusion, uncertainty and in extreme cases civil uprising is normally the outcome. This study assessed the influence of stakeholder participation in project implementation a case of Coast Clay Works Ltd Mombasa County. The research was led by four objectives namely; to find out how stakeholder participation in project identification influences project implementation in CCW, to determine the influence of stakeholder participation in the funding process towards project implementation in CCW, to determine the extent to which stakeholder participation in the procurement process influences implementation of projects in CCW and to investigate the influence of stakeholders in the Monitoring and Evaluation process towards project implementation in CCW. Literature review was done on the same topic as per the objectives set out. This study used exploratory research design. The target people of this study included the stakeholders involved in the processes of projects. The target populace was 120 respondents. The study employed a simple random sampling in identifying the sample size. In this study the sample selected was 90 respondents which represented 75% of the whole population. This population cut across five departments namely: finance, procurement, sponsors, operations and stores. This study used questionnaires and interviews as the facts gathering instruments. The form comprised of both exposed and close ended queries. Before tackling data analysis, the forms were collected from the field and were reviewed for entirety, coded, and entered into Statistical Package for Social Sciences (SPSS) for examination. SPSS version 21.0 analysis program was used to examine the measurable data while content scrutiny was used to scrutinize qualitative data. The study sought to demonstrate a link between stakeholder participation and project implementation which ensures project stability.

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

A project is a short-term endeavor started by persons working accommodatingly organized to generate a distinctive creation or provision within a reputable period, within a well-known budget to create distinguishable deliverables (Filicetti, 2009). The success of a project has been well-defined by the principles of period, cost and deliverables, (Flaman and Gallagher, 2001). Antill (2004) a scheme is effective when it arises on plan, cost, it accomplishes the deliverables initially set and is believed and helps the customers whom the plan is envisioned.

Success of a project depends on time, budget and deliverables (Rao, 2001.) Definitions on the same are flooded with contributions from various scholars. One of the vital torrents is by association of project manager which defines project management as preparation, forming, observing and guiding of all involved to accomplish project objective securely and within well-defined interval, cost and presentation (Fleming, 2005).

Stakeholder Participation needs the participation of concerned shareholders. This contains recognizing values, public worries and developing a broad agreement on creativities that are planned. It is also about exploiting information that is vast in knowledge that stakeholders hold to find efficient and workable, solutions. Shareholders are identified as a set, individual who can distress or is influenced by the accomplishment of objectives set by the administration.

It is good to investigate the position of specific sponsors who are involved in the project. The power and degree of influence that a stakeholder has to affect the outcome of the project is looked at. Nationally there have been several projects that have not been successfully implemented or completed. According to Kenya Projects organization one of the major reasons why projects stall is due to stakeholder engagement issues.

Every project manager delights in delivering projects that are within the budget and the specified time. This can be affected by stakeholders because people are not conversant with defining particularly in detail, what they clearly want. Despite that, they are concerned with indicating what they think they prefer. When presented with an option they highlight what they like or dislike in the choices given to them. In other words, we need to consider our stakeholders to

establish what they think they need. After that we strive to produce products which reflect that understanding and then get feedback from our stakeholders, to update our solution. The point is to work in a more evolutionary and in a better manner in order to provide workable solutions which strive to reflect our stakeholders' actual needs. In order to achieve this we must work closely and regularly with the identified stakeholders.

This study looked at the relationship between stakeholder's participation and successful implementation of projects. Therefore, the study analyzed the influence that stakeholders have at the project implementation stage. Any given project commences during the implementation phase. This this means the phase involves the conceptualization of the actual project and results that will be achieved. During this period the project is made known to outside people. This may mean that the work has just begun. The implementation phase is the doing phase, and it is important to maintain the momentum (Prescott 1990)

Towards the end of the implementation stage, the results are evaluated. This is done according to the requirements list. This list is usually formed in the definition stage. It is also assessed according to the schemes. For instance, it may be established whether the metal on the building are the ones agreed upon and, or whether the finishing that were used were as per those that had been quantified in the planning stage. This stage is deemed complete when all of the necessities have been met and the outcome rhyme to what was planned. (Pinto 1990)

1.2 Statement of the problem

The universal environments in project development elaborate special concerns for the plan supervisors because of identified features forexpansion plans. The report highlights the factors that lead to finished or those in progress universal plans to fail. The reasons have been grouped into categories of tens founded on their status. It touches on factors of economic, lawful political, corruption ethnic, practical, managerial, ecological, social, and somatic aspects. The document clearly states these issues with an intention to comprehend their scope from the point of view of the people who are expected to manage universal plans. Legal department will always alter most of these issues.

Cho (1999) links the lawful factors to the alteration in any regulation or treaty fixed by the administration related to issues like: convertibility, corporate law, accounting rules, funds

remittances, pricing, taxation, royalties, ownership, arbitration, environment and process regulation issue.

Cultural issues in the international arena are least considered but they are a great hindrance in the development process in any given projects. Stau (1991) alludes "Understanding culture is the starting point for learning the meaning of development [management], the values that guide people's actions, and the behavior of administrators. Cultural differences emerge in many types of development settings, from assumptions to project design to technology transfer and management styles."

Development managers always aim at delivering projects in time and within budget. The outcome of a project is determined by the stakeholders. Management of identified stakeholders is important in order for a project to succeed in any given organization. Due to this, a project manager should identify changing variables and develop sufficient understanding of such characteristics of stakeholders in a project

Infrastructural projects need the manufacturing companies in order for the projects to be accomplished. CCW being one of the leading manufacturers in Mombasa County plays a big role in completion of infrastructural projects especially housing infrastructure.

Housing infrastructure needs a lot of components like walling, flooring roofing and other interior and exterior finishes. Some projects in the County recommend products from CCW because of the environmental conditions in the region. The company deals with pure clay products which are believed to have a cooling effect since the temperatures in Mombasa County are high.

Since the company delights in wide range of clients in the region and outside, the organization's stakeholders have a big role to play when it comes to implementation of projects. Each of the products was treated as a project since there are several process involved in the production process. Delivery was be measured by the final product.

One of the challenges facing the company is high demand of products verses low supply of products. This is a challenge if well addressed from the stakeholders point of view will be solved. Every project runs within a stipulated time frame. If a client orders for goods and he/she does not get them at the expected time this is going to affect the overall project performance.

Delivery is one of the challenges faced by the company. This is where stakeholders play a very crucial role in implementing projects according to different client needs and meeting deadlines. This study focused on the various needs of different stakeholders involved in the stages of a project. The organization has had to incur costs due to delayed supply of goods, poor quality of supplied goods, lack of stock and even rejected goods by clients. Therefore, this study delved into how the involved stakeholders play a role as regards the above mentioned challenges

1.3 Purpose of the study

The mission of the study was to establish the impact of stakeholder participation on successful project implementation a case of coast clay works ltd Mombasa County.

1.4 Objectives of the study

The objectives of this study were:

i) To establish how stakeholder participation in project identification influences project implementation process in Coast Clay Works Ltd.
ii) To determine the influence of stakeholder participation in the funding process towards project implementation in Coast Clay Works Ltd.
iii) To determine the extent to which stakeholder participation in the procurement process influences implementation of projects in Coast Clay Works Ltd.
iv) To investigate the influence of stakeholders in the Monitoring and Evaluation process towards project implementation in Coast Clay Works Ltd.

1.5 Research questions

The study was directed by the following research questions:

i) How does stakeholder participation in project identification influence project implementation in Coast Clay Works Ltd?
ii) How does stakeholder participation in project funding influence project implementation in Coast Clay Works Ltd?
iii) To what extent does stakeholder participation in procurement process influence implementation of projects in Coast Clay Works Ltd?
iv) How does stakeholder participation in Monitoring and Evaluation influence implementation of projects in Coast Clay Works Ltd?

1.6 Research Hypothesis

The study was guided by the following null hypothesis.

i) H_0: There is no significant relationship between stakeholder participation in project identification and project implementation in Coast Clay Works Ltd.
ii) H_0: There is no significant relationship between stakeholder participation in project funding and project implementation in Coast Clay Works Ltd.
iii) H_0: There is no significant relationship between stakeholder participation in the procurement process and project implementation in Coast Clay Works Ltd.
iv) H_0: There is no significant relationship between stakeholder participation in Monitoring and Evaluation and implementation of projects in Coast Clay Works Ltd.

1.7 Significance of the study

This study will contribute both theory and practical aspects to the learning environments. In theory, it will contribute to the general understanding of the influence that stakeholders hold towards successful project implementation.

Practically the study will highlight how the stakeholders' participation in various processes of a project can either positively or negatively affect the successful implementation of any given project in an organizational point of view. The study will also come up with recommendations on how stakeholders can be engaged in order to successfully implement projects. The study will also be beneficial to individuals with an aim of starting projects and other researchers in the same field who would like to expand this research factor.

1.8 Basic assumptions of the study

The assumptions of this study were as follows:

i) The target respondents participated in giving the desired information for the study.
ii) The researcher got all the information required from the sources.

1.9 Limitations of the study

Due to the fact that the study sought responses from some of the organization's chief executive committee, middle level employees, project sponsors and implementers, their busy schedule was

an impediment to the study. Their availability and ease of access was a challenge to the researcher.

The study was limited to the willingness of the respondents to participate for fear of victimization. To overcome this challenge the researcher assured the respondents that their responses were strictly for academic purposes and they were treated with uttermost confidentiality.

1.10 Delimitation of the study

The study was limited to Mombasa county specifically Coast Clay Works Ltd and specific stakeholders i.e. the project manager, the project team, the functional management, the sponsors and the project customer. The dependent variable was successful project implementation.

1.11 Definition of significant terms

Stakeholder- a person interested in the affairs of something, especially like a business

Stakeholder participation-is the method by which a group of people or an association identifies persons who may be affected by the judgments it makes or can impact the execution of its conclusions

Project implementation - the phase where visions and plans become reality. This is the logical deduction, after assessing, determining, visioning, planning, applying for capitals and finding the financial resources of a venture.

Project manager- is the party accountable for leading a project from its initiation to completing. This includes preparation, performance and handling the people, possessions and scope of the venture.

Project team- is a group whose memberships generally fit to different groups, roles and are allocated to activities for the same plan. A group can be distributed into sub-teams according to necessity. Usually venture teams are merely used for a definite period of time.

Functional management-include people who have organization authority over an administrative unit such as a subdivision within a corporate, enterprise, or other union.

Project customer-Project clienteles are those shareholders with a significant conferred attention in the result of the mission. This comprises the project guarantor and any other administrative providing assets for the plan. It can also comprise those who will be the consumer of the end invention.

Monitoring- the periodic and continuous appraisal and administration of the scheme to certify that contribution provisions, work timetables, aim yields and other necessary actions continue as per the venture strategy

Evaluation- it involves methodical gathering, examination and clarification of plan connected information employed to comprehend projects progress relative to the project objectives.

1.12 Organization of the study

The study was organized into five chapters.

Chapter one covers the background of the study; giving a brief introduction of CCW, the problem statement, research questions and research hypothesis.

Chapter two covers literature review from other organizations in the world and locally. This was to understand the influence of stakeholders on successful project implementation. The chapter gave an analysis of stakeholder participation, conceptual and theoretical framework that guided the study.

Chapter three gives details of the procedures and instruments that were used in conducting the study. These included; design of research, population that was targeted, size that was sampled and procedure used to sample, data collection instrument, data collection procedure and data analysis techniques.

Chapter four covers data analysis, presentation and interpretation.

Chapter five provides summary of the findings, discussions, conclusions and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter critically analyzes works on influence of stakeholder contribution on successful project implementation. It focuses on theoretical review, summary of literature review and main gaps to be filled. It mainly focuses on literature regarding stakeholder involvement in project identification, project funding, procurement process and project monitoring and evaluation.

2. 2 The project life cycle

Westland (2006) describes four critical stages in a project cycle namely Project commencement, Project preparation, Project performance and Project termination. The plan executive and project team share one objective: to do work of the plan for the reason of meeting the plan's commitments. Any given plan has a start, a central point when duties are smoothly run to achieve the goals.An average plan usually has four major stages (every one of it has a specific schedule of errands and concerns): beginning, development, implementation, and closing. These stages signify the cycle a plan proceeds from the start until the conclusion and are commonly known as the plan "life cycle."

Nyandemo & Kongere (2010) explain project implementation to mean the whole procedure of interpreting broad strategy goals or objectives into evident results in the form of specific ventures of action.

Billie 2013 states that during the execution stage, the venture plot is started and the activites of the plan is done. It is imperative to keep control and interconnect as needed during execution. Development is constantly examined and suitable alterations are done and documented as alterations from the unique strategy. Any scheme, a venture supervisor spends much of the period here. Throughout plan execution, people are doing the jobs, and growth material is being stated in systematic group seminars. The data is used to keep track of the mission. It is done through observing the development accounts with the venture plan to amount the presentation of the venture events and do remedial acts as desired. The number one sequence of act should always run the plans as per the course (this means to take it back to the real schedule). If that cannot happen, the team ought to record deviations from the original plan and record and print

adjustments to the plan. Throughout this step, project sponsors and other key stakeholders should be kept informed of the project's status according to the agreed-on frequency and format of communication. The strategy ought to be restructured and circulated on a consistent basis.

Status accounts always accentuate the expected end point in terms of rate, agenda, and value of deliverables. Each plan deliverable created should be studied for value and dignified against the receipt standards. When all the outcomes have been created and the consumer acknowledged the final answer, the venture is prepared for conclusion.

2.3 Stakeholder participation in project Identification and project implementation

Throughout the first of the stages, the commencement stage, the mission objective and need is well-known. It might be an industry tricky or chance. Recommended solutions and options areare documented as per the the needs in the venture plan. A conclusion is reached at after a feasibility study is done to find out if the options tackle the planned issues.

After the suggested resolution is accepted, a plan is introduced to convey the accepted answer and a project administrator is chosen. The plan begins to take shape once deliverables and the contributing work groups are recognized. Consent is then required by the project director to start the preparation stage.

Aki et al (2013), states that in the commencement stage, the project shareholders enter a short-term rapport with each other, and thus, it is very important for all stakeholders to highlight the determination and commitment necessary for effective project implementation. Typically, in the initiation stage, misunderstandings arise because the involved stakeholders have different expectations and options. However, it is important to work out these arguments in order to avoid hitches later in the plan.

2.4 Stakeholder Participation in Project Funding and Project Implementation

According to Nyandemo and Kongere (2010), project funding means an attempt in which mortal, material, monetary resources are controlled in such a manner as to start a distinctive range of work of a particular design in limitations of period, rate and value in order to attain some envisioned objectives. It is an established activity encompassing a series of prearranged and synchronized actions and procedures for carrying out the identification, training, review and execution of projects.

Gitonga (2010) describes venture funding as a procedure of developing and maintaining a project plan that provides supporting details to the project definitions in terms of resources, time, cost, and scope and quality plan schedules. He further indicates that reasons for project funding include developing a strategy that would convey the mission aims and that the critical extents of period, budget, value and scope can never be accomplished if a project design is not in place.

After the venture team has recognized the effort, set the agenda, and assessed the overheads, the three essential mechanisms of preparation procedure are complete hence the venture can be financed. This is the best time to recognize and deal with whatsoever that could pose a danger to the effective conclusion of a venture. This is referred to as risk controlling. In this risk managing, "high-threat" possible problems are recognized along with the act that is to be done on each high-threat potential problem, either to lessen the chance that the problem will happen or to decrease the effect on the plan if it happens. This is a noble time to recognize all venture participants and launch a communiqué strategy unfolding the data necessary and the delivery technique to be employed to make the investors be informed (Miles 2012)

Lastly, one needs to write an excellent strategy, providing valuable goals, reassurance, and control procedures, with an approval strategy, citing standards to be achieved to gain consumer approval. This is when the venture is scheduled in a comprehensive manner and is supposed implemented.

According to Billie (2013) The shareholder's venture team role, the venture design events in which they partake and their stage of participation in accountability for specific action, relies on venture's task and their commentary connection to the venture administration headquarters, which, specifically leads to the grouping as interior or exterior shareholder.

In the planning phase, interior shareholders are answerable or accountable for specific project design events and are expected to contribute in definite accomplishments, while exterior shareholders usually aren't. Like exterior shareholders, interior shareholders are incidentally involved in or accessed concerning other activities for which they have no direct accountability. Project scope estimation; demarcation of work product, task attributes and project life cycle; projection of effort and cost; creation of budget and project schedule; identification of project risks; planning for data management, project resources, personnel, shareholder involvement and

training; creation and appraisal of project plan; reconciliation of work and resource requirements; and gaining shareholder obligation to the venture plan are the organizing events in which interior shareholders partake with different levels of involvement (Sonpar et al 2008)

External Shareholder role in Project finance activities in which they partake are often like those of interior shareholders. Nonetheless, duties of exterior investors are restricted to those of advisers rather than team participants straight responsible for specific plan design actions Billie (2013).

2.5 Stakeholder participation in procurement process and project implementation

Andrew (2005), the initial point is that an industry organization course occurs which deals with the administration of those exterior properties brought into a business to support its undertakings. This administration process considers a body of awareness and practice to the resourcing goal to guarantee the action is operative and effective and, vitally, that the outsourcing results promote important ideologies of the venture. The organization management department has a body of information in the care of a competent worker, can be relied upon in the care of a leader, who is raised to an art. This commercial administration procedure is recognized as 'procurement'.

Andrew (2005) defines the term as the commercial administration function that guarantees identification, obtaining, admission and administration of the exterior assets that a business wants or may require fulfilling the planned intentions. This occurs to explore supply market opportunities and to implement resourcing strategies that deliver the best possible supply outcome to the organization, its stakeholders and customers. However, one of the hitches in describing the term 'procurement' is that it does not deal with a single action or process. Procurement covers the whole range of steps from the identification of a want for a good or service through to its removal or end.

Procurement includes actions and happenings preceding and afterwards the adoption of a agreement as well as the general administration activities linked with a range of contracts: pre-contract activities such as design, essentials identification and examination, and sourcing, post-contract activities such as contract administration, supply chain administration and disposal, and general activities such as corporate supremacy, supplier correlation administration, risk controlling and regulatory submission. Some of the benefits of involving shareholders in

procurement method to be: safety of stock, lesser prices, reduced risk, improved quality, greater added worth, increased efficacy and invention (Preston 1995)

Noelia G (2016) Procurement specialists are directly and indirectly involved in the procurement process, from need assessment to contract close-out. Although, they are more directly involved in the procurement process, they also offer advice and support throughout project implementation process. Stakeholder participation in procurement complies primarily with contract or viable law with respect to the establishment of agreements, but their methods of procurement are ruled by business rules. The process, however, is ruled by the procurement legal and official frameworks (procurement rules), and business policy specialists are obliged to obey them. Such rules are not necessarily dictated by law, but by the goals of the enterprise. A private enterprise can engage in a agreement with another private enterprise or individual, and the procurement technique is dictated wholly by the internal rules of the enterprise. The procedure should be exposed to stakeholder inspection, depending on the procurement technique used and any privacy agreement stemming from that particular procurement technique employed.

With respect to oversight, stakeholder in procurement process mostly scrutinize, and need to confirm the process is accomplished in harmony with the ideas, values and techniques distinct in the procurement guidelines. Shareholders may, however, require reviews of the procurement process to hold the members accountable. Procurement has moved on from its traditional role, focusing purely on cost saving. Today, the sector is endlessly being challenged and set new key performance indicators (KPIs), such as ensuring the organization works with greener suppliers who meet sustainability requirements, managing risk and encouraging supplier innovation. Procurement sectors should then proactively open bi-directional chats about how procurement can support and add value to the different business units, capturing efficiencies and sharing this information with all shareholder groups Noelia (2016)

Gitonga (2010) notes that procurement terms in stakeholder engagement is critical at all levels. It is used primarily to gain knowledge, understanding and ideas from key individuals within the organization. Procurement teams also have to be able to listen to the stakeholders whom they are engaging with, and then be ready to sell back ideas as a result of those conversations.

2.6 Stakeholder participation in project monitoring and evaluation and project implementation

Nyonje, Ndunge and Mulwa (2012), define monitoring as the periodic and continuous review and administration of the project to guarantee that input deliveries, work schedules, target outputs and other requirements run as per the project plan. It is a continuous process of collecting information at regular intervals about ongoing projects or programs concerning the nature and level of their performance. It is an ongoing activity for tracking a project's progress against planned tasks to ensure that the project is moving towards the right direction and at the right speed, in order to achieve its set objectives.

Oso&Onen (2005) define project monitoring as a continuous function involving the day to day operation during the implementation of a project or programme. It is a routine dimension of programme inputs and outputs delivery, and execution of projects. It is done in compliance with the required procedures and achievement of planned objectives. The main purpose is to specify at the earliest occurrence any inadequacies with regards to attaining anticipated objectives in order that ameliorative measures can be accepted in good time.

Gitonga (2010) links monitoring to controlling of risks. Risks are possible upcoming events that can adversely distress a venture's cost, agenda, scope or quality. The project manager will have defined these events as accurately as possible and tried to determine when they would influence the project as well as developed a risk administration plan to make amends.

Nyonje, Ndunge and Mulwa (2012), define evaluation as a process that involves organized collection, examination and clarification of venture related data that can be used to understand how the project is functioning in relation to the project objectives. It is a process of establishing decision areas of distress, selecting appropriate data, and collecting and examining data in order to report summary data useful to decision-makers in selecting among substitutes.

Estrella (1997) argues that there are values controlling stakeholder method to M&E which clearly differentiates it from predictable M&E approaches. Stakeholder contribution in M&E requires a different attitude, acceptance of a dissimilar way of conducting M&E. It is a procedure of individual and collective knowledge and volume construction through which people become more aware and mindful of their powers and weaknesses, their wider social realities, and their

visions and perspectives of development outcomes. It addresses concerns of fairness, control and societal change continuously evolving and adapting to the programme specific circumstances and needs. Shareholders in a given venture take verdicts using the M&E data and outcomes.

During the last termination, or conclusion stage, the stress is on releasing the final deliverables to the consumer, handing over project certification to the industry, ending supplier agreements, releasing project assets, and communicating the closure of the project to all stakeholders. The last residual step is to conduct lessons-learned studies to examine what went well and what didn't. Through this type of examination, the wisdom of knowledge is shifted back to the project group, which will help upcoming venture groups, Billie (2013).

2.7 Theoretical framework

This study was guided by the stakeholder theory as discussed below.

2.7.1 Stakeholder theory

This study was based on stakeholder's theory. Shareholder theory has its origins in management literature. Preston (1999) traces the notion of stakeholders back to the great depression in the United States (1929-1941), when the General Electric Company defined four major stakeholder groups - shareholders, employees, customers, and the general public.

The first principle of the 'organization effect' state that, 'the organization and its managers are responsible for the effects of their actions on others' (Evans and Freeman, 2004). The principle is consciously drawn from the modern moral theory of utilitarianism which holds that moral worth of actions or practices is determined solely by their consequences. Utilitarianism is committed to the maximization of the good and the minimization of harm and evil (Beauchamp & Bowie, 2004).

The second principle, namely the principle of Organization rights, states that "the corporation and its managers may not violate the legitimate rights of others to determine their own future" (Evan & Freeman, 2004). This principle is drawn from the deontological ethical theory of Immanuel Kant (1724-1804) based on the respect-for-persons' principle that persons should be treated as ends and never only as means. Respect for human beings is demanded because human beings possess a moral dignity and therefore cannot be treated as if they merely have conditional value (Beauchamp & Bowie, 2004). The implication is that the corporation must treat its

stakeholders as rational beings with a right to pursue their own interests without undue interference.

(Freeman R and Robert A 2002) The vital concept is that an administration's success is reliant on how fit it manages the affairs with key collections such as clients, workforces, providers, societies, sponsors, and others that can distress the understanding of its goal. The managers goal is to strive to make the work environment conducive for everyone regardless of the designation, gender or race. This ensures justice for all. This covers areas of remuneration, fair hearing nondiscrimination and equitable distribution of resources for all. Identified shareholders interests are The supervisor's work is to keep the support of all of these crowds, harmonizing their interests are harmonized in order to achieve the organizations goals.

(Freeman R and Robert A 2002) Stakeholder concept has been considered in most parts of the world particularly in the UK particularly in the political arena a "stakeholder economy" that structures a large-scale role for rule in the process of value formation and skill. They claim that, while the stakeholder idea was initially applied to the remote sector as a model of structural ethics expanding the concept to include public establishments and the whole state or world budget is a theoretical fee (This has headed some to claim that the investor tactic comes from a communist worldview.

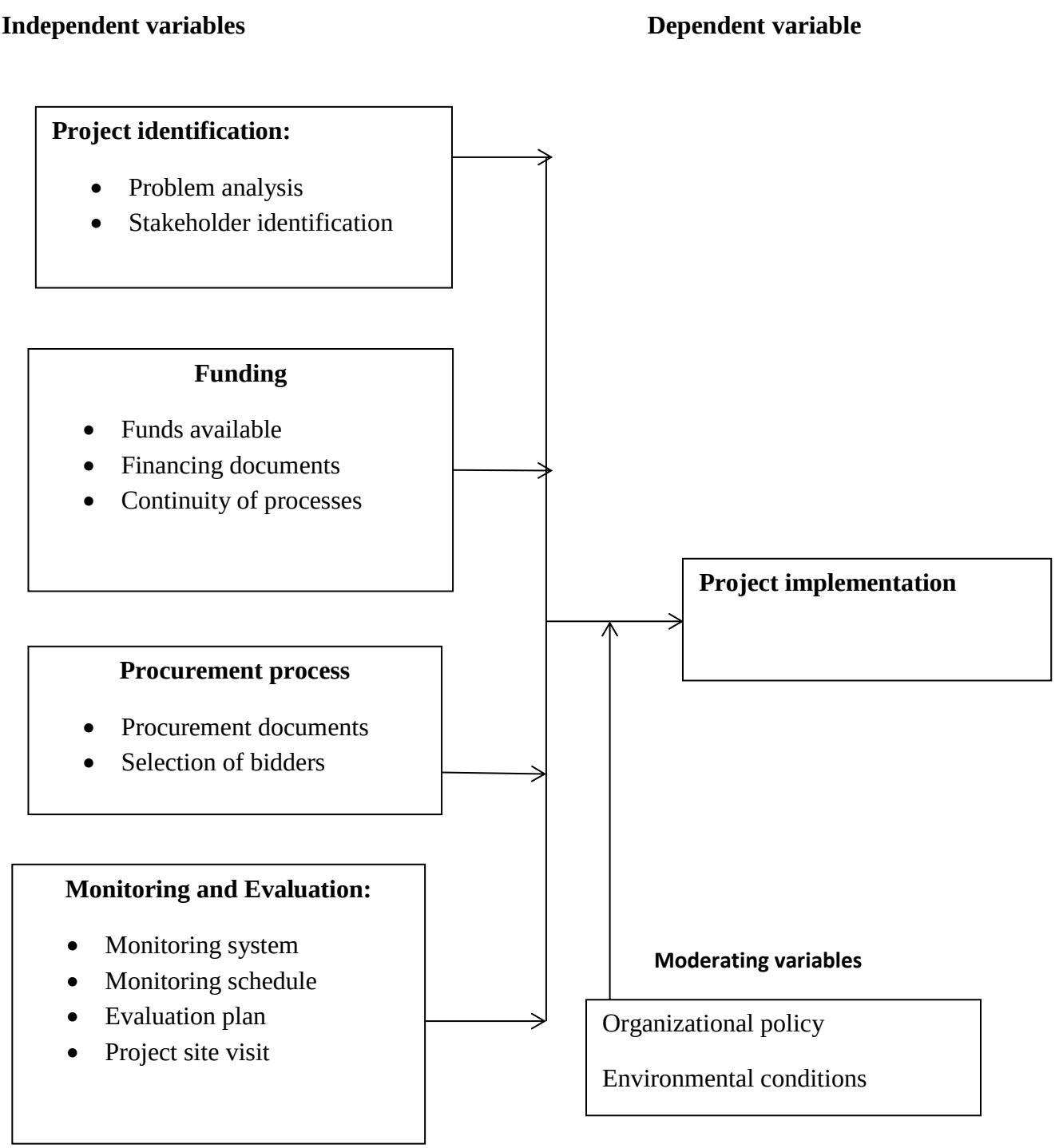
In the recent past, management of stakeholders has been used as a tool to infer ethics to strategies and practices in management field. The authority of the stakeholder typical and its high ease are seen as donors to the achievement of the stakeholder idea (Fassin, 2008). A cumulative interrelation is observed between the concepts of stakeholder theory, corporate responsibility, and business ethics (Valor, 2005; Garriga et al., 2004). The stakeholder style in the union incorporates stakeholder relations within a company’s supply base, business setting, and socio-political field into a single logical agenda (Susniene & Sargunas, 2009).

Stakeholder’s theory has, nonetheless, been criticized for being ambiguous and undermining the rights of the owners of the company and property, compromising strategies of the free market and affecting the operations of legal department (Sternberg, 1997). However, Freeman (2004) proposes that the notion is better agreed not as a monumental theory, but fairly as a field of stakeholder "concepts.

2.8 Conceptual framework

The research related the stakeholder involvement in project initiation, project planning, project implementation and monitoring and evaluation

Figure 2.1: Conceptual framework



2.9 Research Gaps

Most complex and large scale project in the past look at project in terms of time, scope, and cost and translate this for success. Projects are further quantified in the traditional approaches of project management and fail to integrate stakeholder relationships, commitments towards the project, roles and level of participation within the organization resource base to either success or failure. This study was different in that it aimed at assessing the influence of stakeholders' role in successful project implementation a case of Coast Clay Works Ltd Mombasa County.

2.10 Summary of literature review

Stakeholders such as community, sponsors, managers, the project teams, and customers contribute immensely in project planning, design, implementation, monitoring. It is imperative to note that stakeholder involvement benefits both the organization and the stakeholders of the organization. The involvement of stakeholders is a mutually benefiting scheme that marks a person or group as a stakeholder and merits them additional consideration over and above the consideration due to any human being. (Phillips, 1997).

According to Steiner (1988), society can and must hold business responsible because the collective actions of businesses determine to a great extent the prevailing social and environmental state of society. In essence, project success does not only concern with cost, time and quality, but also the satisfaction and effective management of the stakeholders who are involved (Mallak et al., 1991; Bourne and Walker, 2004; Jepsen and Eskerod, 2008). Lerbinger (2006) stated that organizations that engage with their stakeholders' activity are more likely to succeed. Furthermore, there is a high degree of consensus among development actors and project managers on the need for active participation of stakeholders in order to ensure high project implementation success (Boon etal, 2012).

CHAPTER THREE
RESEARCH METHODOLGY

3.1 Introduction

The main objective of this chapter was to show how the study was carried out and how data was collected and analyzed into useful information using scientific methods. The chapter focused on applied research techniques and methods that were used to validate the study objectives. It focused on : research design, target population, sample size and sampling procedure, data collection instruments, pilot testing of the instruments, validity and reliability of the instruments, data collection procedures, data analysis techniques, ethical consideration and operational definition of variables.

3.2 Research Design

The study used a descriptive survey design. This design collected data on various variables as was found in the organization system and dealt with incidents and relationships (Verma and Verma, 2004).

According to Kothari (2005), descriptive design describes the Present status of a phenomenon, determining the nature of the prevailing conditions, practices, attitudes and seeking accurate descriptions. A descriptive survey design allows researchers to gather information, summarize, present and interpret it for the purpose of clarification.

The method was appropriate since it allowed for collection of qualitative information such as those aimed at measuring attitudes, opinions or habits which this study is aimed at (Mugenda and Mugenda, 2003). The design, therefore, was effective for the study as it was used by the researcher to determine the present nature of stakeholder involvement and constraints, their attitudes and describe the role of different organizations' stakeholders in successful implementation and completion of projects.

3.3 Target Population

According to Brinker (1988), target population refers to the large population from which a sample is selected.

(Borg & Gall (1989), define Target population as specific population or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study.

The target population for this study consisted of CCW departments: finance, procurement, sponsors, operations and stores. Below is a summary of the target population:

Table 3.1: Target Population

Department	Target Population	Percentage
Finance/ Accounts	16	13%
Procurement	8	7%
Sponsors	28	23%
Operations	36	30%
Stores	20	17%
Human Resources	12	10%
TOTAL	**120**	**100%**

3.4 Sampling size and sampling procedure

The sample size and sampling procedure were determined as follows.

3.4.1 Sampling procedure

The study used simple random sampling procedure in collection of the data. Simple random sampling ensured that the target group had equal and independent chance of being selected into the sample (Mugenda and Mugenda, 2003).Purposive sampling was used to choose the key informant who contribute greatly to the project. These included the directors, board of governors and project sponsors.

3.4.2 Sampling Size

Gay (1976) proposes a sample size of 10% minimum for descriptive analysis while Cohen and Marion (1994) propose 60% maximum for statistical analysis. In this case the sample selected

was 90 respondents, which is 75 % of the population therefore, valid and genuine generalizations were be made.

According to Mugenda and Mugenda (2003) the sample should be small enough to be economical in terms of expenses on time, money and data analysis and ensure representation of all in the population proportionately. The study sample was as follows:

Table 3.2: Sample size

Department	**Target population**	**Sample size (75% of the target population)**
Finance	16	12
Procurement	8	6
Sponsors	28	21
Operations	36	27
Stores	20	15
Human Resources	12	9
Total	**120**	**90**

3.5 Data collection instruments

This study utilized a questionnaire as a primary tool for data collection. A questionnaire is a set of carefully selected and ordered questions used in survey studies (KIM, 2009).

According to Mugenda and Mugenda (2003) questionnaires are commonly used to obtain important information about the population. The questionnaire contained both structured and unstructured questions. Close ended questions were used in a five point Likert scale where respondents filled according to their level of agreement with the statements. The unstructured questions were used to encourage the respondents to give an in-depth response where close ended questions were limiting. The questionnaire comprised of two sections; the first part

included the demographics while part two dealt with the identified factors. The questionnaires were self- administered and drop and collect method was used so as to ensure high response rate. Interview Schedule on the other hand was used to triangulate the data obtained from the questionnaire. An interview schedule is a set of questions that the interviewer asks when interviewing (Mugenda&Mugenda, 2003). Further Kothari (2004) asserts that it involves presentation of oral verbal stimuli and reply in terms of oral verbal responses. The interviews were conducted with the project stakeholders.

3.6 Validity and reliability of instruments

For a questionnaire to produce useful results, it must have validity and reliability. If the questionnaire can actually test what it is intended for, it refers to validity, whereas, reliability measures the relevance (Cronbach 1971)

3.6.1 Pilot Testing Of the Instruments

According to Ngechu (2004), a pilot study is critical in improving the research instruments.

For this study, a pilot study was conducted to test for clarity and understand the questions and also to find out whether the questions yield the outcome expected. The researcher selected pilot group of 5% of the target respondents from CCW Ltd who were having similar demographics. The researcher carried out a pilot study to test the validity and reliability of data collected using the questionnaires.

3.6.2 Validity of Instruments

Research instruments are the data gathering tools employed by the researcher in the field.

According to Gall, Borg & Gall (1996) validating of an instrument is improved through expert judgment. Sunders (2000) stipulates that research is only valid if it actually studies what it sets out to study and only if the findings are verifiable.

Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 1999). It is the degree to which the results obtained from an analysis of data actually represents the phenomenon under study. The construct validity of a measure is directly concerned with the theoretical relationship of a variable to other variables and it is the extent to which a measure behaves the way that the construct it purports to measure should behave with regard to established measures of other constructs (DeVellis, 1991).

In this study the questionnaires were prepared clearly by the researcher for respondents to interpret and respond correctly and relied on Likert-type scale format of expressing respondents‟ opinion. Likert scales are used in questionnaires because it helps participants obtain a certain degree of agreement in given sets of statements which is psychometric response in They do not employ the comparison technique of scaling. They are uni-dimensional meaning they only measure one trait in nature. Defendants were requested to show their level of pact with a given report using an ordinal scale. (Bowling, 1997; Burns, & Grove, 1997).

The questionnaires were structured along the project cycle process with each section representing the four stages of project selection and identification, project planning, project designing, project implementation and also project monitoring and evaluation. A final section sought opinion on project success. Validity was enhanced by limiting the occurrence of systematic errors by use of simple understandable language. Construct and content validity of the questionnaires was determined by use of a supervisor.

3.6.3 Reliability of Instruments

Joppe (2002) defines reliability as `the level to which outcomes are trustworthy overtime and an accurate illustration of the total people under study' and "if the outcomes of a study can be repeated under a similar method then the research device is well-thought-out to be reliable'.

Mugenda and Mugenda, (1999) stipulate that consistency of an instrument is the degree of consistency with which it measures a variable. For this study the questionnaires were pilot tested to check their reliability before the actual study. The results of the pilot test helped in constructing of the questionnaires by adding any missing information, removing irrelevant questions and restructuring questions that were not clearly understood to the respondents.

3.7 Data Collection Procedures

The study relied on qualitative data and employed self-administered questionnaires as the primary instrument to collect data. Self-administered questionnaires have the advantage of being relatively low cost and easy access, physical touch to widely dispersed samples (Fowler, 1993).
According to Mugenda and Mugenda, (1999), questionnaires enhance and make coding easier therefore, facilitating the analysis of data collected. Nominal and ordinal measurements were

applied to measure the variables with the opinions of stakeholders as well as their perception and attitudes regarding project success being assessed.

3.8 Data Analysis Techniques

Descriptive statistics and factor analysis were used in analyzing the quantitative data. In this case, calculations of occurrence spreading and measures of trend such as mean, mode and average as well as procedures of spreading such as ratios, variety, standard deviance, mean deviance, and quartile series were calculated.

The data was then coded and themes in papers that relate to the study queries in the study recognized. The qualitative data was then deduced by assigning impact to the themes and the patterns detected. Alternate explanations were measured by observing changes in responses noted in statistics collection (Mugenda and Mugenda, 2003).

The data collected was veiled and entered in the processer for analysis by means of the Statistical Package for the Social Scientists (SPSS). This is for the reason that this program helps in forming the data and the presentation of data through charts and graphs is made easy (Mugenda and Mugenda, 2003). Relationship and reversion analysis was employed to test the hypothesis.

3.9 Ethical Considerations

A moral in investigation requires personal honesty from the investigator. Cooper & Schindler (2003) give the goals of morals in research as to certify that no person's privacy and confidentiality is undermined. The researcher ensured that the surveys were non-invasive and the data collected was only for educational goals only and not for any extra purpose.

3.10 Operational Definition of variables

The operationalization of variables is shown in table 3.3

Table 3.3: Operational Definition of Variables

Objectives	Variables	Indicators	Scale	Tools of analysis	Type of analysis
To establish how stakeholder participation in project identification influences project implementation in CCW.	**Independent:** stakeholder participation in project identification. **Dependent:** project implementation	-Existence of Functional Infrastructure/goods	Nominal Ordinal	Frequency distributions/ median/ mode	Descriptive statistics
To determine the influence of stakeholder participation in the funding process towards project implementation in CCW.	**Independent:** Influence of stakeholder in funding process **Dependent:** project implementation	Existence of Financing documents. Continuity of the processes involved in projects	Nominal Ordinal	Frequency distribution tables and percentages	Descriptive Statistics.
To determine the extent to which stakeholder	**Independent:** Stakeholder participation in	Existence of procurement documents.	Nominal Ordinal	Frequency Distribution tables and	Descriptive statistics

participation in the procurement process influences implementation of projects in CCW.	procurement **Dependent:** Implementation of projects	Availability of material to be used in projects		percentages	
To investigate the influence of stakeholders in the Monitoring and Evaluation process towards implementation of projects in CCW.	**Independent:** influence of stakeholders in project monitoring and evaluation process **Dependent:** Project implementation	M&E training sessions -observable M&E skills in report making -identifying gaps -attend site Meeting	Nominal Ordinal	Frequency distribution tables and percentages	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This section will mainly emphasize on the analysis, presentation and interpretation of the results of the showed research. Data obtained was analyzed to determine the influence of stakeholder participation in successful project implementation. Descriptive statistics which includes frequencies and percentages were used to examine the responses received from various items in the questionnaire that was administered. In addition cross tabulation of data was analyzed according to the departments. The questionnaire was administered to all levels of management in the departments.

4.2 Response Rate

Out of the 90 questionnaires issued 75 were returned and accounted for 83.3% of the sampled population which was used for data analysis.

Table4.4: Response Rate

Department	Number of questionnaires issued	er of questionnaires returned	Proportion of response in percentage
Finance/Accounts	12	12	100
Procurement	6	5	83
Sponsors	21	18	86
Operations	27	22	81
Stores	15	11	73
Human resources	9	7	78
Total	90	75	

4.3 Demographic Information of Respondents

The main focus of this investigation work was to discover the influence of stakeholder participation in successful project implementation. The background of the study which influenced the decision making was established and therefore the interpretations made were justified.

The demographic information that was needed included: gender, age and level of training of respondents, marital status, level of management and department attached to.

4.3.1 Sex of respondents

The table below shows the gender of the respondents involved in the research.

Table 4.5: Gender of respondents

Gender	Regularity	Percentage	Cumulative percentage
Male	47	62.7	62.7
Female	28	37.3	100
Total	75	100	

The study findings indicate that majority 47 (62.7%) were male while female were 28 (37.3%). This implies that the organization does not practice gender equality in its recruitment. Operations had the highest male.

Table 4.6: Departmental/ Gender cross tabulation

Department	Male	Female	Total
Finance	7	5	12
Procurement	5	0	5
Sponsors	8	10	18
Operations	16	5	21
Stores	7	4	11

Human resource	4	4	8
Total	47	28	75

The gender cross tabulation table indicates that operations had the highest number of male gender while procurement had no female gender.

4.3.2 Age of the respondents

It was necessary to find out the age of the respondents to show their ability and efficiency.

Table 4.7: Age of respondents

Age	Frequency	Percentage	Cumulative percentage
20-30	24	32.0	32.0
31-40	32	42.7	74.7
41-50	13	17.3	92.0
51-60	6	8.0	100
Total	75	100	

The study findings indicate that age bracket 31-40 years has majority 32 (42.7%) of the respondents and age bracket 51-60 years has the lowest 6 (8%) as shown in the table 4.4

Table 4.8: Department/ Age Brackets Cross Tabulation

Department	20-30	31-40	41-50	51-60	Total
Finance	7	4	0	1	12
Procurement	0	4	0	1	5
Sponsors	4	10	4	0	18
Operations	8	5	6	2	21
Stores	2	5	2	2	11
Human Resource	3	4	1	0	8
Total	24	32	13	6	75

The table shows that in the age bracket of 20-30 years, operations had the highest while procurement had none. For 31-40 age bracket sponsors had the highest of 10, 41-50 age brackets operations had the highest of 6 and age bracket 51-60 operations and stores both had the highest of 2 each.

4.3.3 Level of training of respondents

The study in this section sought to find out the level of education of the respondents.

Table 4.9: level of training of respondents

Level	Frequency	Percentage	Cumulative percentage
University	26	34.7	34.7
College	41	54.7	89.3
High School	7	9.3	98.7
Primary School	1	1.3	100
Whole	75	100.0	

The study results show that 41 (54.7%) of the participants possess up to college level of education followed by university with 26 (34.7%) and the primary level has the least as shown in table 4.6.This implies that the organization considers a lot education level. This can be interpreted to imply that projects require some level of education when recruiting its personnel.

Table 4.10: Departmental education level

Department	University	College	High school	Primary school	Total
Finance	7	5	0	0	12
Procurement	0	5	0	0	5
Sponsors	6	9	3	0	18
Operations	3	16	2	0	21
Stores	6	4	0	1	11
Human resource	4	2	2	0	8
Total	26	41	7	1	75

The study findings indicate that in the university level finance has the highest number of 7 respondents; in the college level operations has the highest of 16 respondents, at high school level sponsors had the highest of 3 respondents and at primary level only one respondent in the stores department.

4.3.4 Marital status of respondents

The respondents were asked to indicate their marital status and the table below shows their response.

Table 4.11: Marital Status of respondents

Status	Frequency	Percentage	Cumulative percentage
Single	28	37.3	37.3
Married	44	58.7	96.0
Others	3	4.0	100.0
Total	75	100	

The marital status indicates that a large proportion of the respondents are married 44 (58.7%). The singles were 28 representing 37.3 % and others were 3 representing 4%

Table 4.12: Department/Marital status across tabulation

Department	Single	Married	Others	Total
Finance	6	5	1	12
Procurement	0	5	0	5
Sponsors	5	11	2	18
Operations	7	14	0	21
Stores	5	6	0	11
Human resource	5	3	0	8
Total	28	44	3	75

The table indicates that the operations department had the highest number of singles at 7 and the highest number of married employees at 14 while in the others category sponsors had the highest 2 respondents.

4.3.5 Level of management

Analysis was done on the rank of management as shown below

Table 4.13: Level of management

Level of management	Frequency	Percentage	Cumulative percentage
Senior management	11	14.7	14.7
Middle level management	24	32.0	46.7
Supervisory	20	26.7	73.3
Junior workers	20	26.7	100.0
Total	75	100.0	

The table shows that most respondents worked at middle level management 24 (32.0 %). Supervisory level management and junior workers follows with 20 (26.7%) each. Senior management had the least of 11 (14.7%) respondents.

Table 4.14: Department/ Level of management cross tabulation

Department	Senior Mgt	Middle level	Supervisory	Junior worker	Total
Finance	3	6	2	1	12
Procurement	1	1	1	2	5
Sponsorship	3	6	4	5	18
Operations	2	3	7	9	21
Stores	2	4	3	2	11
Human resource	0	4	3	1	8
Total	11	24	20	20	75

The study indicates that sponsorship and finance department had the highest number in the senior management of 3 respondents each. In the middle level the same departments also had the highest of 6 respondents each. In the supervisory and junior workers the operations department had the highest of 7 and 9 respectively.

4.3.6 Department currently attached

The participants were requested to indicate the section where they are attached. Table 4.12 shows the responses they gave.

Table 4.15: Department currently attached

Department	Frequency	Percentage	Cumulative Percentage
Finance	12	16.0	16.0
Procurement	5	6.7	22.7
Sponsorship	18	24.0	46.7
Operations	22	29.3	76.0
Stores	11	14.7	90.7
Human resource	7	9.3	100.0
Total	75	100.0	

From the table, many respondents are attached to the operations department 22(29.3%) while procurement has the least having 5 (6.7%). This is because most of the activities in the projects are operational in nature.

4.3.7 Distribution of respondents by period they have worked in the organization

In order to determine the experience of the respondents in their area of work, the study sought information on the length of service they had worked in the current organization as well as length of time they had worked in the current capacity.

Table 4.16: Period worked in the organization

Period	Frequency	Percentage	Cumulative percentage
Below 3 years	20	26.7	26.7
3-5 years	28	37.3	64.0
6-10 years	18	24.0	88.0
11-15 years	7	9.3	97.3
Above 15 years	2	2.7	100.0
Total	75	100	

The analysis indicates that 28 (37.3%) of the respondents had worked in the current organization for between 3 and 5 years as shown in table 4.13. Above 15 years has the least of 2 (2.7%) an indication that most staff do not stay within the organization for a lengthy duration.

Table 4.17: Department/Period worked in the organization cross tabulation

Department	Below 3 years	3-5 years	6-10 years	11-15 years	Above 15 years	Total
Finance	6	4	1	1	0	12
Procurement	0	3	2	0	0	5
Sponsorship	2	6	7	3	0	18
Operations	5	9	7	0	0	21
Stores	3	5	0	2	1	11
Human resource	4	1	1	1	1	8
Total	20	28	18	7	2	75

From the analysis, the finance department has the highest number worked below 3 years, 6 respondents. In the procurement department the highest worked between 3 and 5 years. In sponsorship department the highest worked between 6 to 10 years. In the stores department the highest worked between 3 and 5 years and the human resource department the highest worked below 3 years.

4.4 How stakeholder participation in project identification influences project implementation.

Project identification as a variable involves stakeholder participation thus it was necessary to establish the extent to which this variable affects successful project implementation.

4.4.1 Rate of organizational commitment to implement projects

The table below shows that the organization has a good commitment to ensure projects are implemented in time with 42 (56.0%)respondents rating the commitment as good and only 1(1.3%) indicating the commitment as unsatisfactory.

Table 4.18: Rating of organizational commitment

Rate	Frequency	Percentage	Cumulative Percentage
Excellent	7	9.3	9.3
Good	42	56.0	65.3
Fair	18	24.0	89.3
Poor	7	9.3	98.7
Unsatisfactory	1	1.3	100.0
Total	75	100.0	

On the cross tabulation, the analysis shows that the respondents rated the finance department as good. In all departments rating of unsatisfactory was the lowest.

Table 4.19: Departmental rating of organizational commitment

Department	Excellent	Good	Fair	Poor	Unsatisfactory	Total
Finance	2	7	2	1	0	12
Procurement	0	3	1	1	0	5
Sponsorship	2	8	6	2	0	18
Operations	2	12	5	1	1	21
Stores	1	6	2	2	0	11
Human resource	0	6	2	0	0	8
Total	7	42	18	7	1	75

4.4.2 Extent of stakeholder participation in project identification

From the table it shows that most respondents averagely participate in project identification rating their participation as 44 (58.7%). Only 6 (8.0%) rated that to no extent do they participate in project identification. Thus, it is an indication that stakeholder participation in project identification can play a key role in successful project implementation.

Table 4.20: stakeholder participation in project identification

Rate	Frequency	Percentage	Cumulative Percentage
Great extent	11	14.7	14.7
Average	44	58.7	73.3
Little extent	14	18.7	92.0
No extent	6	8.0	100
Total	75	100.0	

The analysis of departmental cross tabulation, in the finance department great extent was the highest, sponsorship average was the highest as well as operations, human resource and stores.

Table 4.21: Departmental rating of extent of stakeholder participation in project identification

Department	Great extent	Average	Little extent	No extent	Total
Finance	4	5	3	0	12
Procurement	0	3	2	0	5
Sponsorship	1	11	5	1	18
Operations	3	13	4	1	21
Stores	2	8	0	1	11
Human Resource	1	4	0	3	8
Total	11	44	14	6	75

4.4.3 To what extent does the organization promote stakeholder participation in project identification?

The results show that most of the respondents 49 (65.3%) rate the organizations commitment as average. Only 3(4%) rated it as to no extent and this was coming from those respondents who their level of education is not beyond high school. It shows that stakeholders who are well educated are given first priority.

Table 4.22: Extent of organizational promotion of stakeholder participation in project identification

Extent	Frequency	Percentage	Cumulative Percentage
Great extent	8	10.7	10.7
Average	49	65.3	76.0
Little Extent	15	20.0	96.0
No extent	3	4.0	100.0
Total	75	100.0	

From the analysis on departmental cross tabulation of the extent to which the organization promotes stakeholder participation in project identification, the highest was average rating.

Table 4.23: Departmental rating of the extent to which the organization promotes stakeholder participation in project identification

Department	Great extent	Average	Little extent	No extent	Total
Finance	3	8	1	0	12
Procurement	1	2	0	2	5
Sponsorship	1	14	2	1	18
Operations	2	13	6	0	21
Stores	0	8	3	0	11
Human resource	1	4	3	0	8
Total	8	49	15	3	75

4.4.4 Would stakeholder participation in project identification influence successful project implementation?

The response rate in table 4.21 shows that most respondents 49 (64.3%) agreed that stakeholder participation in project identification can influence successful project implementation. 26 (34.7%) indicated that it cannot influence.

Table 4.24: would stakeholder participation in project identification influence successful project implementation?

Response	Frequency	Percentage	Cumulative Percentage
Yes	49	65.3	64.3
No	26	34.7	100.0
Total	75	100.0	

From the table of cross tabulation of stakeholder influence in successful project implementation the highest number of respondents indicated that they can influence.

Table 4.25: Departmental influence on successful project implementation

Department	Yes	No	Total
Finance	9	3	12
Procurement	3	2	5
Sponsorship	13	5	18
Operations	11	10	21
Stores	7	4	11
Human Resource	7	1	8
Total	50	25	75

4.5 Correlation and Regression Analysis

The researcher performed a Pearson's correlation coefficient which is a statistical measure of the strength of a linear relationship between two variables. Correlation coefficient could range from -1.0 to +1.0. The closer r is to +1 or -1, the more closely the two variables are related. If r is close to 0, it means there is no relationship between the variables. R squared is a statistical measure of how close the data are to the fitted regression line. Standard Error is the standard deviation of the sampling distribution of a statistic. It measured the accuracy with which a sample represents a population. Analysis of variance a collection of statistical models used to analyze the differences among group means and their associated procedures. The independent variables; stakeholder participation in project identification was denoted as (SPI); stakeholder participation in project funding was denoted as (SPF); stakeholder participation in the procurement process was denoted as (SPP); stakeholder participation in monitoring and evaluation was denoted as (SME) while the dependent variable successful project implementation was denoted as (SUPI).

Table 4.26: Correlations

		SUPI	**SPI**	**SPF**	**SPP**	**SME**
SUPI	Pearson Correlation	1	.522	.357	.302	.255
	Sig. (2-tailed)		.082	.255	.341	.424
SPI	Pearson Correlation	.522	1	.293	.192	.098
	Sig. (2-tailed)	.082		.356	.549	.763
SPF	Pearson Correlation	.357	.293	1	.169	.371
	Sig. (2-tailed)	.255	.356		.599	.235
SPP	Pearson Correlation	.302	.192	.169	1	.507
	Sig. (2-tailed)	.341	.549	.599		.092
SME	Pearson Correlation	.255	.098	.371	.507	1
	Sig. (2-tailed)	.424	.763	.235	.092	

Table 4.27: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.092	.435		2.508	.040
	SPI	.277	.206	.434	1.343	.221
	SPF	.100	.191	.178	.522	.618
	SPP	.085	.198	.153	.427	.682
	SME	.038	.211	.069	.182	.860

a. Dependent Variable: SUPI

Table 4.28: Regression Model

Model	R	R Square	Std. Error of the Estimate
1	.595[a]	.354	.291

a. Predictors: (Constant), SME, SPI, SPF, SPP

P=1.092+0.277SPI+0.100SPF+0.085SPP+0.038SME+0.291

From the above equation the study found that stakeholder participation in project identification; stakeholder participation in project funding; stakeholder participation in the procurement process and stakeholder participation in monitoring and evaluation when held to a constant zero then successful project implementation would be 1.092. Likewise a unit increase in stakeholder participation in project identification would lead to an increase in successful project implementation by a factor of 0.277. A unit increase in stakeholder participation in project funding would lead to an increase in successful project implementation by a factor of 0.100. A unit increase in stakeholder participation in the procurement process would lead to an increase in successful project implementation by a factor of 0.085. Finally a unit increase in stakeholder participation in monitoring and evaluation would lead to an increase in successful project implementation by a factor of 0.038.

R^2 was 0.354 which meant that there was 35.4% variation in successful project implementation due to changes in stakeholder participation in project identification; stakeholder participation in

project funding; stakeholder participation in the procurement process and stakeholder participation in monitoring and evaluation. The correlation coefficient was 0.595 thus there was positive relationship between the variables hence alternative hypothesis was accepted.

Table 4.29: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.324	4	.081	.958	.485[a]
	Residual	.592	7	.085		
	Total	.917	11			

a. Predictors: (Constant), SME, SPI, SPF, SPP

b. Dependent Variable: SUPI

After regressing a significant value of 0.485 was obtained which is more than 0.01 therefore the researcher accepted the alternative hypothesis that there was a significant relationship between stakeholder participation in project identification; stakeholder participation in project funding; stakeholder participation in the procurement process; stakeholder participation in monitoring & evaluation and successful project implementation.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECCOMMENDATIONS

5.1 Introduction

This chapter reports the findings and highlights various discussions on the influence of stakeholder participation on successful project implementation. The cumulative data was analyzed using quantitative analysis and presented in form of tables. Finally, conclusions and recommendations emanating from this study are presented.

5.2 Summary of findings

This study was conducted with the aim of identifying the influence of stakeholder participation in successful project implementation in Coast Clay Works ltd, a company manufacturing a wide range of clay building products. It was found according to gender, male represented the biggest proportion of employees with 62.7% and female 37.3%. This shows that in manufacturing companies male are more required than female. The study findings indicate that age bracket 31-40 years has majority 42.7% of the respondents and age bracket 51-60 years has the lowest 8%.

The study findings indicate that 54.7% of the respondents possess up to college level of education, followed by university with 34.7% and the primary level has the least of 1.3%. This implies that the organization considers a lot as far as education level is concerned. This can be interpreted to imply that projects do not require high level of education when recruiting its personnel. As per marital status it indicates that a large proportion of the respondents are married with 58.7%. The analysis indicates that 37.3% of the respondents had worked in the current organization for between 3 and 5 years and 15 years has the least of 2.7% an indication that most staff do not stay in the organization for a long period. This implies that the organization must have a good working scheme and conditions going by the rate of staff work –service. It could also emphasize the delicate nature of the projects where experience is core and so the organization is committed to retaining productive employees.

The first independent variable was stakeholder participation in project identification. Two indicators were used to measure this. The first indicator was participation in project identification that is the problem analysis. The study shows that the participation was average with 58.7% of

the respondents rating it as average, 18.7 % little extent, 14.7 % great extent and only 8% indicated no extent. The second indicator was commitment to successfully implement projects. This shows the organizations commitment was average with 65.3% rating it as average, 20% fair, 10.75% poor and only 45% unsatisfactory. This shows that stakeholder participation in project identification is very essential for successful project implementation. For the regression analysis tests it was found that there is a correlation between stakeholder participation in project identification and successful project implementation thus the null hypothesis was rejected.

The second independent variable was stakeholder participation in project funding. There were two indicators for this variable. The first indicator was funds allocation to projects which indicated it was good with 40% rating as good, 37.3% fair 12% excellent 7% as poor and only 1.3% as unsatisfactory. The other indicator was continuity of process where respondents identified good flow of work process if only they are involved in the funding process. From the tests the null hypothesis was rejected because it was identified to be a relationship between stakeholder participation in project funding and successful project implementation.

The third independent variable was stakeholder participation in the procurement process. This variable had two indicators. The first indicator was level of education. From the analysis it shows that the procurement was good with 88% indicating that it influences the success of a project while 12% indicated otherwise. This was especially from those who were not highly educated. The second indicator was procurement policy. The analysis shows that the procurement policy affects the success of a project. Out of 75 respondents 76% indicated it affects while 24% indicated it does not affect. The analysis results indicated that there is a relationship between stakeholder participation in procurement process and successful project implementation.

The fourth independent variable was stakeholder participation in M&E. There were two indicators for this variable. The first indicator was a monitoring and evaluation system. The findings indicated that 69.3% rated the system as good. This implies that Coast Clay Works ltd is making efforts to successfully implement projects. Of the balance 16% rated it as fair, 9.3% as excellent and 4% as poor. Only 1.3 rated it as unsatisfactory. The regression analysis shows that there is a strong relationship between stakeholder participation in project M&E and successful project implementation.

5.3 Discussions

Based on the findings of this study it was revealed that participation of stakeholders in the funding process was very important in successful project implementation. This represented 56% of the total population sampled. This is in agreement with Cole (2002) that this is single most important obligation owed by the organization to the stakeholders. Griffeth etal (2000) participation of stakeholders in all aspects of the organization has a modest effect on the general performance of the organization. They conclude that when stakeholders are recognized and given opportunity to participate they perform better.

Participation in project identification was second representing 22.7% of the total population size. Armstrong (2006) describes project identification as being concerned with providing opportunities for people to select a problem they can identify with ensuring that the organization has the capacity to handle it.

The last variable was participation in procurement process which was rated 6.6%. This should not mean that the organization should ignore this variable.

5.4 Conclusion

The study has established some of the variables that do influence successful project implementation. Table 4.41 shows that participation in project funding has most influence with 42(57%) respondents showing great extent, project identification was second with 17(22.7%) followed by participation in M&E with 11(14.7%) and lastly participation in the procurement process with 5(6.6%). Also from the Chi-square results indicated that only three out of the four variables have strong relationship with successful project implementation. The organization should look for more ways of successfully implementing projects.

5.5 Recommendation

Having looked at the implications of the study and made the above conclusions, the researcher has made some recommendations based on the findings of the study.

1. All stakeholders in an organization should be clearly identified and trained well in advance on objectives of given projects meant to be undertaken.

2. Stakeholders should be made aware of systems that exist in the organization such as the M&E system as this makes it easier for them to participate in programs related to that particular system.
3. The organization should ensure that future programs fully involve the stakeholders in the project life cycle as it has been shown it has a positive influence on the success of a project.
4. The organization should offer open opportunities to stakeholders to participate in projects as this makes them relate to the project.

5.6 Suggestions for further research.

Given that the findings on the influence of stakeholder participation in successful project implementation were at Coast Clay Works Ltd;

1. The researcher suggests more research to be conducted in other organizations in the same sector and other sectors as well.
2. The policy makers of the organization to investigate more on stakeholders' perceptions of the success of any given project.

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APPENDIX I: LETTER OF TRANSMITTAL

Ontiri Nyaboke Dianah,
University of Nairobi,
School of Distance and Continuing Education,
P.O Box 30197,
NAIROBI.

Dear Participant,

RE: ASSESSING THE INFLUENCE OF STAKEHOLDER PARTICPATION IN SUCCESSFUL PROJECT IMPLEMENTATION

I am a Master of Arts student in Project Planning and Management at the University of Nairobi. I am currently collecting data for the above named research. You have been selected to participate in this study. The main purpose of the study is to assess the influence of stakeholder participation in project implementation a case of Coast Clay Works Ltd.

The researcher will use the results to provide recommendations that may be applied to come up with a suitable and effective stakeholder management model in the organizations in Kenya. To accomplish this objective, you are kindly requested to complete the questionnaire provided so as to provide the necessary data.

If you are interested in the results and recommendations of this study, please advise the researcher to avail them as soon as the study is completed.

Your contribution is highly appreciated.

Yours Sincerely,

Ontiri Nyaboke Dianah

Signature _____

REG NO: L50/79844/2015

APPENDIX II: QUESTIONNARE FOR STAKEHOLDERS

The study is on the influence of stakeholder participation in implementation of projects in Coast Clay Works Ltd. Put a tick against the appropriate choice. Fill the date in the spaces provided. **N/B Do not write your name**.

Date: …….

SECTION A: PERSONAL INFORMATION

1. What is your gender? Male ☐ Female ☐

2. How old are you?

Age (Years) 20-30 31-40 41-50 51-60 Above 60

Response

3. What is your highest level of education?

University ☐ College ☐ High School ☐ Primary School ☐

4. What is your marital status?

Single ☐ Married ☐ other (Specify)……..

5. What is your current designation? …….

6. Which department are you currently attached to?

Finance/Accounts ☐

Procurement ☐

Sponsorship ☐

Human Resource ☐

Stores ☐

Operations ☐

7. How long have you worked in this organization?

Period Below 3 years 3-5 years 6-10 years 11-15 Years Above 15 years

SECTION B: PROJECT IDENTIFICATION

8. How would you rate the organization's commitment to carry out and successfully implement projects?

Excellent ☐ Good ☐ Fair ☐ Poor ☐ Unsatisfactory ☐

9. To what extent do you participate in identification of projects in the organization?

Great extent ☐ Average ☐ Little Extent ☐ No extent ☐

10. To what extent does the organization promote stakeholder participation in project identification?

Great extent ☐ Average ☐ Little Extent ☐ No extent ☐

11. Would stakeholder participation in project identification influence successful project implementation in the organization?

YES ☐ NO ☐

SECTION C: PROJECT FUNDING

12. How would you rate funds allocation to projects in the organization?

Excellent ☐ Good ☐ Fair ☐ Poor ☐ Unsatisfactory ☐

13. Do you agree with the following statement? :

"Stakeholder participation in project funding influences successful project implementation in the organization."

Strongly Agree ☐ Mostly Agree ☐ Barely Agree ☐ Disagree ☐

14. How would you rate stakeholder response towards project funding in the organization?

Excellent ☐ Good ☐ Fair ☐ Poor ☐ Unsatisfactory ☐

SECTION D: PROCUREMENT PROCESS

15. How would you rate the organization's procurement process?

Excellent ☐ Good ☐ Fair ☐ Poor ☐ Unsatisfactory ☐

16. To what extent would stakeholder participation in procurement process influence project implementation in the organization?

Great Extent ☐ Average ☐ Little Extent ☐ No extent ☐

17. Does your designation influence the level of participation in the procurement process?

Yes ☐ No ☐

18. To what extent does your designation influence the level of participation in the procurement process in the organization?

Great Extent ☐ Average ☐ Little Extent ☐ No extent ☐

SECTION E: MONITORING AND EVALUATION

18. How would you rate the organization's monitoring and evaluation process?

Excellent ☐ Good ☐ Fair ☐ Poor ☐ Unsatisfactory ☐

19. How would you rate the organization's commitment to involve you in the monitoring and evaluation process?

Excellent ☐ Good ☐ Fair ☐ Poor ☐ Unsatisfactory ☐

20. Do you agree with the following statement? :

"Stakeholder participation in project Monitoring and Evaluation influences successful project implementation."

Strongly agree ☐ Mostly agree ☐ Barely agree ☐ Disagree ☐

21 Comment on any other policies or strategies that you think the organization should incorporate for successful project implementation.

……

……

……

NB Brochures or other materials relevant to this study are welcome.

Thank you for taking time to fill this questionnaire and God bless you.

APPENDIX III: KEY INFORMANT INTERVIEW GUIDE

Date of interview:

Place of interview:

Interviewer name:

Interviewee Gender:

Position/title:

The main aim of this research is to assess the influence of stakeholder participation in project implementation. This interview guide is designed to elicit information regarding this research work. Information given will solely be used for this research. You are also assured of full confidentiality, privacy and anonymity of all the information that will be given by you. You should therefore feel free to give the right information to ensure the success of this work.

i. Familiarity with activities in CCW
ii. Familiarity with project implementation procedures
iii. Contribution towards project implementation process
iv. Organizations' commitment to involve stakeholders in project implementation
v. Examples of projects that have been implemented; Reasons for failure/ success
vi. Any training and sensitization of stakeholders towards participation in projects.