

**INFLUENCE OF STAKEHOLDERS PARTICIPATION IN
PERFORMANCE OF AGRICULTURAL PROJECTS IN
WAJIR COUNTY, KENYA: A CASE OF KENYA CLIMATE
SMART AGRICULTURE PROJECT.**

IBRAHIM ABDI

**A Research Project Report Submitted in Partial Fulfilment of the Requirements
for the Award of the Degree of Master of Arts in Project Planning and
Management, the University of Nairobi.**

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DECLARATION

This research report is my original work and has not been presented for examination to any other university.

Signed.....Date.....

..

IBRAHIM ABDI

L50/64891/2010

This research proposal has been submitted for Examination with my approval as the University Supervisor.

Signed.....Date.....

.

Dr. Luketero Stephen Wanyonyi

(PHD) SENIOR LECTURER,

SCHOOL OF MATHEMATICS

UNIVERSITY OF NAIROBI.

DEDICATION

To my late father Abdi Kassim and my Uncles Hassan Abdullahi and Abdi Sheikh for supporting me throughout my school life.

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TABLE OF CONTENTS

DECLARATION	2
DEDICATION	3
ACKNOWLEDGEMENT	4
TABLE OF CONTENTS	5
LIST OF TABLES	9
LIST OF FIGURES	10
ABSTRACT.....	11
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	5
1.3 Purpose of the Study	6
1.4 Objectives of the Study.....	6
1.5 Research Questions	7
1.6 Significance of the Study	7
1.7 Limitations of the Study	8
1.8 Delimitation of the Study	8
1.9 Assumptions of the Study.....	8
1.10 Definitions of Significant Terms	9
1.11 Organization of the Study	9
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction	11

2.2	Performance of Agricultural Projects	11
2.3	Stakeholder Participation and project performance	13
2.3.1	Stakeholder Participation in Project Identification and Performance of Agricultural County Projects	16
2.3.2	Stakeholder Participation in Project Execution and Performance of Agricultural County Projects	17
2.3.3	Stakeholder Participation in Project Funding and Performance of Agricultural County Projects	19
2.3.4	Stakeholder Participation in Monitoring and Evaluation and Performance Agricultural County Projects	20
2.4	Theoretical Framework	22
2.4.1	Stakeholder Theory.....	22
2.4.2	Resource Based Theory	23
2.5	Conceptual Framework	25
2.5.1	Discussion of the Conceptual framework	26
2.6	Summary of the Chapter	26
2.7	Research Gap	26
CHAPTER THREE.....		28
RESEARCH METHODOLOGY		28
3.1	Introduction	28
3.2	Research Design.....	28
3.3	Target Population	28
3.4	Sample Determination and Sampling Procedure	29
3.5	Data Collection Procedure	31
3.6	Validity of Research Instruments.....	31
3.7	Reliability of Research Instruments.....	31
3.8	Data Analysis.....	31

3.9	Ethical considerations	32
3.10	Operationalization of variables.....	32
CHAPTER FOUR		35
DATA ANALYSIS, PRESENTATION AND INTERPRETATION		35
4.1	Introduction	35
4.2	Respondents response rate.....	35
4.3	Demographics of the Respondents	35
4.3.1	Age of Respondents	35
4.3.2	Gender of the Respondents	36
4.3.3	Education Level.....	36
4.4	Stakeholder Participation in Donor Funded Projects.....	37
4.5	Factors determining level of stakeholder participation	38
4.6	Importance of stakeholder participation in projects.....	39
4.7	Influence of stakeholder participation on project performance	41
4.8	Barriers to Stakeholder Participation in projects	42
4.9	Strategies to improve Stakeholder Participation.....	43
4.10	Correlation Analysis	43
4.11	Regression Analysis.....	45
CHAPTER FIVE		48
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS		48
5.1	Introduction	48
5.2	Summary of the findings.....	48
5.3	Discussions.....	49
5.4	Conclusion	50

5.5 Recommendations.....	50
5.6. Suggestions for further research	51
5.7 Contribution to the body of knowledge	51
REFERENCES	49
APPENDICES.....	56
APPENDIX ONE: LETTER OF INTRODUCTION	56
APPENDIX TWO: QUESTIONNAIRE FOR RESPONDENT.....	57
APPENDIX THREE: UNIVERSITY OF NAIROBI INTRODUCTION LETTER	67
APPENDIX FOUR: RESEARCH AUTHORIZATION LETTER.....	68
APPENDIX FIVE: RESEARCH PERMIT.....	69

LIST OF TABLES

Table 3. 1: Target population category	29
Table 3. 2: Sampling frame category	30
Table 3. 3: Operationalization variables	32
Table 4. 1: Age of Respondents	35
Table 4. 2: Gender of the Respondents	36
Table 4. 3: Education Level	36
Table 4. 4: Ways beneficiaries participate in projects	37
Table 4. 5: Factors determining level of beneficiary participation	39
Table 4. 6 : Importance of beneficiary participation.....	40
Table 4. 7:Influence of beneficiary participation on project performance.....	41
Table 4. 8: Barriers to effective beneficiary participation	42
Table 4. 9: Ways of improving beneficiary participation	43
Table 4. 10: Correlation Matrix for the Study Variables	44
Table 4. 11: Model summary	45

LIST OF FIGURES

Figure 1: Conceptual Framework.....	25
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ABSTRACT

Participation of stakeholders has been appreciated as a crucial component of programming since 1970s. The study was undertaken to demonstrate how stakeholders' participation influenced the performance of agriculture projects in Wajir County. A review of case studies has demonstrated a relationship between the stakeholder participation and performance of agriculture projects, with the study framework being anchored on Stakeholder theory. The study was undertaken to demonstrate how stakeholder participation influences the performance of agricultural projects. The study considered stakeholder participation in four phases of the project cycle; initiation, funding, execution and Monitoring & Evaluation. In assessing project performance, the study was limited to three key project performance indicators; timely completion, cost implication, and project sustainability. The study was guided by four objectives: to establish the influence of stakeholder participation on initiation of agriculture projects in Wajir County, determine the influence of stakeholder participation on funding of agriculture projects in Wajir County, determine the influence of stakeholder participation on execution of agriculture projects in Wajir County, as well as establishing the influence of stakeholder participation on monitoring and evaluation of agriculture projects in Wajir County. The study utilized descriptive survey research design with a target population of 220 individuals drawn from the Agriculture department of Wajir County government, project beneficiaries, implementing agencies, as well as service providers. The researcher arrived at a sample of 136 respondents using Krejcie & Morgan table. The study analyzed the data using SPSS statistical application and applied Descriptive design, specifically measures of central tendency was used to describe data. The researcher also used correlation and regression to determine the degree of relation between the dependent and independent variables. The study found that Stakeholder involvement in the project at initiation, execution and monitoring and evaluation has positive effect on project performance while participation during funding has negative effect to project performance. The study concludes that the effect of stakeholder participation on project performance is determined by the skills of the stakeholder on the subject matter. If it is technical like involvement at funding level the impact is likely to negative. While it will be positive for non-technical aspects. The study recommended that stakeholders be trained on the subject matter before involving them and implementing agencies should be flexible to accommodate stakeholder input. The recommends that further investigation on other factors that influence project performance other than stakeholder participation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Many scholars and practitioners disagree on the definition of participation. The concept varies largely in definition and how it is applied. Its definitions are largely influenced by the context of its use. Some view participation as a principle, others as a practice while others see it as an end result of some process (World Bank, 2006). Some use the term in political circles to mean people being involved in political decisions, for others it is people having reasonable control over decisions of the organization they belong. For development economists participation refers to the poor equitably sharing project benefits. Still others consider participation to be an instrument to enhance project efficiency. Some would regard participation as an end, whereas others see it as a means to an end (Mulwa, 2004).

Stakeholder participation has been appreciated as a crucial component of programming since 1970s (Smith, 2002). Participation entails the sharing by the public in the benefits of development, incorporating the contribution of ordinary citizens to development and according the people space in decision-making at all levels of society (Johns Hopkins University and William, 2006). The World Bank study (2006) identified stakeholder participation as a process in which stakeholders influence development initiatives, decisions and resources that affect and participate in them. Experience gained from development work in the last few decades and increased pressure from international funding agencies and non-governmental organizations in social development sector have made stakeholder involvement an inexorable part of development process.

In this age of globalization, stakeholder participation has gradually become part of the project's practice to achieve outstanding project results (Karlsson, Gray and Masoud, 2008). The involvement of appropriately managed stakeholders helps project stakeholders to work together to increase quality of life comfort while minimizing adverse environmental effects and enhancing economic sustainability of the project.

A properly conducted stakeholder participation would result in improved collaboration in delivery of project outcome, reduced work-related conflict, decreased negative environmental impact and increases the economic sustainability of projects. Because of these benefits, stakeholders must be involved as an integral part of any development plan (Bal, Bryde, Fearon and Ochieng, 2013). In addition (McGee, 2002) argue that local participation makes projects increasingly efficient and effective. Since the 1980s, participation has been seen as a remedy for lack of assistance, but until the 1990s, multilateral bodies such as the World Bank focused on stakeholder participation as a way to ensure sustainable development (Gonzales, 1998). It is now a critical element that can enhance the sustainability of development initiatives through stakeholder empowerment (Butchway, 2001).

In the Philippines, an evaluation of a World Bank supported project, revealed that in period of ten years, the National Irrigation Administration changed its approach to community participation from a top down to farmer's centered bottom-up in the design, operation and maintenance of systems of local irrigation systems. Interestingly, it found that rice yield increases by 20%, the canals and structured worked better and the irrigated area was 35% higher than in control groups without participation (World Bank, 1991). EiGohary al. (2006) indicated that in the United States, major public private partnership (PPP) initiatives were reported to have failed due to opposition from stakeholders. As a consequence, stakeholder participation in the project was found to be important to the success of the project and without their contribution, the outcome might be unfavorable. Essentially, different stakeholders have different levels and various types of investments and interests in the project (Yang, 2009), that at times create friction within stakeholders.

In sub-Saharan Africa, a World Bank report quotes a 1968 case, where a community of 2,000 people in Malawi built a water supply system. Members started washing and building and running their own water supply and distribution. Project staff were recruited locally, the community structure was used as basis for governance and there was limited government support. Over 6000 standpipes installed nationally were in working order as

at the time of conducting the study. Over 30 years scrutiny of urban and rural development indicate high relationship between project performance and the participation level. Boon et al (2012) highlighted majority of community projects in Ghana that were abandoned as there was little or no stakeholder hence the projects could not meet the priorities of the community. In Nigeria rural development projects failed because of top- down approach in which there was no rural communities involvement in the project design, funding and monitoring resulting in desertion of many valuable projects (UN, 2005).

In Kenya, Nyaguthii (2013) found that 78% of the primary stakeholders in Mwea rice irrigation scheme are not involved in activity execution. Compassion (2009) report also established that 50% of income generating activities fails the first year of initiation because of inadequate stakeholders' involvement among other factors. Maina (2013) conducted a study in Nakuru and found a positive connection between the participation of stakeholder in project identification, project funding, execution, monitoring and evaluation and economic stimulus programs success. Golicha (2010) did a research in Garissa and established that stakeholder participation was inadequate in the crucial stages of the project formulation, design and execution. However, the study did not determine the effect of little participation on project performance.

Stakeholder participation is a fundamental principle of the CRC and was ratified by the African Union through the African charter on the rights and welfare of the Child (ACRWC) in 1990 and by the government of Kenya through the Stakeholders' Act of 2001. The United Nations Children's Fund (UNICEF) asserts that meaningful participation is important for their growth and development and emphasizes that the involvement of stakeholders can make a difference in the communities and enhances democracy (UNICEF, 2002). However, according to Kofi Annan, the world is full of vulnerability and exclusivity for stakeholders and calls for the world to fight for the rights of stakeholders that are neglected (UNICEF, 2006). It is shown from previous studies that there is little stakeholder participation in project execution (Reed, 2008; Hansen, 2007; Abelson et al., 2007).

Properly managed stakeholder participation contributes to consensus, facilitates acceptance of proposals and eases execution. However, the project team need to show commitment, transparency and tolerate alternative views, ideas, time and human resource. The involvement of organized stakeholder representative groups improves communication and participation (Schalatek & Nakhooda, 2015). Where some organizations are better organized and resource than the others, they may exert undue influence and that must be balanced by the concerned individuals. A community may seem to be homogenous but in actual sense harbors groups with different perspective, aspirations and interests hence there is always need for compromise. In this regard, the municipality is responsible for final decisions and plans as guided by development principle and policies (Hong & Luan, 2016).

Jugdev & Muller (2015) opined that project performance is pegged on two separate components; success of project management process and achievement of the intended impact. The project management process is regarded effective when project scope is met within project resource constraints; time and budget, and the project output is delivered to the required specification (Pinkerton 2015). On the other hand, project product success depends on the effects of the projects end-product. Tumer & Zolin (2012) argue that while project success measurement focused only on tangibles, contemporary literature shows that project success is best gauged by stakeholders, and more so project sponsors. Shenhar, Levy & Dvir (1997) noted that monitoring success is dependent on time, with the passing of time the fact a project met its resource constraints will lose relevance. After completion of the project impact on customer and customer satisfaction will be more important.

In Wajir County, located in the former North Eastern Province of Kenya, the few projects initiated by the government have either stalled or failed due to factors ranging from lack of stakeholder participation, poor funding to lack of goodwill by the government among other dilemmas. A preliminary informal review by the researcher on the projects undertaken by the government in Wajir County are having challenges especially due to lack of stakeholder participation. It is worth noting that participation of the public who

are the main stakeholders in development activities of every government is not matter of choice for county governments but a legal obligation which must be adhered to. Considering the foregoing, this study looks at factors influencing stakeholders' participation in county government projects with focus on Wajir County Government.

1.2 Statement of the Problem

The reviewed studies on stakeholder-participation have proved to be lacking the capacity to solve stakeholder-participation related challenges yet it is hindrance to timely completion of projects. Available literature is unable to challenge participatory approaches related to limitations on financial and material capacity (Smith, 2008). Claver (2001) emphasizes that while it is a fact that communities have valuable knowledge of local environments and are highly motivated, motivated and committed to their project, lack of materials and various inputs delays or stop projects. In this way, this stakeholder participation studies incapability to deal not only with the main stakeholder participation but also with others such as poverty, geographic fragmentation, weak infrastructure and illiteracy (Tseng & Penning-Rowsell, 2012);

The setback to crop farming in Wajir County includes; inadequate funding, inadequate technical support (extension), inaccessibility of markets especially by farmers, costly farm inputs and unreliable rains. Additionally, the long-standing culture of rearing livestock for subsistence and lack of technology and capacity to add value to livestock products weighs heavily on advance of the agriculture sector in Wajir County (Wajir County CIDP, 2013).

Geoffrey et al (2018) found that devolved system of governance in Kenya faces some challenge in application of public participation including; negative attitude towards it, lack of willingness of the public to participate, lack of political goodwill, lack of capacity to participate, political interference influence the extent and quality of participation, demand for incentives and lack of time by the citizens.

The Kenyan government has continued to invest in the execution of development projects in the Kenya counties including Wajir County. There are several development projects in

Wajir County and as per the government requirement, stakeholders should be involved in these projects in every phase. Even with the growing realization of the role stakeholder participation plays in development, much effort has not been given to its realization (Botchway, 2001). In Wajir County, the completion of these projects is the major problem as they are not successful and falling out of use at an alarming rate due to lack of effective stakeholder participation in the projects (Nyamasege, 2015). The concept of participation is not well understood and there has not been an agreement on what it really involves and when it is really necessary to include it. Like most concepts which are discarded when not understood, participation also risks being discarded as a result of being misunderstood (Khwaja, 2001). While an ideal situation would be to have opportunity for stakeholders to participate throughout the project cycle, most projects seek participation in isolated episodes during the project. Others still, adopt induced participation as opposed to voluntary participation. If this practice continues, losses will continue to occur as most projects will suffer lack of sustainability as soon as donors withdraw support. It is on this premise that the study seeks to establish the influence of stakeholder participation on performance of agriculture projects in Wajir County.

1.3 Purpose of the Study

The purpose of the study was to establish the influence of stakeholder participation on performance of agriculture projects in Wajir County.

1.4 Objectives of the Study

The study was guided by the following objectives;

- 1.4.1 To establish the influence of stakeholder participation in project identification on performance of agriculture projects in Wajir County
- 1.4.2 To determine the influence of stakeholder participation in project execution on performance of agriculture projects in Wajir County.
- 1.4.3 To examine the influence of stakeholder participation in project funding on performance of agriculture projects in Wajir County
- 1.4.4 To assess the influence of stakeholder participation in project monitoring and

evaluation on performance of agriculture projects in Wajir County

1.5 Research Questions

- 1.5.1 To what extent does stakeholders' participation in project identification influence performance of Kenya climate smart Agriculture project?
- 1.5.2 How does stakeholders' participation in project execution influence performance of Kenya climate smart Agriculture project?
- 1.5.3 To what extent does stakeholders' participation in project funding influence performance of Kenya climate smart Agriculture project?
- 1.5.4 How does stakeholders' participation in project monitoring and evaluation influence performance of Kenya climate smart Agriculture project?

1.6 Significance of the Study

The study revealed the correlation between stakeholder participation and project performance at different stages at the project life cycle, an information that is useful to development partners and NGOs as it will reduce project failure that is related to lack of or insufficient stakeholder involvement in projects.

The findings are also helpful to academics as it contributes to the existing literature in the field of stakeholder engagement. Additionally, the findings can be used by the government, the private sector in enhancing governance by improving stakeholder involvement in their projects. The project execution committee in various government projects may also benefit from the findings of the study by understanding of the factors that affect involvement and thereby be able to discern efficient measures which can enable the organization to effectively involve stakeholders.

The project staffs and stakeholders will also realize the importance and factors influencing stakeholder's participation for successful program execution. Factoring stakeholder participation into the project execution can aid in ensuring that the project is in line with the community's needs and gains support from the locals.

1.7 Limitations of the Study

The researcher relied on his own resources in conducting the study and was not able to meet all the financial requirement that could enable face to meeting with the respondents. This was mitigated by using technology and lumping activities together. The study coverage is based on assessing the factors affecting stakeholder participation in county government projects. Specifically looking at social capital, knowledge, leadership and stakeholder capacity.

1.8 Delimitation of the Study

The study assessed the influence of stakeholder participation on agriculture project performance in Wajir County. The study took place in Wajir County and focused on government projects implemented in the county, with special focus being given to Kenya Climate Smart Agriculture Project. The researcher studied Kenya Climate Smart Agriculture project which is a donor funded project and not purely an initiative of the community. The study sample 136 respondents out of a population of 220 respondents that was composed of 180 beneficiary farmers of the climate smart Agriculture project, 20 staff of the agriculture department and 20 service providers. The study considered stakeholder participation only in four phases of the project cycle namely; initiation, funding, execution and monitoring and evaluation. While acknowledging several key project performance indicators, the study was limited to time, cost, and project monitoring and evaluation.

1.9 Assumptions of the Study

The study assumed that the respondents will be sincere and honest in their response. It also assumed that Wajir County Government executive will be willing to share relevant data. Finally, it assumed that the target groups and organizations/individual with stake in the County Government projects will be willing to share their experience in participation of Wajir County projects.

1.10 Definitions of Significant Terms

Agricultural projects- Interventions aimed to improve crop yield and livestock quality

Stakeholders- parties who have a stake in a process and may affect or be affected by outcomes of a project

Stakeholder participation -an approach whereby interest groups exercise their right to influence the design and execution of initiatives and not just be passive recipients of project benefits

Sustainability- the ability of a project to continue even after donors withdraw support

Project performance -the degree of success a project exhibits when measured against key performance indicators (in this case time, cost, and sustainability)

Project identification- a stage in the project cycle management where the project to be implemented is chosen. The target group, cost and source of funding is also defined at this stage

Project execution- a phase of the project where the actual activities of the project are undertaken

Project funding- determining the source which will provide the require input to the project

Project Monitoring and Evaluation- A phase in the project when data that is meant to measure progress is collected. This data is used to inform adjustments in the project.

1.11 Organization of the Study

Chapter one describes the background of the study while describing the problem statement that needs to be researched on. It has given the objectives of the study, significance of the study, possible limitations and delimitations as well as the assumptions. Chapter two presents the available literature on factors that influence stakeholder participation in projects. Chapter Three presents the method in which this study will be undertaken. The chapter will cover the research design, target population, sampling procedure, methods of data collection and data analysis procedures. Chapter

Four will present and interpret the study findings while Chapter five will give the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the available literature concerning the factors influencing stakeholder's participation in projects. The chapter also presents both theoretical, empirical and conceptual frameworks on which the study is based.

2.2 Performance of Agricultural Projects

In the past, most occupations in the public arena were taken care of by assigned lasting associations – be it the development of a scaffold or a street, sorting out a social or a games occasion, building up another mechanical item, tending to an examination issue or attempting another medication (Stauss, B., and Murphy, 2012). Throughout the most recent decades, notwithstanding, projects have turned out to be progressively essential as an approach to arrange work. Like never before previously, projects are utilized to illuminate huge undertakings of open utility. They work crosswise over associations, and are ended when the arranged errand is finished (Tseng & Penning-Rowell, 2012). There has been a critical increment in the measure of such significant projects – not least in parts, for example, seaward, foundation and data innovation. In any case, projects are likewise sorted out inside individual associations. This implies their esteem included and benefit progressively depend fruitful projects (Knut, 2007). In any case, history is packed with instances of extraordinary projects that were effectively actualized before foundation of projects or advancement of Gantt outlines such projects incorporate; the Pyramids of Giza, Great mass of China and Coliseum (Tom Joseph, 2014)

Projects are utilized in all financial and non-monetary domain as methods for sorting out the movement, focusing on the accomplishing the wanted destinations. There is an immediate connection between projects, projects portfolio, programs and the authoritative methodology. Projects, as the fundamental criteria for change making and management (Cleland, Gareis, 2006), are utilized to actualize methodologies. Meskendahl (2010) alludes to projects as the central building square utilized in

actualizing techniques, in this way business achievement is controlled by the projects accomplishment. As per PMI (2013), setting projects to vital targets conveys an incentive to an association. Actualizing fruitful projects produces effects that are positive on the association, influencing short and medium also long-haul improvement.

The subject of business achievement is identified with parts of profitability and upper hand. A few examinations have been made in this field because of the significance of finding what achievement is and how it is estimated. Achievement drew nearer in association with projects is much increasingly imperative since the quantity of falling flat projects is amazingly high, more than 33% of projects neglecting to achieve their goals (PMI, 2013).

At the outset, the completion of the project was suggested as achieving the objectives and results ranked in line with past situations of time, cost and performance. As information in the Executive Directors project, the "brilliant triangle" is seen as insufficient to complete the project. The completion of the project was seen as a complex and multidimensional idea that included many characteristics (Mir, Bennington, 2014). The projects are interesting and stimulate why the project completion criteria start with one project and then the next project (Müller, Turner, 2007). To build a much more multifaceted nature, in recent decades, the idea of project completion has come close to stakeholders' observation (Davis, 2014), recognizing that achievement means different things to different individuals (Shenhar et al., 2001). What determines the completion of the project, which has been referred to as progress factors, is even closer and is seen as an exceptional conspiracy.

The completion criteria were identified by Muller and Turner (2007) as factors for measuring project achievement. Since project owners may see the completion of the project fully, long-term criteria are needed to reflect their interests and perspectives (Dvir et al., 2006). Westerfield (2003) stresses the importance of meeting stakeholders as a fundamental criterion of achievement, an integral part of the infinite time triangle, the expenditure and quality plan, and that close periods should be considered. It is impossible to build a lot of appropriate criteria for a project (Mir, Pinnington, 2014). Although some

criteria may be important in estimating the completion of most projects, they must be modified to measure them, their multi-faceted nature, duration, type, and the basic requirements of stakeholders. Yun, Choi, Oliveira, and Mulva (2016) created performance metrics for capital project metrics on a stage basis and provided a set of KPIs. The device utilizes cost, timetable and quality as the key pointers to estimating project performance.

This extended dimension of unpredictability when moving towards parts of the enterprise boom is normal and is controlled by the dynamic state where projects are executed. During the execution of the project, executives who write progress criteria are always strengthened by measurable or non-quantifiable things, and by the end of the situation, the heads of projects who manage the conditions for implementing projects that do not have clear completion criteria. One of the conditions of achievement noted by Davis (2004), based on a comprehensive written study, is that achievement criteria must be waived with stakeholders before the start of the project and that the repeated questionnaire is repeatedly focused on the project.

2.3 Stakeholder Participation and project performance

Hitt, Freeman & Harrison (2001) stated that the term stakeholder was first used at the Stanford Institute in the 1960s. The institute insisted that administrators need to understand interests of shareholders, employees, lenders and suppliers to develop the objectives that stakeholders can support. This term is becoming increasingly common since Freeman (1984) 's important text "Strategic Management: Stakeholder Approach".

According to (Boddy, 2003) stakeholder is an individual or group who may affect or be affected by activity, decisions or impact of a program. Stakeholders can be directly involved in the program or may have interest that is negatively or positively influenced by completion of a particular program. Stakeholders may have competing interest and that may affect performance of the program if the potential resultant conflict is not prevented or managed well. They may also influence the program, its deliverable and project teams so as to attain a set of outcomes that satisfy their business interest or other needs.

Project stakeholders comprises of the entire the project team and all interested parties that either work for the organization or are outsiders to the organization. It is the duty of the project team to identify internal and external, destructive and constructive, and advising and performing stakeholders in order to decide on the project requirements and the anticipations of all the parties involved (Williams, 2008). Grunig & Huang (2000) noted that different groups varied their level of activity according to their interest in the issue. In the age of social media, these changes can be made almost in real time. As a result, awareness of the issues and constraints and the level of participation can all change unexpectedly. In fact, stakeholders that were previously not considered important to organizations and issues can be described by third parties and by the media, which complicates the traditional understanding of who matters and why organizations (Luoma-aho & Paloviita, 2010).

Stakeholder participation leads to the development of lasting, constructive and responsive relationships that are critical to the proper design and execution of projects. Effective stakeholder engagement strengthens the social and environmental sustainability as well as enhances project acceptance and ownership. It is both an end in itself and also means to achieve project outcome, an end in the sense that stakeholders or citizen participation in decisions that affect them is regarded as a right. Moreover, this double benefit is true in peace, human rights, environment and democratic governance related projects (UNDP, 2017). The pattern, degree and regularity of stakeholder involvement should be equivalent to the type and size of the project, its threats and potential impacts, and the level of stakeholder concern. The extent to which the project affects the rights and interests of different stakeholders and the authority and influence of certain stakeholders will affect the strategies and approaches of participation required.

Stakeholder theory stipulates that a business should operate so that those who have a stake in them benefit (Govender& Abratt, 2016). The above view alludes to the seemingly ongoing conflict experienced by organizations in managing for stockholders while at the same time, having to account for the organization's stakeholder as well. Clark, Steckler & Newell (2016) aver that the above debate occurs at theoretical level

while in practice managers of organizations have a different view. The empirical research shows that firms accept and absorb the paradoxical tension between management and shareholders versus stakeholder balance (Clark et al., 2016). They also argue that tension can be a source of innovation and change because it represents an active response by the administration to accept the paradox, (Clark et al: 2016).

Elenor J, et al., 2017 reviewed 82 case studies around the world regarding local level stakeholders engagement on biodiversity conservation initiatives. The case studies spanned a period of 16 years and covered 52 countries with 33% of the cases coming from Africa, 23% from Asia, 13% from North America and 10% South America. The study associated involvement of stakeholders in decision making, consistency of stakeholder input, transparency and trust between stakeholders and planners to attitudinal change. (ADB: 2013) reported that stakeholder consultations that were made during preparation of investment plan for a climate change fund had positive impact on climate change awareness. The consultations resulted in innovations including inclusion of fund for CSOs in the plan. The process managed stakeholder expectations and created country ownership of the final program. According to a study by OECD (2015), water distribution reform experiences in Canada, South Africa, the United States, England and Wales have demonstrated that stakeholder participation processes can lead to a deeper understanding of the desires of various water users, expose the perception on proposed allocation reform and achieves trade-offs.

In Kenya, Maina (2013) conducted a study in Nakuru and established a relationship that is positive between stakeholder involvement in project identification, selection, participation in project funding, project participation, participation in project monitoring and evaluation of the success of economic stimulus programs and participation was seen entirely without paying attention to levels. Golicha (2010) conducted a study in Garissa and discovered that the degree of stakeholder participation was not sufficient at the most important stage in project formulation, design and execution, and the study did not assess the results of little stakeholder participation.

2.3.1 Stakeholder Participation in Project Identification and Performance of Agricultural County Projects

The project stakeholders are people or associations that are effectively engaged with a project or whose intrigue might be influenced because of project execution or project fruition and should apply impact over the projects target and result. Stakeholders' advantage for having their desires comprehended and overseen through correspondence of proper information and guaranteeing that the stakeholders comprehend what bolster the project needs from them. Stakeholders have a share in the result of the project. This could be in the form of an intrigue, a right, possession. Rights can either be legitimate or moral proprietorship in a condition (Carol, Cohen, and Palmer, 2014).

The commencement forms determine a project's nature and its extent. If this phase does not work well, the project is unlikely to be effective in meeting the needs of the network (Nijkamp et al., 2012). The key project controls required here are a comprehension of the project condition and ensuring that every single fundamental control are consolidated into the project. According to Albert (2014), any deficiencies must be taken into account and a proposal for reform must be made. The foundation stage should include an arrangement surrounding the associated territories: analysis of essentials / requirements in quantifiable objectives, assessment of current activities, financial investigation of expenditures and benefits including the financial plan, stakeholder examination, including clients, support for work force for the project, approval project elements costs, pledges, expectations and schedule.

Shepard & Gonzalez (2015) surveyed the viability of associations through meetings with administrators of twenty unique projects. The projects secured vitality, aviation, and compound undertakings. As per their examination, stakeholder Involvement the board taking care of issues was discovered desirable over vertical administration structure. They named correspondence among the chiefs as a basic need. Moreover, they found the project factors, for example, obviously characterized objectives, job clearness, collaboration esteems, adaptability because of need and a group duty, as basic factors for progress (Fudge & Wolfe, 2014).

Real and substantial stakeholders should be distinguished and their capacity and impact comprehended to deal with their potential effect on the projects (Curley, Steve and Ricky, 2012). Identification of stakeholders is a piece of the project arranging procedure, and comprises of lifting people and gatherings take into consideration by the project or be affected by it, suitable techniques would then be able to be detailed and actualized to expand a stakeholder's certain impact. This turns into a key hazard the board issue for project chiefs. Inability to proper the association between the hazard the board and stakeholder's administration has prompted innumerable project disappointments (Malunga and Banda, 2012).

Magret (2016) led an investigation into impact of stakeholder participation on the execution of benefactor subsidized projects and found that stakeholder participation in project inception impacts project execution decidedly. At the point when stakeholders are associated with necessities investigation, proposing arrangements and project identification it would expand project agreeableness. Inability to include the key stakeholders in the underlying and arranging phases of the project cycle prompted project postponement and along these lines likewise expanded expense of the project migrating and overhauling (Joseph and Patrick, 2017).

2.3.2 Stakeholder Participation in Project Execution and Performance of Agricultural County Projects

To achieve a project intends to carry out proposed exercises in the form of application with a means to achieve project objectives and transfer results and yield. Its prosperity depends on many internal and external components. The most important of which is a set of highly effective projects and a convincing monitoring of project progress and related uses. In general administration must be assumed control by the lead accomplice and project chief, who is regularly utilized or connected by the lead accomplice. The project the executives must have an effective administration framework and dependably must be adaptable to current needs and changed circumstances, as the project is once in a while actualized precisely as indicated by the underlying arrangement. By the by, the organization should intend to convey quality outcomes and yields. Quality methods

meeting desires depicted in the application and those concurred inside the organization (Interact: 2017).

Amid the execution stage every one of that was finished amid the arranging stage is put vigorously by recipients. The stage must be participatory and therefore constrained by stakeholders. In the midst of this opportunity, recipients have the opportunity to participate in contributing to the project. Commitment could be in real money or in kind; work and materials, among others. Network commitments (money and in-kind) towards a project make a feeling of proprietorship in the recipients and prompts supportable projects (Paddock, 2013).

Dongier (2013) analyzed what adds to effective advancement activities and he reasoned that when networks contribute money or in kind it uses nearby resources in this manner lessening reliance on outside resources, makes a feeling of network possession, guarantee that outside impacts don't modify or manage decisions, and accurately discover the genuine needs of recipients. Taking a gander at how viable Indonesian water projects were during the 1990s, Isham and Kahkonen (2018) discovered that where family units took part in any capacity the projects performed well. Guaranteeing straightforwardness with respect to singular family unit commitments towards the project added to a decline in the propensity for euphoria riding by some network individuals.

Khwaja (2014) completed an investigation on the effect of recipient association on projects in Northern Pakistan. He found that network participation isn't constantly valuable. He found that it was significant in non-specialized issues yet not in specialized issues. He by and large discovered that recipient association, specifically money and in-kind commitment prompted economical projects. Polak (2008) audited many contextual investigations and accentuates that there are a few projects (which are capital serious and specialized in nature) which call for outer guide. Despite what might be expected, different cases surveyed by the creator, were found to require full network commitment.

In addition, Paddock in 2013 assessed three projects and watched the accompanying: An El Salvadoran scaffold project had an expansive network money commitment amid construction. This project has been fruitful concerning network and government

commitments in the structure and development, just as to a quality completed item. At the point when the project was checked on months after the fact after its execution, it was observed to be practical. What's more, participation at this stage results to capacity building and strengthening as individuals learn by doing (Kelly, 2011). The writing analyzed recommends that network money commitments is the most referenced factor in guaranteeing project achievement, while in-kind commitments, network contribution on basic leadership and monitoring and assessment are additionally referred to severally. More or less, ponders show money and in-kind commitments as compelling in guaranteeing project manageability. Commitments permit utilization of neighborhood resources, lessen reliance disorder and make a feeling of possession which are key for manageability and project achievement.

2.3.3 Stakeholder Participation in Project Funding and Performance of Agricultural County Projects

Nyandemo & Kongere (2010) define project funding as an attempt in which labour, material and monetary resource are controlled so as to start a unique range of work of particular design in a specified period, rate and value in order to attain a desired outcome. It is an activity involving series of prearranged and harmonized actions and procedures for carrying out identification, training, review and execution of project.

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 funding 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 (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).

2.3.4 Stakeholder Participation in Monitoring and Evaluation and Performance Agricultural County Projects

Monitoring is a nonstop procedure of gathering and dissecting data to think about how well a project, program or approach is being executed against anticipated outcomes. Monitoring goes for furnishing directors and real stakeholders with standard criticism and early signs of advancement or deficiency in that department in the accomplishment of proposed outcomes. It for the most part includes gathering and breaking down

information on execution procedures, systems and results, and suggesting remedial measures (Schultheis, 2009).

As per World Bank (2010), participatory monitoring and assessment is a procedure through which stakeholders at different dimensions take part in monitoring or potentially assessing a specific project, program or arrangement share power over the substance, the procedure and the consequences of the monitoring and assessment movement and take part in taking or distinguishing remedial activities. Participatory M and E centers around the dynamic engagement of essential stakeholders.

Stakeholder participatory monitoring impact accomplishment in ecological control project. The Involvement of project-influenced stakeholders in monitoring ecological and social effects and alleviation prompted achievement in natural administration. It is additionally great practice. In connection to a stakeholder contribution in project monitoring, care ought to be taken in the selection of delegates and the choice procedure ought to be straightforward. Involvement of the stakeholder in supervision and monitoring has huge impact on the project result. The effects of stakeholder Involvement are similarly thought about the execution of projects. Coulter (2010) centers around association issues in his examination which assume significant job in project result.

Involvement of the stakeholder is a component of authoritative ability that bargains with stakeholder-related basic leadership, with regards to program execution. They found that compelling basic leadership through Involvement with stakeholders influences association's project execution. Glass (2012) noticed that a system of project answering to make auto versatile emanation control procedures, activities and accomplishments increasingly straightforward, to build correspondence execution, build up a notoriety for capable conduct and accomplish set goals. Association of stakeholder through monitoring and detailing in auto portable control projects contributes by distinguishing difficulties around execution. Senior pioneers in associations can embrace stakeholder Involvement as a chance to impact different associations and make arrangement to structures and procedures to help the vision and mission of project execution (Katiku, 2011).

Monitoring and assessment is the last stage in the project cycle. Being participatory it redistributes control for settling on choices and giving this capacity to the general population who are immediate recipients of the project (Mulwa, 2013). Participatory M and E perceives that nearby individuals have information and encounter and can survey the project dispassionately. A participatory project amid inception, arranging and usage should evaluate similarly and stakeholders ought to be enter players in every one of the stages (Mulwa, 2013). Mulwa accentuates that the procedure guarantees neighborhood possession and responsibility not exclusively to the activity and its result yet more essentially, to the fate of the program development.

Stakeholder Involvement in monitoring automobile emission control project through providing project progress feedback, effective reporting of project progress and reporting on risks and taking action to enhance improvement of the project influence performance of the project to a very large extent (Eric, 2016). The study further found that stakeholder Involvement in automobile emission control project led to cost efficiency, reduction on carbon emission, customer satisfaction and reduction in emission rate to a very great extent.

2.4 Theoretical Framework

This study is grounded on two theories namely Freeman's stakeholder theory and resource-based theory posited by Edith Penrose. The two theories supplement each other as the stakeholder's theory addresses the question of importance of stakeholder engagement to the firm while resource-based theory addresses the aspect of resource as enabling and motivating factor in stakeholder engagement.

2.4.1 Stakeholder Theory

Stakeholder theory was proposed by Dr. F. Edward Freeman in 1984. It affirms that associations ought to consider the worries of people and gatherings that can influence or are influenced by their exercises. When settling on choices and accomplishing authoritative objectives Stakeholder theory takes their attention to the linkages between the association and others in its internal and external situation. It similarly takes a gander at how these connections influence how the association directs its exercises (Filippone,

2012). Bourne (2009) clarifies that stakeholders can emerge out of inside or outside of the association. For example, stakeholders of a project incorporate clients, workers, investors, providers, contractual workers, non-benefit network associations, government, and the neighborhood network among numerous others. The Center's thinking in stakeholder theory is that associations that deal with stakeholder contacts successfully will last longer and outperform those of non-governmental organizations (Freeman 1994). Slope and Jones (2012) express that stakeholder theory can be utilized to purchase in the network trust in a project. A similar view is bolstered by Walumbao (2011) that built up that stakeholder theory give standards in which network interests as a stakeholder are distinguished, dissected and can be satisfied. Danny (2014) opines that relying upon how the network interests are distinguished and broke down, choices can be made by a firm that assistance the network or possibly keep hurt from going to the network. These choices might be to play by the principles of the diversion, hold fast to legitimate contracts, or follow up on objections or weight offered as a powerful influence for the firm. Of more intrigue, trust is a principal part of the ethical treatment of network inside the organization-stakeholder relationship. Network confides in the association to return advantage or securities from mischief equivalent with their commitments or stakes (Kilpatrick, 2005). The overall hypothesis of the theory, that stakeholder participation is instrumental to interventions is adopted by the study. The study further tests the applicability of the theory to climate smart agriculture in Wajir County.

2.4.2 Resource Based Theory

The theory was proposed by Barney in 1991. The center definition of a resource-based approach is that hierarchical resources and capabilities can fundamentally change across firms, and that these distinctions can be constant (Hijzen, Görg and Hine, 2005). In case the resources and capabilities of the company are mixed and sent legitimately, they can make the upper hand of the company. Firms with higher upper hand will in general make a feeling of trust in stakeholders that their help, regardless of whether money related or something else, will be esteemed and put vigorously. The resource-based view of theredistribution of works is a recommendation that an association that needs profitable, uncommon and unrivaled resources and capabilities will seek an external resource to

overcome this shortcoming (Müller & Jugdev, 2012). The focal point of the agency theory initially was on the connection among directors and stakeholders (Hair, 2006), however had extended over the period on clarifying the connection between two between firm subjects. In that setting we relate the theory of the agency in understanding the connection between the project and the redistributed resources (Dvir, Sadeh & Malach-Pines, 2006). Stakeholders need to be engaged with projects that have the resources accessible very much oversight. Re-appropriated resources will in general encourage the decrease of expenses of the whole project. Therefore, stakeholders can be persuaded that the project chiefs are moving in the direction of the accomplishment of the project at least expenses for most extreme utility and advantage.

2.5 Conceptual Framework

The conceptual framework gives a picture of how the variable is related to each other. The variable specified here is independent, independent and variable moderation. It affects the independent variable and determines the effect of another variable (Mugenda1999).

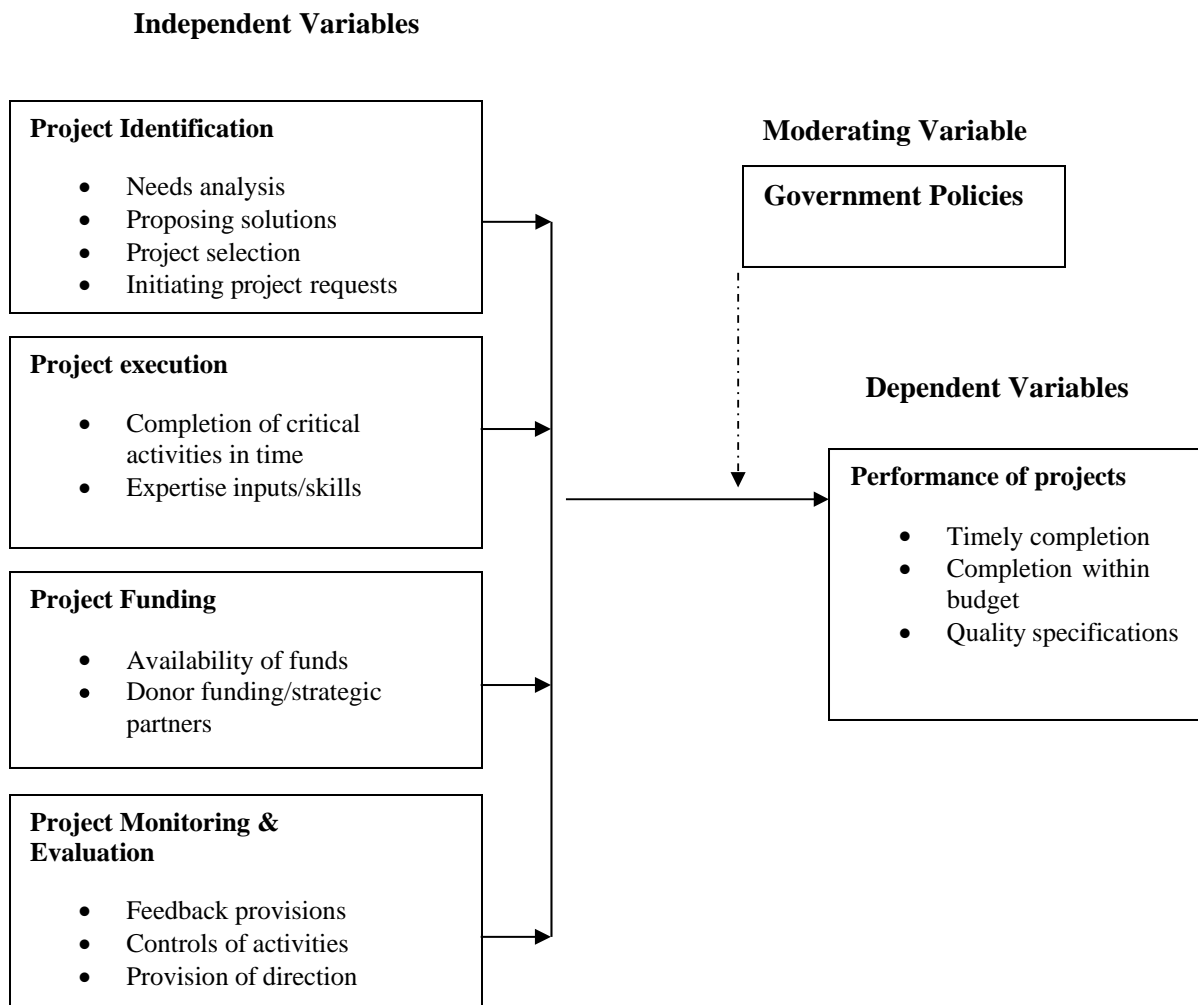


Figure 1: Conceptual Framework

2.5.1 Discussion of the Conceptual framework

The study focusses on the influence of stakeholders' participation in performance of agricultural project in Wajir County and specifically to climate smart Agriculture project. The independent variables of the study are stakeholders' participation in Project Identification, Project Execution, Project Funding, and Project Monitoring. The dependent variable is project performance. The fact that project is implemented in phase necessitated the study of stakeholder involvement in different phase for ease of undertaking study and coherence.

2.6 Summary of the Chapter

The chapter has examined literature on stakeholder participation and its effect on project performance. Most researchers seem to agree that stakeholder participation influences project outcomes. However, most of the researches tend to analyze its influence not holistically but on one performance indicator of measuring project performance. In addition, the researchers present findings on positive influence but are silent on possible negative influence stakeholder participation may have on project performance. This study sought to find out how stakeholder participation influences three (3) key indicators (time, cost, and quality specification) of project performance and further identify whether there were any negative effects.

2.7 Research Gap

This literature review has presented some of the latest academic thinking and theories on the contribution stakeholder participation make in performance of projects. Many of these sources strongly support the importance of stakeholder participation in project performance. However, few of these sources show how genuine participation of stakeholders in project management bears direct positive impact in successful project performance. From the reviewed literature on stakeholder participation in projects, it is evident that many questions remain unanswered. The study sought to bring out the influence of stakeholder participation on project performance. The contextual experiences of stakeholder participation in project participation and similar programs run by other organizations are not fully researched and documented. There is also very limited

documentation by Wajir County on stakeholder participation in project performance. There is scant amount of research and critical analysis that has been undertaken in the field of stakeholder's participation in performance of projects in Kenya especially Wajir County. However, the government is at the forefront of devising policies, processes and practices that support genuine participation of stakeholders in their project and program execution. Although significant progress has been made, further evidence is required to build counties understanding of the determinants of stakeholder's participation in project performance of county government projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter provides a synopsis of the methodology to be applied in the study. This includes: research design, study's population, sample size, sample framework, methods of data collection, procedures of research and data analysis and presentation.

3.2 Research Design

This study applied descriptive survey research. Descriptive survey research designs are used in introductory and investigative studies to enable researchers to collect, summarize, display and interpretation of information for clarification purposes (Orodho, 2002). Descriptive research determines and reports the way things are (Mugenda and Mugenda 1999). Borg & Gall (1989) noted that descriptive surveys aim to generate statistical information on different aspects of education that may be of interest to policymakers and educators. This study is suitable for descriptive design. Chandran (2004) refers to research design as a concept of conditions for data collection and analysis in such a way that its relations with the economy of procedures are established. Krishnaswamy (2009) argues that research design requires a description of the procedures used to conduct the research study. The researcher collected the requisite data and reported the method of objects without altering some variables.

3.3 Target Population

The population is defined as a whole group of individuals, situations or objects that have certain observable characteristics (Mugenda & Mugenda, 2003). The study targeted project stakeholders: donors (World Bank and Agriculture department in Wajir County Government), the implementing agency (Kenya Climate Smart Agriculture), project execution committee and the project beneficiaries.

Table 3. 1: Target population category

Target Population Category	Target Population
Department of Agriculture	20
Beneficiary farmers	180
Service providers	20
Total	220

(Source: Agriculture climate smart project monthly report for January 2019)

3.4 Sample Determination and Sampling Procedure

The sample is a small group selected from a specific population group (Mugenda & Mugenda, 2003). Sampling as a measure used by the researcher to gather people, places or objects to study is to select a number of persons or objects from a population group so that the selected group includes characteristics that represent characteristics found in the whole group (Orotho & Kombo, 2002). According to Mugenda & Mugenda (2009), the sample size from 10% to 30% is sufficient for the descriptive survey to generalize observed characteristics. (Krejcie & Morgan, 1970) provided a table with which one can determine a sample size from a population in an accurate manner. Therefore, based on this table, the study sampled 136 respondents from the target population of 220 respondents. The study further obtained the sample for the respective group through proportionate stratification formulae. The formula is simple and scientific. Stratified random sampling is tasked with ensuring inclusivity in the subgroups sample, which is completely removed in other ways from sampling because of their small population (Mugenda & Mugenda, 2003).

The choice of the sample size is influenced by the sample size formula used. It is on this premise that the study used the formula in equation 3.1 as derived by Yamane (1967) to

calculate the sample size since it is simple, scientific and it can be applied to large population.

$$n = \frac{N}{1 + N(\epsilon^2)} \dots\dots\dots 3.1$$

Where n is the sample size, N is the target population and ϵ denotes the precision error. Given a target population of 0 and a margin of error of 0.05, then the sample size is;

$$n = \frac{220}{[1 + 220(0.05^2)]} = 135.6 \cong 136. \dots\dots\dots 3.2$$

According to Noordzij et al. (2010), sample size calculations should be performed with caution because they are very sensitive to errors. Researchers are therefore encouraged to seek statistical advice from experts during the designing phase of the study. The study therefore used simple random sampling to identify 136 respondents.

The sample size for each stratum is determine using proportionate stratification. The stratum size was obtained using this formula: (sample size/population size x stratum size). The result is shown in table 3.2

Table 3. 2: Sampling frame category

Sampling Frame Category	Target Population	Sample size
Department of Agriculture	20	12
Beneficiary farmers	180	112
Service providers	20	12
Total	220	136

3.5 Data Collection Procedure

In data collection, the research primarily relied on questionnaires to collect primary data. The researcher relied on research assistants to collect data using questionnaire. The research assistant was trained on data collection using the predesigned tool for the study. The questionnaire was divided broadly into two parts; A and B. Part A included demographic data of the respondents. Part B was the main body of the questionnaire and comprised of questions on ways of community participation, influence of participation on project performance, barriers to effective community participation and ways of improvement. The researcher used an interview guide to conduct the key informant interviews.

3.6 Validity of Research Instruments

Borg & Gall (1989) point out that precision is the precision with which the test measures what is meant to be measured. Borg and Gall (1989) have further emphasized that validity of content is enhanced by expert judgment. As such, the researcher sought the support of the assigned supervisor, who, as a research expert, helped enhance the validity of content of the instrument.

3.7 Reliability of Research Instruments

Reliability is defined as the extent to which a research instrument produces results that are consistent after recurring trials (Mugenda and Mugenda (2003). A pilot study was done to 5 respondents from the target population. A test and re-test ensured reliability of the instrument of data collection.

3.8 Data Analysis

Analysis of data required examination of what has been collected for decision-making and inferences. Data analysis was carried out after four stages, usually followed by social science research. These are: data cleaning, data reduction, data differentiation, interpretation and encryption. Cleaning data required editing, encryption and tagging to detect errors and errors. The data that has already been cleaned and entered into a

computer was encoded in the statistical package of social scientists (SPSS) V.20.0 for analysis. The appropriate symbols and variable and reverse specifications was created to check for possible erroneous entries before parsing. Data analysis for this study was undertaken concurrently in two fronts; qualitative and quantitative.

3.9 Ethical considerations

The researcher obtained a permit to conduct the research from National Commission for Science, Technology and Innovation (NACOSTI), as well as an introduction letter from the ODeL Campus of the University of Nairobi. The study will not use the information from respondents for any reasons other than for academic research purposes. Anonymity of the respondents and confidentiality was assured. Respondents were allowed to participate in the research willingly, and upon informed consent.

3.10 Operationalization of variables

This section analyses the operational definition of variables. Variable are given in Table 3.3

Table 3. 3: Operationalization variables

	Objective	Variable	Indicator(s)	Measurement Scale	Data Collection Method	Data Analysis
	To establish the influence of stakeholder participation in project identification on project performance	Project Identification Phase (Independent Variable)	<ul style="list-style-type: none"> • Stakeholder analysis • Problem analysis • Working groups 	Nominal	Questionnaire	Descriptive

	To establish the influence of stakeholder participation in project funding on project performance	Project Funding Phase (Independent Variable)	<ul style="list-style-type: none"> • Completion of critical activities in time • Expertise inputs/skills 	Nominal	Questionnaire	Descriptive
	To establish the influence of stakeholder participation in project execution on project performance	Project Execution Phase (Independent Variable)	<ul style="list-style-type: none"> • Availability of funds • Donor funding / strategic partners 	Nominal	Questionnaire	Descriptive

	To establish the influence of stakeholder participation in project monitoring and evaluation on project performance	Monitoring and evaluation phase (Independent Variable)	<ul style="list-style-type: none"> • Feedback provisions • Controls of activities • Provision of direction • Prioritizing Decisions 	Nominal	Questionnaire	Descriptive
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents findings of data analyzed and interpreted in line with the study objectives. The findings are presented in form of tables and figures showing frequencies, percentages, mean and standard deviations.

4.2 Respondents response rate

The study used questionnaires and key informant interviews as tools for data collection. The study targeted 112 project beneficiaries, 12 staff members from the department of Agriculture, as well as 12 service providers for the Climate Smart Agriculture implementing authority. The study achieved a 67.8% response rate from the 136 questionnaires administered, since 92 questionnaires were duly filled and returned. Mugenda & Mugenda (2003) posits that a response rate of 50% is adequate for analysis and reporting; a rate of 60 % is good and a response rate of 70% and over is excellent.

4.3 Demographics of the Respondents

The background information of the respondents included: age, gender and highest level of education. Profiles of the respondents who participated in this study are shown in the subsequent sections.

4.3.1 Age of Respondents

The respondents were requested to indicate their respective ages. The results are as shown in Table 4.1

Table 4. 1: Age of Respondents

Age	Frequency (f)	Percent %
20-30 years	1 2	13
30-45 years	3 0	33
45-60 years	3 5	38

Above 60 years	1	16
	5	
Total	9	100
	2	

From the study findings, it can be noted that 13% of the respondents were aged between 20- 30 years, while 16% were aged above 60 years. Majority of the respondents were in their mid-life stages, with 38% of the respondents aged between 45-60 years, while the remaining 33% were aged between 30-45 50 years. This implies that most of the respondents were mature enough to well understand the farming projects they engaged in.

4.3.2 Gender of the Respondents

The respondents were also asked to indicate their gender. The results are shown in the Table 4.2

Table 4. 2: Gender of the Respondents

Gender	Frequency (f)	Percent %
Male	54	59
Female	38	41
Total	92	100

The study findings also show 54% of the respondents being male, while the remaining 38% were females. This shows that agriculture projects in Wajir County are male dominated.

4.3.3 Education Level

The respondents were also requested to indicate their education level. The results are shown in Table 4.3

Table 4. 3: Education Level

Education Level	Frequency (f)	Percent %
Primary	21	23
Secondary	38	41
Tertiary College	20	22
University	13	14
Total	92	100

Majority of the respondents in Wajir County (41%) had secondary education, while 22% had tertiary college education. The remaining 14% had university education while a paltry 13% had only primary education. This shows that those involved in agricultural projects in Wajir county had the necessary education level to enable them understand the best way to make their farming projects succeed.

4.4 Stakeholder Participation in Donor Funded Projects

The study sought to know whether key stakeholders had been involved in Wajir County projects implemented by Kenya Climate Smart Agriculture. The researcher specifically wanted to find out whether the respondents were involved in each of the four phases of the project cycle. The findings were as summarized in the table 4.4.

Table 4. 4: Ways beneficiaries participate in projects

	Mean \bar{x}	Stand ard Devi ation σ
Project Initiation		
Project identification	4.60	.545
Proposing solutions	4.45	.504
Needs assessment	4.45	.846
Overall	4.5	.086
Project Execution		
Taking part in project	3.75	.494

Providing assistance	3.32	.526
Overall	3.53	.215
Project Funding		
In kind contribution	4.63	.540
Cash contribution	4.42	.636
Overall	4.52	.161
Monitoring and Evaluation		
Providing feedback	3.35	.533
Evaluation	3.18	.446
Overall	3.26	.118

It was noted that staff from the department of agriculture were involved only in initiation and M & E phases; while service providers and the beneficiaries were involved in all the four stages of the project. The highest level of involvement was during project execution phase with a mean of

4.63. This was followed by participation in the initiation phase and funding phase, while monitoring and evaluation phase had the least stakeholder participation with a mean of (3.18).

4.5 Factors determining level of stakeholder participation

The study sought to identify factors that determined the level of community participation. From the mean values it was revealed that tangible benefits influenced the level of participation the most as it recorded the highest mean of 4.68. Level of community empowerment was second, flexibility of organization procedures was third while others was last with the least mean of 1.18. Most of the respondents were not able to list the other factors but from respondents who listed the other factors, three factors were cited;

influence of local leadership, community politics and poverty. The summary is presented in the table 4.5.

Table 4. 5: Factors determining level of beneficiary participation

	Mean	Std. Deviation
Tangible benefits	4.68	.616
Level of community empowerment	4.38	.774
Flexibility of organization Procedures	3.80	.758
Others	1.18	.781
Overall	3.51	1.382

The donors and implementing agency cited organization policies and their mandate as factors that determined their participation. The beneficiaries cited tangible benefits, level of empowerment and flexibility of organization procedures as the factors that determined their level of participation.

4.6 Importance of stakeholder participation in projects

The researcher sought to know whether stakeholder participation had any importance in projects. The respondents were therefore asked to rank the importance in each of the four phases and their responses were as seen in table 4.6.

Table 4. 6 : Importance of beneficiary participation

	Mean	Std. Deviation
Project Initiation		
Accountability	4.85	.549
Empowerment	4.55	.504
Project acceptability	4.55	.504
Sense of ownership	4.40	.545
Sustainability	3.80	.758
Project Execution		
Empowerment	4.40	.545
Project acceptability	4.10	.496
Sense of ownership	3.97	.530
Accountability	3.50	.816
Sustainability	3.43	.781
Project Funding		
Project acceptability	4.58	.501
Sense of ownership	4.38	.740
Empowerment	4.35	.622
Accountability	3.67	.859
Sustainability	3.57	.781
Project Monitoring & Evaluation		
Project acceptability	3.55	.552
Sense of ownership	3.45	.597
Empowerment	3.37	1.314
Accountability	3.28	.877
Sustainability	3.05	.677
Total	3.34	.190

It was noted that community participation in the various phases was important but the influence it had in degree of importance differed across the phases. Most respondents felt that beneficiary participation in project initiation was most important in ensuring accountability. Empowerment of communities as a result of participation and project acceptability recorded the same mean, coming second after accountability. Creating a

sense of ownership came fourth while project sustainability was the least important as it had the lowest mean of 3.80.

Participation in funding was seen to influence mostly community empowerment, project acceptability, creating a sense of ownership, accountability and sustainability being the least important. Participation in execution had the following importance listed from the most important to the least important: increased project acceptability, create a sense of ownership, leads to community empowerment, ensures accountability and increases project sustainability. Importance of beneficiary participation in monitoring and evaluation from the most significant to the least significant was increasing project acceptability, creating a sense of ownership, lead to community empowerment, increasing accountability and ensuring project sustainability.

The findings revealed that sustainability as a result of participation was the least in all the phases. When the mean of the importance of participation in the four phases was calculated it revealed that increasing project acceptability was the most important (4.195) while improving project sustainability was the least important with a mean of 3.46.

Asked about the importance of their participation in projects, donors felt it led to empowerment and ensured accountability. The implementing agency saw the importance of their participation as ensuring accountability and improving project sustainability. The PIC felt it created a sense of ownership and ensured accountability.

4.7 Influence of stakeholder participation on project performance

Asked whether they thought their participation influenced project performance all respondents replied in the affirmative. They agreed that participation influenced sustainability of the project, the cost and lifespan of the project. The mean of the three revealed that participation influenced most project sustainability while time was least affected by beneficiary participation. In their explanations a number of respondents stated that the project made savings because some of the costs were catered for by the community. On time, respondents felt that participation led to delay in project execution. Lastly participation increased sustainability due to the sense of ownership.

Table 4. 7:Influence of beneficiary participation on project performance

	Mean	Std. Deviation
Quality specification	1.57	.501
Cost implication	1.25	.439
Timely completion	1.10	.304
Overall	1.306	.241

On how their participation influenced project performance department of agriculture staff members replied that they influenced project cost as their major participation was during the execution stage in the form of cash and in-kind contribution. The implementing agency influenced time as they were solely in charge of monitoring work plans and coming up with corrective measures where there were major deviations. They influenced sustainability by helping the communities continue with the project even after donors withdrew support. The beneficiaries felt that they influenced project monitoring and evaluation because their being involved gave them a sense of ownership that encouraged them to see the project continue.

4.8 Barriers to Stakeholder Participation in projects

When asked about the factors that hindered their effective participation, most respondents cited lack of skills as the major factor as it had the highest mean of 3.90. Others were illiteracy, rigid organization policies and community politics with the least mean was the factor least hindered their participation.

Table 4. 8: Barriers to effective beneficiary participation

	Mean	Std. Deviation
Lack of skills	3.90	.379
Illiteracy	3.70	.648
Rigid organization policies	3.23	.530
Community politics	2.82	.958
Overall	3.41	.484

The implementing agency cited inadequate resources as their biggest barrier to effective participation, as beneficiaries cited lack of skills and rigid organization policies and the donors said their mandate restricted their extent and form of participation. Therefore, for effective participation of implementers they need to be empowered with adequate resources while beneficiaries need to be trained on basic project management skills and implementing organizations need to be flexible in their procedures so that they can accommodate input from other stakeholders.

4.9 Strategies to improve Stakeholder Participation

While beneficiaries felt that giving incentives would be more effective in improving their participation than capacity building and empowerment would, they also felt that other factors besides the two would achieve better results. However, they were not able to state the other ways.

Table 4. 9: Ways of improving beneficiary participation

	Mean	Std. Deviation
Others	2.00	.000
Incentives for participation	1.20	.405
Capacity building and empowerment	1.03	.158
Overall	1.41	.517

Beneficiaries said that for them to participate more effectively they need to be empowered through training while the implementing agency suggested increased funding as participation is costly. Donors cited training in project management skills as a strategy to improve their participation in projects.

4.10 Correlation Analysis

The main purpose of the study was to investigate the influence stakeholder participation has on the performance of Wajir county government agriculture projects. The independent variables were initiation, execution, funding and monitoring and evaluation. The dependent variable was project performance. The study used multivariate correlation analysis in establishing this relationship. The result is depicted in the table below:

Table 4. 10: Correlation Matrix for the Study Variables

		Performance	Initiation	Execution	Funding	M&E
Performance	Pearson	1	.049	-.244	.261	.225
	Sig. (2-tailed)		.763	.129	.104	.163
	N	40	40	40	40	40
Initiation	Pearson	.049	1	.048	.407**	.027
	Sig. (2-tailed)	.763		.771	.009	.868
	N	40	40	40	40	40
Execution	Pearson	-.244	.048	1	-.417**	.146
	Sig. (2-tailed)	.129	.771		.007	.369
	N	40	40	40	40	40
Funding	Pearson	.261	.407**	-.417**	1	.025
	Sig. (2-tailed)	.104	.009	.007		.879
	N	40	40	40	40	40
M & E	Pearson	.225	.027	.146	.025	1
	Sig. (2-tailed)	.163	.868	.369	.879	

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

There is a positive correlation between participation in initiation and project performance as the r value is positive meaning that increasing participation during initiation would improve project performance. However, the correlation is weak as the r value (0.049) is close to zero.

There is a weak negative correlation (-0.244) between participation in execution and project performance as the r value is negative. This means that increasing participation in execution will lead to poor project performance. The r value 0.261 shows that there is a weak positive correlation between participation in funding and project performance. Increasing participation in M & E will increase project performance as the r value is positive but the relationship is weak since 0.225 is close to zero.

4.11 Regression Analysis

The study used multivariate regression analysis in establishing the relationship between the dependent and independent variables. The dependent variable of the study was project performance while the independent variables were: participation in initiation, participation in funding, participation in execution and participation in M & E.

Table 4. 11: Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390 ^a	.152	.055	.26850

a. Predictors: (Constant), Project M &E, Project Execution, Project Initiation, Project Funding

b. Dependent Variable: Project Performance

The regression analysis done using data from respondents shows that there is a positive relationship between independent variables (participation in initiation, participation in funding, participation in execution and participation in M & E) and dependent variable (project performance) as indicated by the value of R (0.390). The results also show a weak correlation between the dependent and the independent variables as shown by the values of R^2 (0.152). The R^2 value (15.20%) indicates how much of the dependent variable, project external audit plan is explained by the independent variables; participation in initiation, participation in funding, participation in execution and participation in M & E. In this case, the variation that has been explained is 15.20%. The remaining 84.80% are explainable by other factors not examined in this study.

Multiple regression analysis was conducted as to determine the relationship between Stakeholder participation and project performance. Project performance is the dependent variable and the independent variables being participation in initiation, participation in funding, participation in execution participation in M & E. As per the SPSS generated the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 0.917 - 0.010X_1 - 0.132X_2 + 0.090X_3 + 0.153X_4$$

From the regression model, participation in initiation has a Beta = -0.010 while participation in funding has a Beta = -0.132, participation in execution Beta = 0.090, while participation in M & E has a Beta = 0.153. These results show that when factors (participation in initiation, participation in funding, participation in execution and participation in M & E) are held constant project performance would be achieved at unit of 0.917. It also shows that a unit increase in participation in initiation would decrease project performance by a value of 1.00%, increasing participation in funding would decrease project performance by a value of 13.2%, while a unit increase in participation in execution would cause an increase in project performance by a value of 9.00% and an increase in participation in M & E will increase project performance by a value of 15.3%. The study further shows that, there is no significant relationship between project performance and the independent variables (participation in initiation, participation in funding, participation in execution and participation in M & E) studied as shown: participation in initiation $p=0.912$, participation in funding $p=0.261$, participation in execution $p=0.370$ and participation in M & E $p=0.122$.

At 5% level of significance and 95% level of confidence, participation in initiation

showed a 0.912 level of significance; participation in funding showed a 0.261 level of significance, participation in execution a 0.370 level of significance and participation in M & E showed a

0.122 level of significance. This shows that all the variables were not significant ($p > 0.05$).

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to determine the influence of stakeholder participation on the performance of county government agriculture projects. The results of the study were presented and discussed in the previous chapter. This chapter summarizes the findings and conclusions drawn. Recommendations for action are made and areas for further research identified.

5.2 Summary of the findings

The section presents the summary of the findings of the study in chapter four according to the objectives. The study found out that stakeholder participation in project initiation influences project performance positively. When stakeholders are involved in needs analysis, proposing solutions and project identification it would increase project acceptability. This finding agrees with Chikati (2009) who stated that involving communities during initiation would reduce chances of project stalling at the execution stage as will own it and therefore be effective in managing it.

On involving stakeholders in project funding, the researcher established that it would affect performance negatively. This finding is consistent with those of a study done by Khwaja (2004). After studying development projects in Northern Pakistan, it concluded that while participation in non-technical decisions improves project outcomes, involving stakeholders in technical decisions actually leads to worse project outcomes.

On influence of stakeholder participation in project execution, the study found that it improved project performance. Contribution of cash or in kind towards a project during execution creates a sense of ownership which leads to project sustainability. The results are agreeable with Paddock (2013) who after studying projects observed that three of the projects where cash contributions from the community were lacking, the projects struggled to be successful. On the contrary, several projects that were successful cited financial and in-kind contributions from the community as the likely cause. Similarly, Kelly (2001) stated that cash and in-kind contribution creates a sense of ownership which promotes project sustainability and results to capacity building

and empowerment.

Lastly the study found out that involving stakeholders in monitoring and evaluation influenced project performance. It would lead to empowerment and increase accountability.

According to IJCR (2013) evidence suggests that project funds alone is not a guarantee for the success of the project and by extension its sustainability. In addition, people must be involved throughout the project cycle if the projects are to be successful and sustainable.

5.3 Discussions

The study found that different stakeholders had participated in the project in different ways. The department of agriculture was involved during execution and monitoring and evaluation. The stakeholder contributed in cash and in-kind during execution while during monitoring and evaluation it was by seeking regular reports from the implementer. Service providers were involved in all the phases. Their participation was largely in providing technical support and liaison role. The project beneficiaries were involved in all the phases. Notably they contributed in kind towards the project; labour, land and cash.

The factors that determined the level of participation in the project were the tangible benefits, level of community empowerment, and flexibility of organization procedures in order of importance. Other factors that were cited by the beneficiaries were poverty levels, influence of local leadership and community politics. This is in accordance with argument of Grunig & Huang (2000) that different groups varied their level of activity according to their interest in the issue.

Respondents viewed community participation to be important in ensuring accountability, empowering stakeholders, increasing project acceptability, creating a sense of ownership and promoting project sustainability. This is consistent with (UNDP, 2017) who stated that Stakeholder participation leads to the development of lasting, constructive and responsive relationships that are critical to the proper design and execution of projects. Some of the barriers to effective participation cited by the beneficiaries were lack of skill illiteracy, rigid organization policies and community politics. They felt that capacity building and empowerment and giving them incentives would make their participation more effective. However, they felt that other

ways would be more effective in improving their participation.

On influence of participation on project performance, the study found that participation influenced project sustainability the most by creating a sense of ownership. It also influenced project cost due to sharing costs among stakeholders and affected project completion time due to delays as decision making would be slow.

5.4 Conclusion

When stakeholders are involved in initiation it has a positive influence on project performance. Participation in needs analysis, proposing solutions and project identification leads to projects being completed within time, within budget and having projects that are sustainable. It does this by creating a sense of ownership and increasing project acceptability which have an impact on the performance indicators.

Stakeholder participation in funding also influences project performance. However, it has a negative influence implying that increasing participation in this phase will lead to poor project performance; notably delay, overspending and project sustainability may not be assured. Participation of stakeholders in execution through contribution of cash or in kind has a positive impact on project performance. It leads to savings due to cost sharing and use of locally available resources. It also creates a sense of ownership which is key in project sustainability.

Similarly, participation of stakeholders in M & E will have a positive impact on project performance. Stakeholders are able to hold implementers accountable thereby contributing to efficiency in terms of time, cost and assuring project sustainability. From the study it can be concluded that project beneficiaries, while willing to participate throughout the project cycle, are limited due to lack of necessary skills. This is observed in technical phases of the project cycle like funding and monitoring and evaluation

Beneficiaries participate more in initiation and execution phases which are often less technical. Therefore, they should be empowered so that they can participate effectively. Organizations also do not give room for meaningful stakeholder participation as they hardly adjust plans following input from other stakeholders.

5.5 Recommendations

It was established that staff from the department of agriculture were involved only in

initiation and M & E phases; while service providers and the beneficiaries were involved in all the four stages of the project. The highest level of involvement was during project execution phase with a mean of 4.63. This was followed by participation in the initiation phase and funding phase, while monitoring and evaluation phase had the least stakeholder participation with a mean of (3.18).

In view of the negative influence beneficiary participation in funding has on project performance, training beneficiaries on funding skills would help as the major reason for that scenario is that beneficiaries lack skills and funding is a technical phase compared with the other three (initiation, execution and monitoring and evaluation).

Donors and other implementing agencies ought to make their procedures flexible in order to accommodate input from other project stakeholders. In most cases organizations inform stakeholders about their projects but do not give room for adjustments when the stakeholders give their input. They view stakeholder participation as time consuming and costly but fail to realize the influence it has on project performance.

5.6. Suggestions for further research

The study recommends investigating how participation influences other project performance indicators other than the three (time, cost and sustainability) that were the scope of this study. In addition, other than empowering communities and giving them incentives, research on other ways of improving participation can be done. The study also recommends an investigation into other factors influencing project performance other than stakeholder participation.

5.7 Contribution to the body of knowledge

This study contributes to the existing body of knowledge by offering an insight on influence of stakeholder participation on project performance. The study has established that participation in the various phases of the project cycle influences project performance and that it has a role in ensuring accountability, empowering stakeholders, increasing project acceptability, creating a sense of ownership and increasing chances of project sustainability.

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APPENDICES

APPENDIX ONE: LETTER OF INTRODUCTION

IBRAHIM ABDI KASSIM

P.O. BOX 205-70200

WAJIR

KENYA

Dear Respondent,

RE: LETTER OF INTRODUCTION TO CARRY OUT RESEARCH

I am a student of the University of Nairobi pursuing a Master's Degree in Project Planning and Management. I am carrying out an academic study on Influence of Stakeholders Participation on Performance of Agriculture Project in Wajir County.

I Kindly request you to participate in this study by providing honest responses to all the questions in the attached questionnaire. The data collected will be kept confidential and used for academic purposes only. In addition, it will enhance knowledge on factors that influence performance of Agricultural projects.

Thank you

Yours faithfully,

Ibrahim Kassim Abdi.

APPENDIX TWO: QUESTIONNAIRE FOR RESPONDENT

Instructions:

Kindly tick the most appropriate answer where there are multiple answers and fills the space wherever provided.

PART A: PERSONAL PROFILE

Please respond to each item by putting a tick (✓) or writing in the space provided.

A1 Gender: Male Female

A2 Your age bracket (Tick whichever appropriate)

Below 20 Years

20 – 29 Years

30 – 39 Years

40 – 49 Years

Over 50 Years

A3 Marital status?

Married Single Divorced

Separated Widow Widower

A4 What is your highest level of formal education?

Certificate	
Diploma	
Higher National Diploma	
Bachelors	
Masters	
PhD	

A5 How long have you been a stakeholder in this project?

- a) 0-1 year ()
- b) 1-2 years ()
- c) 2-3 years ()
- d) 3-4 years ()
- e) 4 years and above ()

A6 How actively are you involved with the project stakeholders?

- f) Very active ()
- g) Active ()
- h) Relatively active ()
- i) Passive ()

PART B: PROJECT IDENTIFICATION AND SELECTION

B1 How were stakeholders to CSA project identified?

- Through stakeholders' meeting Project's team meeting
- No specific known approach
- Others (specify).....

B2 Is there a specific systematic approach that was used to identify project stakeholders?

- Yes NO
- If yes, specify.....

B3 Please indicate your opinion regarding involvement of farmers in determining which farmer is accorded support

- [5] Fully involved [4] partially [3] Not Sure [2] minimal [1] none

B4 Please indicate your opinion regarding involvement of farmers in determining the nature of the project that is Supported under CSA

- [5] Fully involved [4] partially [3] Not Sure [2] minimal [1] none

B5 To what extent do you agree with the following statements about your involvement and other stakeholders on project identification and selection process? (SD=Strongly Degree, D=Disagree, N=Not Sure, A=Agree, SA=Strongly Agree, N/A=Not Applicable)

Statement	S	A	N	D	SD
I participated in the national CSA induction training workshop and this assisted me in the identification and selection process of the CSA initiatives					
I participated in the identification and selection of the CSA projects at the County level					
I was familiar with the CSA objectives					
The other stakeholders were involved in CSA project selection					
I participated in prioritization of CSA projects undertaken					
I participated in the Feasibility Studies carried out before selection of CSA activities					
I Participated in the selection of the CSA project management team at County level					
I participated in preparation of the Project Terms of reference for the participating stakeholders					

B6 Do you agree with the following statement? :

“Stakeholder participation in project identification influences Performance of CSA project”

Strongly Agree [] Mostly Agree []

Barely Agree [] Disagree []

PART C: STAKEHOLDER PARTICIPATION IN PROJECT EXECUTION

To what extent do you agree with the following statements about the nature of the farm support extended to farmers? (SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree, N/A=Not Applicable)

Statement						S A
C1 The quality of seeds provided to farmers were of better quality than previous years						
C2 There is improved disease and pest control measures						
C3 There is improvement in farmers skills						
C4 There is farm infrastructure development						
C5 The is better market access						
C6 Improved water and land management practices						

C7 How the kind of support provided was determined?

Systematic approach- specify the approach No

specific approach Not sure

others, Specify.....

C8 What is the average farmers’ attendance rate in your project activities on a monthly basis?

a) Above 90% ()

b) 70-89 % ()

c) Below 70% ()

C9 Stakeholders frequently participate in planned project activities in my County.

- a) Very frequently []
- b) Frequently []
- c) Rarely []
- d) Never []

C10 Stakeholders are easily consulted on how the project activities are to be implemented.

- a) Very easily []
- b) Fairly easily []
- c) Not easy []
- d) Very difficult []

If the answer is No, why are stakeholders not consulted?

.....

....

C11 Stakeholders are given opportunity to give feedback on the quality of project activities.

- a) Not at all []
- b) Rarely []
- c) Sometimes []
- d) Most of the time []

C12 Stakeholders' views are considered whenever there are changes to the original activity plan.

- Not at all []
- Rarely []
- Sometimes [] Most of the time []

If the answer is No, why are stakeholder's views not considered?

C13 Stakeholders' inputs are sought on how to make the project activities successful.

- a) Very often ()
- b) Fairly often ()
- c) Rarely ()
- d) Never ()

C14 What your opinion on the following statement, "Stakeholders' participation increases risk awareness of the project team

- a) Strongly Agree ()
- b) Mostly Agree ()
- c) Barely Agree ()
- d) Disagree ()

C15 Stakeholders' involvement in project activities increase risk reporting to project management team?

- a) Strongly Agree ()
- b) Mostly Agree ()
- c) Barely Agree ()
- d) Disagree ()

C16 stakeholders' involvement in the project activities improve risk control?

- a) Strongly Agree ()
- b) Mostly Agree ()
- c) Barely Agree ()
- d) Disagree ()

C17 Do you agree with the following statement? :“Stakeholder participation in project execution influences Performance of CSA project”

- a) Strongly Agree []
- b) Mostly Agree []
- c) Barely Agree []
- d) Disagree []

PART D: PROJECT FUNDING

D1. How would you rate funds allocation to projects in the organization? Excellent Good Fair Poor Not satisfactory

D2. How would you rate stakeholder involvement in resource mobilization?
 Excellent Good Fair Poor Not satisfactory

D3 Do donors or other strategic contribute to funding of the project? Yes , No
If yes, how.....
.....
.....

D4. How do you rate stakeholder involvement in budgeting for the project?
 Excellent Good Fair Poor Not satisfactory

D5. Do stakeholders contribute to funding of CSA project?
Yes , NO
If yes, how.....
.....
.....

D6 How efficient is disbursement of funds for financing project activities
 Excellent Good Fair Poor Not satisfactory

D7. Do you agree with the following statement?

“Stakeholder participation in project funding influences successful project execution in the organization.”

- a) Strongly Agree []
- b) Mostly Agree []
- c) Barely Agree []
- d) Disagree []

PART E: STAKEHOLDER PARTICIPATION IN PROJECT MONITORING

E1 The CSA project receives feedback from the stakeholders regarding the quality of the project activities.

- a) Strongly agree []
- b) Agree []
- c) Disagree []
- d) Undecided []

E2 Stakeholders have a representative in the Project management committee who represents their interests in monitoring how activities are implemented.

Yes [], NO []

E3 Stakeholders participate in developing the project monitoring tools.

- a) Most of the time []
- b) Sometimes []
- c) Rarely []
- d) Never []

E4 Stakeholders’ views are taken when generating the monitoring report.

- a. Never []
- b. Not often []
- b. Fairly often []
- c. Very often []

E5 Do you agree with the following statement? :

“Stakeholder participation in project influences successful project execution in the organization.”

- a) Strongly Agree []
- b) Mostly Agree []
- c) Barely Agree []
- d) Disagree []

PART F: PROJECT PERFORMANCE

F1 On average, rate completion of project work plan in the year 2018?

- a) Above 90% [] b) 70-89% []
- c) Below 70% []

F2 On average, rate the completion of project activities on budget or below the budgeted amount?

- a) Above 90% [] b) 70-89% []
- c) Below 70% []

F3 How do you rate achievement of project outcomes

[] Excellent [] Good [] Fair [] Poor [] Not satisfactory

F4 How do you rate overall stakeholder

involvement at different levels of project life cycle?

[] Excellent [] Good [] Fair [] Poor [] Not satisfactory

F5 How you rate the farmers satisfaction with the project outcomes

Very satisfied [] Satisfied [] Neutral [] Dissatisfied [] Very dissatisfied []

F6 Apart from stakeholders' participation, what other factors have contributed to the good performance CSA project?

.....
.....
.....

APPENDIX THREE: UNIVERSITY OF NAIROBI INTRODUCTION LETTER



UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CAMPUS

Your Ref:
Our Ref:
Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

REF: UON/ODEL/NLC/30/004

13th May, 2019

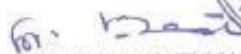

TO WHOM IT MAY CONCERN

RE: IBRAHIM ABDI - REG NO: L50/64891/2010

This is to confirm that the above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Masters of Art in Project Planning and Management.

He is proceeding for research entitled "influence of stakeholders participation on performance of agriculture project in wajir county."

Any assistance given to him will be highly appreciated.



CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

APPENDIX FOUR: RESEARCH AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-10-2113471,
2215149, 2140571, 2215470
Fax: +254-20-1112453, 18149
Email: info@nacosti.go.ke
Website: www.nacosti.go.ke
When copying please quote

NACOSTI, Upper Kabete
DBW Wayo Wayo
P.O. Box 38523-00100
NAIROBI-KENYA

Ref No: **NACOSTI/P/19/75033/30670**

Date: **7th June, 2019.**

Ebrahim Abdi Kassim
University of Nairobi
P.O Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of stakeholders' participation on performance of agriculture project in Wajir County."* I am pleased to inform you that you have been authorized to undertake research in Wajir County for the period ending 7th June, 2020.

You are advised to report to the **County Commissioner, and the County Director of Education, Wajir County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Wajir County.

The County Director of Education
Wajir County.

APPENDIX FIVE: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. IBRAHIM ABDI KASSIM
of UNIVERSITY OF NAIROBI, 363-70200
Wajir, has been permitted to conduct
research in Wajir County

on the topic: INFLUENCE OF
STAKEHOLDERS PARTICIPATION ON
PERFORMANCE OF AGRICULTURE
PROJECT IN WAJIR COUNTY.

for the period ending:
7th June,2020

Applicant's
Signature

Permit No : NACOSTI/P/19/75033/30670
Date Of Issue : 7th June,2019
Fee Received :Ksh 1000

Ammanji
Director General
National Commission for Science,
Technology & Innovation

