

**INFLUENCE OF STAKEHOLDERS PARTICIPATION ON  
PERFORMANCE OF HUNGER SAFETY NET PROJECT IN  
ISIOLO COUNTY**

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**DECLARATION AND APPROVAL**

### **Declaration by the student**

This research project is my own innovation and has never been submitted for any academic reward in any other institution.

Signature ... 

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### **Approval by the supervisor**

This research proposal has been submitted for examination with my approval as the university supervisor.

Signature ... 

**Date: 25/04/2024**

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## **DEDICATION**

This project is dedicated to my husband Abdullahi Mami, my father Abdullahi Hapicha, my mother Habiba Guyo, my brother Halkano Abdullahi, Sister Amina Abdullahi.



## **ACKNOWLEDGEMENT**

I would like to acknowledge my supervisor, Dr. Ibrahim Nyaboga for the guidance and taking time to review and offer valuable input despite busy schedule. I also want to thank

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## **ABSTRACT**

For the past 10 years, the government of Kenya has been supporting hunger safety net programs as evidenced by the annual increment in budgetary allocation. By March 2019, a total of Kshs. 22 billion had been disbursed across the four counties with women directly accessing 60% of the amount. Yet, most initiatives have been found to be unsustainable, with just 10% of them succeeding in producing the anticipated results. Particularly, it is unclear whether living conditions have improved in Isiolo County

despite the Hunger Safety program's operation since inception. The study aim was to determine the influence of stakeholders participation on performance of hunger safety net project in Isiolo County. The study was guided by following specific objectives; to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County, to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County, to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County and to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. The study was guided by three theories including Stakeholder Theory, Resource-based View Theory and System Theory. A descriptive research design will be used be followed by the study. The target population will be a total of 250 respondents including community members and project managers directly involved in the implementation of projects for at least the past three years who were selected using purposeful sampling. Data was collected using questionnaires and analyzed using inferential and descriptive statistics. In addition, documents were analyzed including: project reports, project independent evaluations, social protection policies, scientific journals, other related reports both international and local and websites. Tables and figures were be used in data presentation. This meant that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. The study findings were that stakeholder human resource management had negative influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County. Further Stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced. This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County. Stakeholders participation practices were found to positively improve project performance for up to 39.8 percent. Thus, stakeholder participation is crucial in project performance management. This study concluded that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. The study also concluded that stakeholder human resource management has negative influence on performance of hunger safety net project in Isiolo County. Further, stakeholder communication management is concluded to positively improve performance of hunger safety net project in Isiolo County. The study recommended that project managers to ensure stakeholders capacity is enhanced since this will lead to improved project performance. For enhanced project performance, stakeholder human resource management function to be internal function since stakeholder involvement is likely to increase conflict within the project team and thus reduce performance of the projects. The study recommends that stakeholder communication management and stakeholder monitoring and evaluation to be enhanced across all stages of implementation of the projects.

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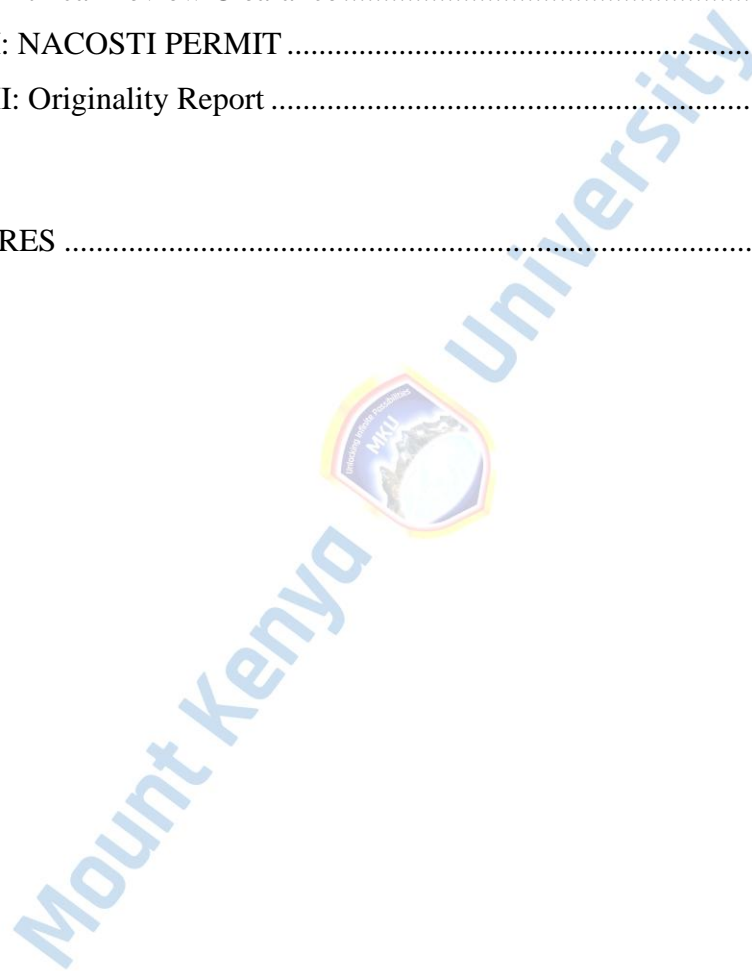
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## ABBREVIATIONS AND ACRONYMS

GoK	:	Government of Kenya
HSNP	:	Hunger Safety Net Program
KLERP	:	Korle Lagoon Ecological Restoration Project
NSNP	:	National Safety Net Programme
PPP	:	Public-Private Partnership
UK	:	United Kingdom



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter provides an introduction of this study on the influence of stakeholder's participation on performance of hunger safety net project in Isiolo County. The chapter begins with the background of the study, which provides context and outlines the key issues that led to the need for this research. The statement of the problem identifies the central research question or issue that the study seeks to address. The purpose and objectives of the study are then explained, followed by research questions that reflect the objectives. The significance of the study is discussed, along with the scope of the study, study limitations, delimitations, assumptions of the study, and operational definitions of terms. Together, these sections provide an introduction to the research project and help to clarify the central research question, the goals of the research, and the potential impact of the study.

#### **1.1 Background of the Study**

Stakeholders can have an impact on whether or not a project and its managers achieve its objectives, according to studies conducted all around the world (Usadolo & Caldwell 2016). Therefore, stakeholders should be deliberately handled in order to improve project sustainability. It is thought that commitment to stakeholder concepts and practices is necessary for the attainment of traditional corporate project objectives. Mellahi and Wood (2018) contend that if project decisions have an effect on stakeholders' well-being, managers have a morally defensible normative duty to them. But despite the growing amount of knowledge regarding the application of project management approaches and the emphasis on the importance of projects' success, projects have been failing to meet

their objectives and have relatively low sustainability levels (Peter, George, Kirui & Luvega, 2019).

On the contrary, without the effective engagement of all interested stakeholders, the goals and objectives of a project cannot be realized (Project Management Institute, 2019). Stakeholder involvement, as defined by Mitchell et al. (2022), is the contact between a company and its stakeholders that tackles knowledge gaps to enhance understanding between managers and stakeholders, assisting in addressing ethical dilemmas encountered by management. In this regard, the absence of stakeholder management has resulted in many problems due to the lack of a person charged with dealing with these problems, due to the owner's inability to solve some problems related to the relationship between the owner and the stakeholders (Matu et al., 2020). Every project, however, has a variety of stakeholder groups, and each group has its own special requirements in addition to its obligations in light of its role as a stakeholder.

Globally, stakeholder involvement has been established to be crucial for all projects undertaken, however their function and amount of involvement vary depending on the setting. Studies undertaken in the developed countries have affirmed that if projects are poorly managed, firms will suffer financial loss, time overruns, and effort expended during various project phases such project initiation, planning, execution, and closing (Kaur, & Lodhia, 2018; Leung, & Olomolaiye, 2021; Saad, Zahid, & Muhammad, 2022). The high failure rate of projects is a result of important stakeholders not being included in project operations, a rise in unethical project behavior, and project stakeholders' lack of dedication. In a study undertaken in China for instance by Li, et al. (2018), it was revealed that the government is the most powerful institution in determining the extent to which stakeholders are involved in projects. Additionally, the significant potential for

influence of end users is noted, pointing to the necessity of a more open and inclusive participatory decision-making process.

The involvement of stakeholders has also been viewed as the most crucial factor that influences how projects turn out in Sri Lanka and India (Isham & Kahkonen, 2020). Another example is in Ghana where in old Fadama project, the community opposed it because they felt that their procedural rights were being violated because they were excluded from the planning and its effects. In Zambia, the present national policy direction on housing aims to ensure inclusivity (participation) and collaborations amongst stakeholders in order to achieve cheap and adequate housing for everyone. For instance, it has been observed that local community information gathering sessions intended to promote local development education have been inconsistent in Uganda. Because of this, the effort to include local communities in meeting their needs is less successful overall (Mubatsi, 2019). Therefore, local engagement must be carried out in an organized manner to ensure its legitimacy and relevance to the project being carried out. (Auditor General's Report, 2018).

This compares to Kenya where in majority of projects done, deadlines were missed, budgets were exceeded, there were issues with product quality, and goals were not met. The failure to include stakeholders in those projects is one of the causes cited for these failures. Specifically, the Hunger Safety Net Program (HSNP), which was introduced in Kenya in May 2008 with a 4-year pilot phase, received a funding commitment from the Department for International Development (DFID) of around GBP 122 million over a period of ten years. The initiative gave cash transfers of Kshs and initially targeted 69,000 beneficiary houses, or 496,800 people. 2,150 for each home, which were later changed to Kshs. 3,500. (GoK, 2019). The Hunger Safety Net Programme II currently targets 100,000 clients, of which 19,200 will receive assistance, and during the 2011 drought,

the program's funding was tripled. In spite of this, the project's performance is still under doubt as the communities are still hunger stricken, and this study is being conducted in light of the aforementioned situations.

Food commodities become into valuable assets in instances of food insecurity, making them a reasonably effective instrument for conflict as well as emotional distress. The creation of a National Safety Net Programme (NSNP) fund in Kenya, one of the main goals of the social pillar of Vision 2030, is intended to provide social cash transfers to the country's poorest and most vulnerable residents. The Kenyan government thus considers critical facets of capacity development, social justice, economic inclusion, and structural inequality in its approach for providing social cash interventions. The four ongoing national social cash transfer projects under NSNP are The Hunger Safety Net Programme (2009), Orphans and Vulnerable Children (2006), Persons with Severe Disability (2010), and Inua Jamii 70 years and above (2018). (GoK, 2021).

Owing to the fact that the majority of projects implemented don't yield the anticipated results due to the enormous obstacles faced in project implementation and the high population complexity increases the need for stakeholder participation (Li et al., 2017). It has thus been demonstrated that stakeholder participation is crucial for ensuring that programs are not only finished effectively but also long-term viable (Mugi, 2014). Participation increases stakeholders' sense of ownership over programs and solutions, which encourages service providers to be more accountable. Building successful project partnerships requires an understanding that various stakeholders have variable expectations for the project and varying definitions of project success. As a result, the project's long-term viability will be significantly influenced by how well it meets the demands of its stakeholders and how highly they regard it.

### **1.1.1 Key hunger safety net project in Isiolo County**

Since 2009, individuals at risk of severe poverty and food insecurity have been assured consistent, timely, and multi-year handouts under the nationwide, poverty-based HSNP program. Lower poverty rates are anticipated as a long-term effect of the HSNP, as shown by higher consumer expenditure, asset retention and accumulation, financial inclusion, better livelihood, and women's empowerment. Kshs overall, in total. The amount invested from 2009 to 2019 is 22 billion. 2019 EDE Framework Data from the HSNP Management Information System (2019) show that rural pastoralist women from impoverished backgrounds make up 60% of the primary recipients—those who get money for their houses. The government has provided Ksh1.1 billion via the Hunger Safety Net Program to poor and vulnerable families in the counties of Marsabit, Wajir, Mandera, and Turkana to shield them from the consequences of drought shocks (HSNP). Additional 58,000 people in the four counties have received Ksh638.6 million from the Authority as part of the portfolio for drought shock responsive cash transfers. The target recipients needed to have been accurately identified for the Hunger Safety Net Programme to overcome the transparency and accountability problems that beset the food aid programs it was intended to replace. The initiative has been providing cash transfers every two months to over 100,000 families in the counties of Turkana, Marsabit, Wajir, and Mandera (FSD, 2022). The Hunger Safety Net Programme was created with the intention of building a long-lasting program that would eventually be turned over to the Kenyan government. Following four consecutive failed growing seasons that have damaged livelihoods and community coping strategies, the counties of Mandera, Marsabit, Turkana, and Wajir are among the hardest afflicted by the prolonged drought. With over 19,000 and 18,000 beneficiaries respectively, Mandera and Marsabit counties received Ksh108 million and Ksh101 million in 2020, while Wajir county had over

17,000 beneficiaries and received Ksh95 million. On the other hand, Turkana County received Ksh195 million in normal HSNP cash transfers and has the most recipients with over 35,000.

The Hunger Safety Net Programme phase 3 is now being implemented in eight counties (Turkana, Marsabit, Mandera, Wajir, Isiolo, Samburu, Tana River, and Garissa). By 2024, it hopes to help 100,000 beneficiary homes, or about 600,000 people, and up to another 250,000 households, or about 1,250,000 people, during drought situations. Under the National Drought Management Authority's Hunger Safety Net Programme, the action was taken to support more families in dry and semi-arid regions that were suffering from drought (NDMA). Through the HSNP, the government has distributed more than Ksh2.6 billion in cash transfers since September 2021, with Ksh8.58 billion going to beneficiaries who are elderly, orphans, at-risk kids, and people with severe disabilities.

The Hunger Safety Net Program's payment method has shown success in serving its intended purpose. To provide a better, more potent solution for the current food assistance programs based on digital channels (FSD, 2022). Due to decreased leakages and reaching a larger pool of beneficiaries, the success of this project finally persuaded the Kenyan government to switch from providing humanitarian food to the adoption of digital solutions for the delivery of social assistance. Thus, one of the key responsibilities of stakeholders throughout the project is to manage the community-based validation of the Hunger Safety Net Programme.

## **1.2 Statement of the Problem**

When everyone lacks access to enough safe, nourishing food to live a healthy and active life, there is food insecurity caused by poverty (Gachie, 2019). This suggests that households lack the resources to access nutritious foods, adequate quantities of food are

not consistently available, and households are not consuming food in a way that is appropriate given their knowledge of basic nutrition and care and the availability of adequate water and sanitation. One of the main goals of the Hunger safety net initiative in northern Kenya, which was started in 2008, was to promote food security. The initiative sought to increase food spending, decrease reliance on food aid, and lower the rate of malnutrition in order to improve food security.

By increasing the budgetary allocation each year, the Kenyan government has been supporting HSNP for the past ten years. Women had direct access to 60% of the Ksh. 22 billion that had been distributed across the four counties as of March 2019. This is a sizeable sum of tax payer money that ought to produce noticeable outcomes. However, the majority of initiatives have proven to be unsustainable, with only 10% of them actually producing the desired results. Although the HSNP is anticipated to have longterm effects in Isiolo County on beneficiaries in terms of increased consumption expenditure, asset retention and accumulation, financial inclusion, improved livelihood, and women's empowerment, the program design has come under fire for having too few connections to other complementary cross-sectoral policy interventions (KSPSR, 2021). Numerous studies specifically indicated that in the county, the sustainability of these projects had fallen short of expectations, which had an impact on the success of the programs and the satisfaction of stakeholders (Karanja & Karuti, 2014). It is unclear whether living conditions have improved in Isiolo County despite the Hunger Safety program's operation since inception. The region's dry circumstances are a significant problem for all industries, leading to a significant rise in food demand as well as dwindling economic options. As a result, the already precarious food security situation has gotten even worse, placing pressure on the host community's most vulnerable

households and making it difficult for them to meet even the most basic dietary requirement raising questions on what role the stakeholders are playing in averting this. Empirically, though various studies have been conducted on the involvement of stakeholders, the findings obtained have been contradictory (Murithi, 2014; Maina, 2016; Yakunu, et al., 2019). Notably, none of these studies determined the effect of stakeholder involvement on performance of hunger safety net projects in Kenya. This implies that the role played by stakeholders in project sustainability of these projects is not fully established by the existing literature presenting a research gap. Investigating this is crucial in ensuring that maximal gains are accrued from hunger safety net project in Isiolo County. This study will aim at addressing this, it will incline to answer the research question; what is the impact of stakeholders participation on performance of hunger safety net project in Isiolo County?

### **1.3 Purpose of the Study**

The study aim to determine the influence of stakeholders participation on performance of hunger safety net project in Isiolo County.

### **1.4 Objectives of the Study**

The study was guided by following specific objectives;

- i) To examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County.
- ii) To establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County.
- iii) To determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County.

- iv) To assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County.

### **1.5 Research Questions**

This study aimed to respond to the following research questions;

- i) What is the influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County?
- ii) What is the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County?
- iii) What is the influence of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County?

### **1.6 Significance of the Study**

The research provides insights that will be highly beneficial to development organizations in their desire to carry out projects with the involvement of stakeholders, acknowledging the significant role that stakeholders participation plays in development. This would be a practical strategy to lessen the frequent occurrences of project failures brought on by lack of stakeholder participation. The research will provide the government the ability to engage stakeholders for improved public project performance, ensuring that there is significant stakeholder interest in the projects, and guarantee that the projects live up to expectations. Additionally, the results may help the government create legislative frameworks and laws that ensure that the design of cash transfer programs guarantees essential elements for the economic participation of recipients who are the poorest and most vulnerable women.

The research intends to uncover crucial shortcomings in the execution of HSNP cash transfers in respect to affecting economic inclusion among its recipients, so program management for the HSNP might benefit from the results. The results of this research will provide HSNP program managers with informative data on beneficiary behavior as well as recommendations for bridging the gaps that have been identified. This may make it simpler for HSNP to create initiatives with strong interventions that cater to the basic needs of the program's female beneficiaries in terms of economic inclusion, such as the pressing requirement for financial literacy training, raising awareness of the problem, gaining access to credit and savings options, among other financial services.

This research will contribute to the body of knowledge on this topic. In addition to adding to the body of knowledge, the study will serve as a resource for further research. This study identifies how community participation and project performance are correlated for researchers interested in stakeholder participation and project performance, a topic of interest to the government and development partners. However, since the majority of studies on this subject were not conducted on the Kenyan economy, it may be challenging to generalize findings and apply them in the nation.

## **1.7 Scope of the Study**

### **1.7.1 Content scope**

The study focused on the influence of stakeholder participation on the performance of the Hunger Safety Net Project (HSNP) in Isiolo County, Kenya. It examined the extent to which stakeholder participation affects the project's effectiveness in achieving its objectives.

### **1.7.2 Period scope**

The study covered a specific period during which the Hunger Safety Net Project was implemented in Isiolo County. The exact time frame was specified in the research design.

### **1.7.3 Geographical scope**

The study was conducted in Isiolo County, which is located in the northern region of Kenya. The county is known for its high levels of poverty and food insecurity, which makes it a suitable location for studying the effectiveness of hunger safety net programs.

### **1.7.4 Methodological Scope**

The study used questionnaires to collect data from beneficiaries and management of HSNP in Isiolo County. The study will also analyze records such as project reports, independent project assessments, social protection regulations, scientific journals, and other relevant reports—both local and international to provide a comprehensive understanding of stakeholder participation in HSNP. The study used descriptive and inferential statistics to analyze the data collected from the questionnaires.

### **1.8 Study Limitations**

Due to privacy concerns, some responders might not be willing to completely cooperate. Before giving them the questionnaires and presenting them with an introduction letter and assuring them that the study is entirely academic, the researcher addressed the issue by conducting a brief discussion with them. The study's scope was also constrained because it only covered Isiolo County and excluded other counties that gain from the Hunger Safety Net Project. Additionally, the study only looked at four stakeholder participation components, which may not be a complete list of all the practices that are possible. In order to address this, the study made sure that thorough and systematic data collection is done in order to allow for the generalization of study results.

## **1.9 Delimitations**

The study sought to assess the influence of stakeholders participation on performance of hunger safety net project in Isiolo County. The study focused on Hunger Safety Net Project which is a project that is funded by the government and not purely an initiative of the community. The study considered stakeholder participation only in terms of stakeholder capacity building, stakeholder human resource management, stakeholder communication management and stakeholder monitoring and evaluation. While acknowledging several key project performance indicators, the study put emphasis on project outcomes, timeliness/lead time, resource mobilization, continuous project improvement and improved living standards.

## **1.10 Assumptions of the Study**

The researcher assumed that the respondents would cooperate in taking part in the study. Additionally, the researcher assumed that the respondents were knowledgeable on stakeholder participation practices. Moreover, there was an assumption that the data collection instruments were sufficient in obtaining the information being sought after by the study. The researcher also assumed that stakeholder participation would significantly affect project performance among the hunger safety net projects.

## **1.11 Operational definitions of Terms**

**Stakeholder:** These are parties with an interest in a process who may influence or be impacted by project results.

**Stakeholder participation:** A strategy whereby interest groups make use of their right to have an impact on the creation and implementation of initiatives rather than simply being recipients of project benefits.

**Project performance:** The extent of a project's success as determined by key

performance metrics (in this case time, cost, and sustainability).

**Social Safety Nets:** Non-contributory benefits offered in kind or cash with the intention of assisting underprivileged and disadvantaged groups

**Involvement:** Is an act of taking part in an activity, event, situation or as the interest or enthusiasm that you feel for something.

**A project:** A project is a pre-planned task with a specific goal, deadline, and budget, especially one that is organized by a company, government, or other organization.

**Success:** This term describe a positive accomplishment of an aim or purpose of a project.

**Stakeholder capacity building:** The process of enhancing the knowledge, skills, and abilities of individuals or groups who have a stake or interest in a particular project or initiative.

**Stakeholder human resource management:** This involves the planning, recruitment, selection, training, and development of personnel who have a stake or interest in a project or initiative.

**Stakeholder communication management:** This involves the planning, implementation, and monitoring of communication strategies and activities with stakeholders.

**Stakeholder monitoring and evaluation:** This is the process of systematically tracking and assessing the performance of stakeholders in relation to a project or initiative.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter covers relevant empirical and theoretical literature pertaining to stakeholder participation and project performance. The chapter also covers the conceptual framework that illustrates the relationship between the dependent and independent variables. The chapter finalizes on the research gap presented by the reviewed literature.

#### 2.2 Empirical Literature Review

Mitchell et al. (2022), is the contact between a company and its stakeholders that tackles knowledge gaps to enhance understanding between managers and stakeholders, assisting in addressing ethical dilemmas encountered by management. In this regard, the absence of stakeholder management has resulted in many problems due to the lack of a person charged with dealing with these problems, due to the owner's inability to solve some problems related to the relationship between the owner and the stakeholders (Matu et al., 2020).

Studies undertaken in the developed countries have affirmed that if projects are poorly managed, firms will suffer financial loss, time overruns, and effort expended during various project phases such project initiation, planning, execution, and closing (Kaur, & Lodhia, 2018; Leung, & Olomolaiye, 2021; Saad, Zahid, & Muhammad, 2022). The high failure rate of projects is a result of important stakeholders not being included in project operations, a rise in unethical project behavior, and project stakeholders' lack of dedication. In a study undertaken in China for instance by Li, et al. (2018), it was revealed that the government is the most powerful institution in determining the extent to which stakeholders are involved in projects. Additionally, the significant potential for influence

of end users is noted, pointing to the necessity of a more open and inclusive participatory decision-making process.

The involvement of stakeholders has also been viewed as the most crucial factor that influences how projects turn out in Sri Lanka and India (Isham & Kahkonen, 2020). Another example is in Ghana where in old Fadama project, the community opposed it because they felt that their procedural rights were being violated because they were excluded from the planning and its effects. In Zambia, the present national policy direction on housing aims to ensure inclusivity (participation) and collaborations amongst stakeholders in order to achieve cheap and adequate housing for everyone. For instance, it has been observed that local community information gathering sessions intended to promote local development education have been inconsistent in Uganda. Because of this, the effort to include local communities in meeting their needs is less successful overall (Mubatsi, 2019). Therefore, local engagement must be carried out in an organized manner to ensure its legitimacy and relevance to the project being carried out. (Auditor General's Report, 2018).

### **2.2.1 Influence of stakeholder capacity building on project performance**

Atiibo (2017) conducted research at UER of Ghana on stakeholder management difficulties and their effects on project management in empowerment and advocacy NGOs. A intentional sample strategy was used to choose 35 responders, comprising 10 lead project officers, twenty program and project managers, and five key resource workers. The research found that the duties and priorities of significant stakeholders had a significant impact on how non-governmental organizations functioned. The majority of stakeholder management, however, was found to be associated with sporadic and ad hoc actions and was not institutionalized.

Hettiarachchi, (2020) performed a research on the role of stakeholders in the successful implementation of D&B building projects in Sri Lanka. The purpose of this research was to establish a framework for the roles and responsibilities of stakeholders for the successful implementation of design and construct building projects in Sri Lanka. To this end, a questionnaire survey and semi-structured interviews were used as part of the research methodology. The results showed that the main stakeholders were the client, the contractor, and the consultant. According to the results, the D&B project lifecycle featured eight phases, each of which had a unique stakeholder function. Additionally, there are obstacles and facilitators at each step.

Mbugua et al., (2020) looked at how early stakeholder engagement affected the success of urban road transport infrastructure projects in Kenya. The study's unit of analysis was the road improvement projects carried out by the Kenya Urban Roads Authority (KURA). For this study, a variety of research approaches were supported by a pragmatic research paradigm. The study included both descriptive survey and correlational research designs. The target population was 1593 persons, and there were 309 answers in the sample. There were methods for planned and simple random sampling. A questionnaire with a five-point Likert scale was used to collect numerical data, and interview guidelines were utilized to collect qualitative data. After that, descriptive and inferential statistics were employed to examine the data in the research. The success of urban road transport infrastructure projects in Kenya, according to the research, was considerably and positively impacted by participation in project starting. The study found that Kenya's capacity to complete infrastructure projects for urban road transportation was enhanced by participation in project initiation.

Saad, et al. (2022) aimed to measure the impact of stakeholder management, as mediated by stakeholder management awareness, on project success. By collecting data from 300

respondents who work for some of Pakistan's top commercial and state construction businesses, a quantitative assessment of the study model was carried out. The findings of using structural equation modeling (SEM) with Smart PLS software demonstrate that stakeholder management has a favorable influence on project success and validate the beneficial moderation of awareness. According to the statistical analysis of the research, increasing stakeholder management's awareness of project teams has a positive effect on the link between the stakeholder management approach and project success (via SEM). This finding is in line with the literature evaluated in this research, which contends that more effective stakeholder management techniques are required to increase the chance of project success.

### **2.2.2 Influence of stakeholder human resource management on project performance**

In South Africa, Wachi (2016) examined the extent of stakeholder involvement and its effects on the creation and implementation of an environmental management plan at the project level. The research approach used was a case study utilizing the "Berg Water Project." Stakeholder process engagement is generally regarded to be crucial since it engages a variety of stakeholders, giving them the chance to express their concerns and determine if the participatory process was successful. The failure to note potential transactions if social, economic, and environmental expectations of stakeholders were to be noted, the inability to identify the apparent roles and responsibilities of the environmental observer commission, the body that represented the affected and interested factions, the lack of being in a position to identify open engagement goals, and the inability to identify open engagement goals are just a few notable flaws of engagement procedures.

The amount of engagement of people and social stakeholders in Public-Private Partnership (PPP) efforts, the drivers of such participation, and the effects of that participation on the effectiveness and innovativeness of the projects were all examined by Nederhand and Klijn (2019). This research found that although having trustworthy connections between actors promotes the engagement of society stakeholders, having a flexible contract boosts citizen involvement. The study was based on a survey of 144 respondents who were active in Dutch PPP activities in 2014. The research also found that including stakeholders encourages more creative ideas but does not always result in initiatives that perform better.

Contractor views of communication problems in building projects were evaluated by Yakubu et al., (2019). A comprehensive quantitative approach was used. To collect information on respondents' impressions of the study's aims, questionnaires have to be used. The results of the research show a positive correlation between poor communication and project performance. The findings suggest that in-person interactions will hasten the resolution of problems.

Oyeyipo et al. (2019) examined the factors that promote stakeholders' management of building projects in Nigeria in order to manage the many stakeholder interests on such projects. The study's project-based approach included a sample of fifty-nine construction projects. The project managers of the selected construction projects were requested to respond to a research questionnaire as part of the study's cross-sectional research methodology. A strategic approach known as purposeful sampling was used to choose the target respondents. The findings indicate that positive stakeholder interest in the project, the ability of stakeholders to cooperate, the control level of stakeholder engagement, and effective stakeholder communication are the most crucial factors promoting stakeholder management in building project delivery within the study area.

The research also shown that there are no significant differences in project managers' assessments of the traits that enable stakeholder management of construction projects in Nigeria.

### **2.2.3 Influence of stakeholder communication management on project performance**

The effect of stakeholder conflict management on the execution of projects at the airport was assessed by Omondi and Kimutai (2018). Based on the project's budget, degree of quality, and projected completion date, project performance was assessed. Data were statistically examined using descriptive and regression analysis with the aid of the Statistical Package for Social Sciences software to ascertain the effects of the independent variable on the dependent variable. The data were presented using visuals in a table and a textual commentary. According to the report, disagreements among stakeholders have a detrimental effect on the growth and execution of projects at Jomo Kenyatta International Airport. According to the research, conflicts were responsible for 73.6% of modifications in project execution, demonstrating that they have a significant yet adverse influence on project implementation.

Musau and Kirui (2018) performed a research on the impact of project management techniques on the execution of government projects in county governments, using the Machakos County Government as an example. The study, which used a qualitative descriptive survey research technique, focused on 90 workers who are directly engaged in completing county government initiatives. The study found that for the great majority of its activities, the County Government of Machakos had a strategic plan. It was also stated that the County Government of Machakos has a mission statement, a vision, and guiding principles. The investigation further assumes that Project Plan is the primary

instrument utilized by the County Government of Machakos for planning projects. The result further implies that the general hierarchical aim and the project objective are both very substantially coordinated by the project group.

The expectations of and participation in entrepreneurship courses at UK higher education institutions were examined by Matlay (2019). (HEIs). Over an eight-year period, annual longitudinal telephone surveys of 336 respondents' engagement in and expectations for entrepreneurship education in UK HEIs were conducted. The results demonstrate that stakeholder participation in entrepreneurial education and continuous educational advancements that have fundamentally altered management and accountability at all levels of the UK educational system are related in a clear, pervasive, and causal manner. The needs of the individual, the group, and the community are reflected in the complexity and diversity of the expectations of stakeholders.

Phoya and Pietrzyk (2019) looked at three major ongoing building projects in Dar es Salaam, Tanzania. Through questionnaire surveys and in-depth interviews, information was acquired from a range of stakeholders, including clients, consultants, contractors, workers, and regulatory organizations. Based on the research and with reference to the literature, a model depicting the impact of the stakeholders on health and safety risk management was created. A pattern of interactions between various stakeholders and the system's capacity to offer health and safety control were discovered using the results of the case studies conducted for the three projects. According to the study, there is a causal chain between the impact of stakeholders and the subsequent health and safety risk management in Tanzanian construction projects.

#### **2.2.4 Influence of stakeholder monitoring and evaluation on project performance**

Ocharo and Kimutai, (2018) established the effects of project planning, monitoring, evaluation, and stakeholder involvement in Kenya's energy sector initiatives. The study employed explanatory survey research. The research was built on the resource-based approach and stakeholders theories. The study's participants comprised company executives, project managers, project engineers, consultants, procurement personnel, and accountants who worked on construction projects for the power sector. 380 participants in the initiatives of the firms were polled. The main data was acquired via a self-administered survey questionnaire. The data was analyzed using descriptive statistics including frequencies, percentages, mean scores, and standard deviation. While most of Kenya's electricity projects are properly designed, the research found that they were not effectively implemented and did not completely incorporate all stakeholders throughout the project planning stage. In addition, there was a lack of adherence to project monitoring, assessment, follow-up, evaluation, and feedback, which led to a less than optimal project execution process.

Njeru and Luketero (2018) looked at how the expertise of the monitoring and evaluation team affected the effectiveness of medical camp activities in hospitals. The total population of 1,225 participants in the study consists of 1,005 patients and 220 key stakeholders, including project directors, coordinators, field officers, sponsors, patients, and partners who are involved in supporting and collaborating with hospitals and medical centers to provide free medical checkups in Embu County. The research found that the effectiveness of medical camps was influenced by monitoring and evaluation systems. It was stated that in order to provide them with the necessary skills, training in monitoring and evaluation has to be properly designed and adhered to. It was preferred that all stakeholders actively engage in decision-making, planning, and project design for

medical camps in order to ensure effective operation. It was also mentioned to consider the interests of the local community and relevant institutions.

Kaur and Lodhia, (2018) investigated how stakeholders were involved in the sustainability accounting and reporting practices of Australian local councils. Managerial stakeholder theory, which takes use of the idea of stakeholder salience, offers a theoretical framework for looking at stakeholder involvement in the sustainability accounting and reporting process. Using a case study methodology, the stakeholder engagement practices of three Australian local governments were examined. Both document analysis and interviewing were employed as data collecting methods. The findings of this research demonstrated how important stakeholder involvement is for developing strategic plans, developing sustainability indicators, monitoring sustainability performance, and developing sustainability reports.

## **2.3 Theoretical Literature Review**

### **2.3.1 Stakeholder Theory**

Freeman (1984) first proposed the stakeholder theory, which was further developed by Cleland (1986) to explain stakeholder involvement in project management. The stakeholder theory discusses and models the groups that could be project stakeholders, as well as ways that management could take those groups' interests into account. According to the theory, any organization is made up of a collection of interested parties who exchange services, information, and other resources (Sloan, 2019). The two main groups of stakeholders are primary and secondary. A major stakeholder is an individual or group of individuals who are influenced by an organization's decisions in either a favorable or negative way, such as shareholders, suppliers, employees, and clients. Secondary stakeholders include the public, non-governmental organizations, funding

agencies, and other groups that indirectly influence or are impacted by an organization's actions.

According to Freeman, there are two roles for managers in an organization: one is to run it in the interests of the stakeholders so that their rights to input into decision-making are respected, and the other is to act as the stakeholders' agent to ensure the organization's survival by protecting the interests of each group. The organization serves as the primary channel for the exchange of information, resources, influence, and services between all stakeholders. Contrarily, Harrison, Bosse et al. (2017) claimed that an organization's worth is completely dependent on its capacity to satisfy the needs of its significant stakeholders in a way that benefits both the stakeholders and the shareholders.

This theoretical proposition is essential to this study since a well-managed stakeholder engagement process yields lasting initiatives. The hypothesis underlying this study makes the claim that project performance is significantly influenced by stakeholder involvement. The theory will form the main anchor for the study describing that stakeholders can also help during the project's planning and development phases by providing the necessary resources, including money, technology, and training. The stakeholder theory therefore is relevant in showing the effects the various stakeholders have in successful implementation of HSNPs where effective stakeholder interaction is crucial to achieving more focused projects.

### **2.3.2 Resource-based View Theory**

According to Barney's Resource-Based View (RBV) thesis from 1991, an organization's resources can comprise financial, intangible, natural, and capital assets. The theory contends that a company can become competitive if its resources are many, priceless, distinctive, and irreplaceable. A company has a variety of manufacturing processes that

call for input in the form of capital, knowledgeable workers, patents, competent management, equipment, and finances. Resources might be either tangible or intangible. The allocated resources increase together with the organization's effectiveness. The RBV has become one of the most well-known project management theories in the literature because to its obvious face validity, compelling core message, and ease of understanding and teaching. However, there are some disadvantages to these advantages. With the help of this theory, one may grasp how to prioritize the project demands in order to properly use the available resources, identify our suppliers, and perform contract reviews (Truijens, 2013). Those who are against the use of RBT criticize the conceptual and empirical methods, as well as what are allegedly flaws in the idea. They focus on the status of the definitions that RBT is built on.

Because it encourages revisiting the study's objectives, the RBV theory is pertinent to this investigation. An organization's monitoring and evaluation capabilities in particular provide a platform to assess the efficacy, efficiency, and impact of its operations. Efficiency is also impacted by gathering and distributing the appropriate resources to aid in stakeholder capacity development. It is also critical to consider the role that stakeholders play in managing human resources as a vital resource or asset for a business or project. Therefore, the theory serves as a foundation for the study's monitoring and assessment variables and stakeholder capacity development factors.

### **2.3.3 System Theory**

Ludwig Von Bertalanffy's writings from the 1940s are when systems theory first emerged. Although the biological sciences were where the systems theory was initially used, other disciplines are now included. The idea holds that a system is composed of various systems that live in a certain setting. These elements come together to form a bigger entity that differs from its individual elements. An interdisciplinary theory called

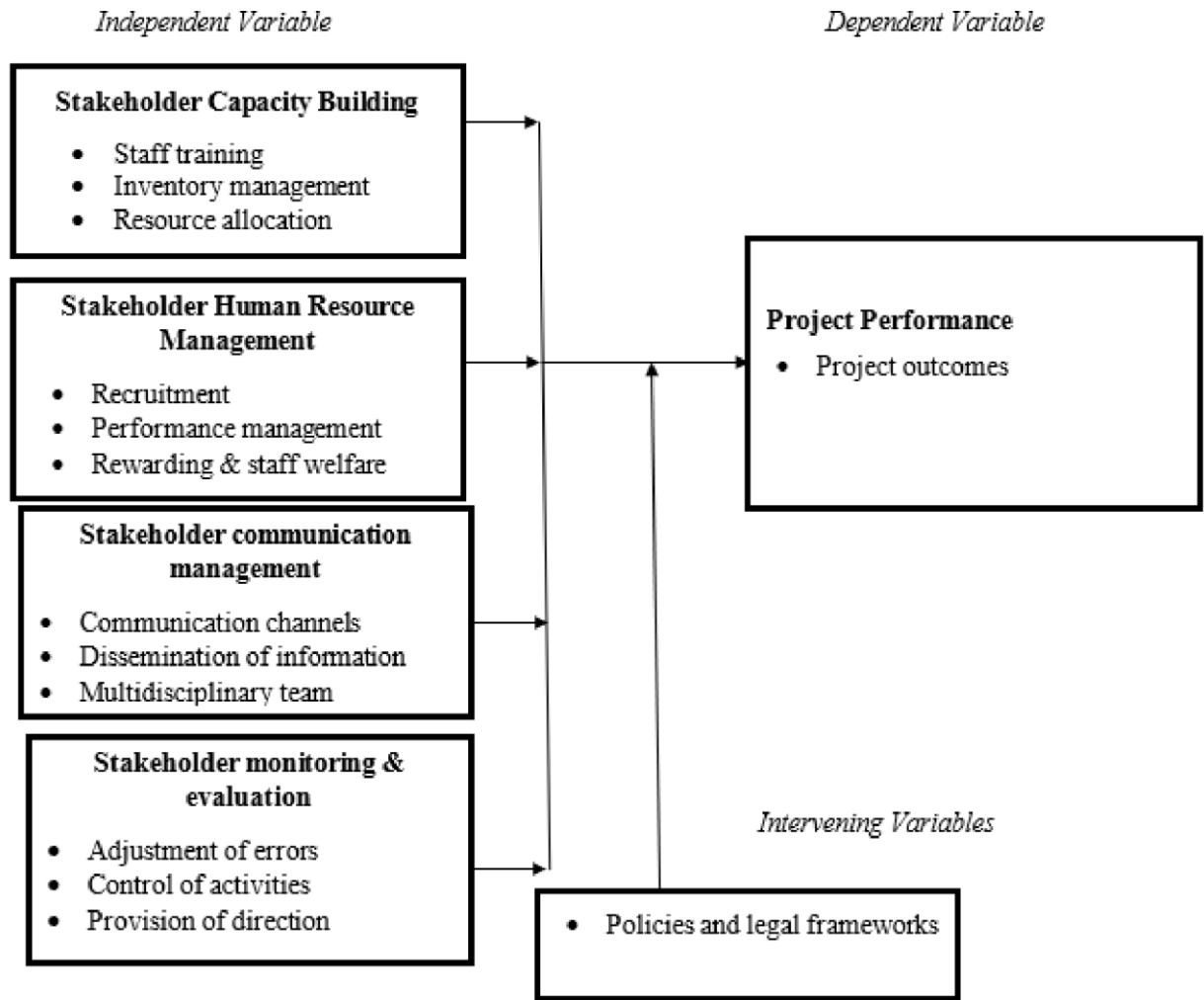
systems theory looks at intricate societal structures. It serves as a starting point for study and analysis of cooperative groups that work to accomplish a shared objective.

Every system, according to the notion, is made up of interrelated parts. The parts of a system are interrelated to the extent that altering one part affects the whole system. Though not usually, a weakness may also be a reflection of a component's strength. Due to its interdependence, the system's component parts are all affected when one of them has a difficulty (Nuka, 2019). As a consequence, for the system to be perfect, each and every one of its parts must be flawless. The project acts as the system in a project scenario, and the stakeholders act as its component elements. Failure to include all stakeholders is a problem for the overall endeavor since each stakeholder has a particular role to play in the project's success.

One of the major issues arises when there is no follow-up and the flow of information and sense of involvement stops after bringing together numerous stakeholders through the engagement process. A common source of issues is a breakdown in communication between the process team and the decision-makers (Mugo, 2014). It may result in a lack of political support for the initiative or a reluctance to confront the opposition. As the process moves further, the stakeholders should be regularly included to guarantee their support. The theory puts forth the idea that managing the teams and individuals involved in project implementation is just as important as the finished product in the context of project management. As a result, the theory calls for the use of group decisions and actions even when there are conflicts.

## **2.4 Conceptual Framework**

A conceptual framework is a framework for presentations that shows the relationship between the research variables and is taken from various relevant domains (Mugenda &



Mugenda, 2008). Figure 2.1 shows the conceptual framework which will be adopted by the study.

**Figure 2. 1 Conceptual Framework**

**Source: The Researcher 2022**

## 2.5 Recap of literature review

While there is a wealth of research on social security programs and anti-poverty transfers, the bulk of these studies have used a unidimensional variable approach to impact evaluation, focusing on one result at a time rather than looking at the impact from a broad viewpoint (Oyeyipo, et al., 2019). A increasing body of research on multidimensional poverty measurements has surfaced during the previous ten years. The lack of a shared

understanding of the fundamentals of stakeholder engagement and its variations from comparable conceptions hinders the advancement of stakeholder engagement research. Others have concentrated on the differences between stakeholder theory, stakeholder integration, and strategic management. Some researchers have attempted to provide general frameworks for stakeholder engagement research. Although there are previous reviews of the literature on stakeholder theory, definition, and salience, there isn't one specifically on stakeholder engagement, which is why the study is necessary.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter encompasses the approach that was used in execution of the research. Specifically, the chapter constitutes the research design, study population, sampling procedure, collection of data and analysis of data techniques.

#### **3.2 Research Methodology**

The plan, process, or technique used to gather data or evidence for analysis in order to discover new knowledge or develop a better understanding of a topic is known as research methodology. It is the broad framework that a researcher employs to rationally and impartially bring together the many components of a research report (Polit & Beker, 2016). In order for the researcher to effectively and thoroughly handle the research issue, this is intended to strengthen the findings acquired.

#### **3.3 Research Design**

According to Cooper and Schindler (2014), research design represents the structure of the study topic and serves as a template for data collection, measurement, and analysis. By presenting important alternatives in methodology, it assists the researcher in the allocation of scarce resources. A descriptive research design was used be followed by the study. Kothari (2017) further posits that a descriptive research design is a technique to doing research that is designed to give a thorough profile of the study issue while characterizing the study constructs. The research design makes it possible to identify specific people, places, and things; as a result, it is thought to be the best strategy for achieving the study objectives.

### 3.4 Location of the study

The location of the study was Isiolo County. Isiolo County is a county in the former Eastern Province of Kenya. Its population is 268,002 (2019 census) and its capital and largest city is Isiolo. As of 2018, the County has two constituencies (Isiolo North Constituency and Isiolo South Constituency), three sub-counties (Isiolo, Merti and Garbatulla) and ten wards.

### 3.5 Target Population

The population comprised of all individuals involved either directly or indirectly with overseeing the implementation of hunger safety net project in Isiolo County. The target population was a total of 250 respondents including community members and project managers directly involved in the implementation of projects for at least the past three years. This population is targeted due to the fact that they are the ones directly involved in the projects in the region hence the most conversant for the study.

**Table 3. 1 Target Population**

<b>Category</b>	<b>Total Population</b>
County officials	10
Project managers	15
Treasury Officials	10
NSNP personnel	50
Technical Auditors	5
Project Consultants	10
Community Representatives (Council of elders & project development committees)	150

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*Source: HSNP, (2022) Annual Report*

### **3.6 Sampling procedures and techniques**

This study employed census sampling in selection of the participants for the study. Census sampling is an approach in research that involves studying every individual or element within a population of interest. This means that every member of the population is included in the study, and there is no sampling involved (Kothari, 2017). The sampling approach is used in small populations where it is feasible to include everyone and provides a comprehensive and accurate representation of the population. This is because every individual is included, which reduces the risk of sampling errors and biases that can occur in other sampling methods. Census sampling allowed for detailed analysis of subgroups within the population, as all members of these subgroups are included in the study hence appropriate for this study.

### **3.7 Construction of Research Instruments**

Questionnaires was used to collect primary data. The questionnaire included both openended and closed-ended questions, as well as organized and unstructured ones. Structured questions will speed up the data gathering process, while open-ended inquiries promoted detailed responses, which improved the accuracy of the information gathered (Mugenda & Mugenda, 2008). Because they reach a comparatively greater number of respondents and require less time than other data collection techniques, questionnaires are preferred. The questionnaires' open-ended format allows for the collection of respondents' individualized responses. Questionnaires are less expensive to conduct because they don't require follow-up or monitoring.

### **3.8 Testing for validity and reliability**

To increase reliability and validity, the data collection tools pre-tested on twenty five (25) respondents who were randomly selected from Marsabit County. The piloted sample were asked for feedback and suggestions on the directions, the questions' clarity and relevance, and more. Last but not least, the pilot survey elicited comments on the instrument's structure and content as well as suggestions for a more effective and practical way to use it. The pilot testing was repeated until the researcher is satisfied with the data collection tools.

#### **3.8.1 Research Instruments Validity**

Validity refers to how well the data measure what they were intended to measure. The validity of the data you collect depend on the layout of the questionnaire and the language you use. Calculating the valid coefficient (CVI), which is equal to the total number of valid items divided by the total number of items, was used to determine the instrument's validity. The instrument was deemed genuine, in accordance with Amin (2015), once its maximum content index is at least 0.7.

#### **3.8.2 Research Instruments Reliability**

The ability of an evaluation tool to produced consistent results over time is known as reliability (Phelan, 2015). This implied that the evaluation tool must consistently elicit reactions, and the intensity of these responses must be measured. The test-retest method was used in this study to gauge the dependability of the measuring equipment. A correlational coefficient was then used to assess how well the replies provided on the second occasion matched those provided on the first occurrence. As a result, the tool was trustworthy and appropriate for gathering the needed data. The Cronbach's alpha value in SPSS statistics was used to assess the questionnaire's internal reliability.

**Table 3.2 Reliability Results**

	Cronbach's Alpha	N of Items
Stakeholder Capacity Building	0.711	6
Stakeholder Human Resource Management	0.719	5
Stakeholder communication management	0.729	5
Stakeholder monitoring & evaluation	0.810	6
Performance	0.85564	10

Source: Research Results (2024).

The findings in Table 3.2 indicated that for all the variables, Cronbach alpha was greater than 0.7. Cronbach alpha of greater than 0.7 indicates that the variables were measured in a reliable way according to Phelan (2015). The data collected was therefore appropriate for analysis and inducing the relationship being tested.

### **3.9 Data Collection Method and Procedures**

In order to conduct the research, the researcher will seek approval from the university and the National Council of Science and Technology (NACOSTI) before commencement of the study. The researcher will also seek permission to conduct the study from Isiolo County Government. In conducting the study, the researcher will approach the respondents, explain the scope and relevancy of the study before administering the questionnaires. Depending on the schedule of the respondents, they will be allowed to either complete the questionnaires immediately or later on after which they will be collected.

### 3.10 Data analysis techniques and procedures

The questionnaires will be categorized and tabulated after they are returned. Coding will make it possible to convey data to a computer. The data will be organized in an orderly fashion through tabulation. To examine the central tendency and dispersion of the data variables, descriptive statistics will be utilized. On the other hand, inferential statistics will be employed to establish the association and relationship between the research variables. Tables and figures will be used to summarize and display the analyzed data.

#### 3.10.1 Multiple Regression Analysis

Multiple regression models will be used to obtain the relationship between the research variables.

The relationship between the independent and dependent variables will take the format shown on Equation 3.1 below:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \quad (3.1)$$

Where:

$Y_i$  Refers to performance of safety net project  $X_1$

is Stakeholder Capacity Building

$X_2$  is Stakeholder Human Resource Management

$X_3$  is Stakeholder communication management  $X_4$

is Stakeholder monitoring & evaluation

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$  are the various intercepts of the respective independent variables.

#### 3.10.2 Operationalization of research variables

Table 3.1 shows operationalization of the research variables.

**Table 3.3 Operationalization of Variables**

Variable	Type	Measurement	Scale	Analysis
Project Performance	Dependent	<ul style="list-style-type: none"> <li>Project outcome</li> </ul>	Ordinal	<ul style="list-style-type: none"> <li>Descriptive analysis</li> <li>Inferential analysis</li> </ul>
Stakeholder Capacity Building	Independent	<ul style="list-style-type: none"> <li>Staff training</li> <li>Inventor management</li> <li>Resource allocation</li> </ul>	Ordinal	<ul style="list-style-type: none"> <li>Descriptive analysis</li> <li>Inferential analysis</li> </ul>
Stakeholder Human Resource Management	Independent	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Performance management</li> <li>Rewardi</li> </ul>	Ordinal	<ul style="list-style-type: none"> <li>Descriptive analysis</li> <li>Inferential analysis</li> </ul>

ng &  
staff welfare

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Stakeholder Independent • Adjustm Ordinal Descriptive analysis  
monitoring & ent of Inferential analysis evaluation errors

- Control  
of activities

- Provisio  
n of  
direction

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### 3.11 Ethical Consideration

The information gathered will be kept confidentially in a safe place. The permission to carry out this research study will be granted by Mount Kenya University and hunger safety net project management. The research participants' participation is optional, and

the researcher is responsible for outlining the significance of their involvement. Participants who agree to participate in the study and sign a consent form will be informed by the researcher that they are free to leave at any time. Participants will be given the utmost secrecy and anonymity for any information provided to the researcher, and their opinions will be maintained in strictest confidence.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the outcomes detailed results produced by the data analysis process. The chapter contains the response rate, findings on demographic results, descriptive findings, inferential and discussion of produced results.

#### 4.2 Response Rate

The study administered 250 questionnaires to the respondents. The results of the response rate are detailed in table 4.1.

**Table 4.1 Response Rate**

Status	Frequency	Percent
Responded	226	90%
Not Responded	24	10%
Total	250	100%

**Source: Research Findings (2024)**

The study recorded a sample response rate of 90 percent which was considered appropriate for analysis of the data and deducing the underlying relationship. Ten percent

of the respondents were not responsive despite the follow-up by the researcher and being given adequate time to respond. Related studies also considered 90 percent to be good response and proceeded with data analysis (Hettiarachchi, 2020; Saad, et al. 2022; Wachi 2016).

## 4.2 Demographic Information

This section presented the outcomes concerning the demographic characteristics and pertinent details of the study participants.

### 4.2.1 Gender of the Respondents

The study sought to determine the gender of the respondents and the results are presented in table 4.2

**Table 4.2 Gender of the Respondents**

Gender	Frequency	Percent
Male	128	57.4
Female	95	42.6
Total	223	100.0

**Source: Research Findings (2024)**

Out of the total respondents, majority of the respondents at 57 percent were male. Female respondents were at 43 percent. This could be explained by the higher number of male respondents working in Isiolo county as compared to female due to various reasons.

### 4.3.2 Age of the Respondents

The study sought to determine age of the respondents in their respective positions at the hospital as shown in table 4.3.

**Table 4.3 Age of the Respondents**

<b>Years Worked</b>	<b>Frequency</b>	<b>Percent</b>
18 – 25 years	27	12.1
26 – 35 years	80	35.9
36 – 45 years	85	38.1
46 – 55 years	31	13.9
Total	223	100.0

**Source: Research Findings (2024)**

The data from table 4.3 indicate that majority of employees, constituting 38 percent were aged between 36- 45 years followed by 26 – 35 years at 36 percent. This implied that the respondents had worked for considerable number of years and thus were in a position to provide reliable information.

#### **4.4.3 Education of the Respondents**

The study sought to assess the level of education of the respondents with the intention of determining their ability to respond accurately to the self-administered questionnaires.

The results are presented in table 4.4.

**Table 4.4 Education of the Respondents**

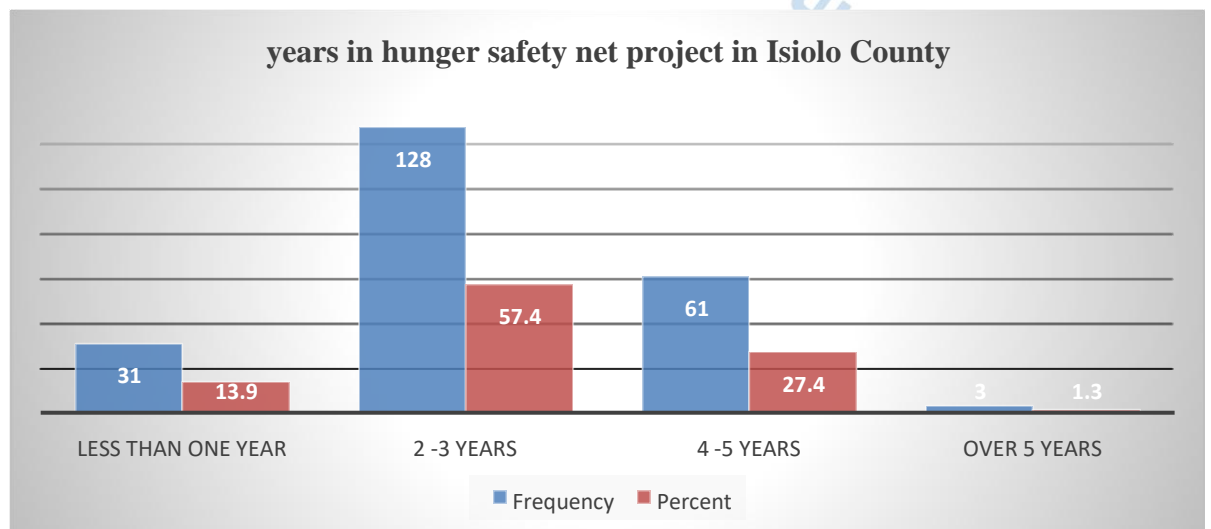
<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary School certificate	17	7.6
Diploma	29	13.0
Degree	81	36.3
Master's Degree	96	43.0
Total	223	100.0

**Source: Research Findings (2024)**

The findings on education of the respondents indicated that majority of the respondents at 43 percent had masters degree with 36 percent having a degree. This indicated that most of the respondents had university education and therefore were in a position to provide reliable information.

#### **4.4.4 Years in Hunger Safety Net Project in Isiolo County**

The study sought to assess the number of years the respondents had worked. The results are presented in figure 4.1.



**Source: Research Findings (2024)**

**Figure 4. 2 Years in hunger safety net project in Isiolo County**

The findings in figure 4.1, indicate that majority of the respondents at 57 percent had worked for over 5 years, with 27 percent working for 4-5 years. This indicated that majority of the respondents had worked at hunger safety net project in Isiolo for long and therefore in a position to provide reliable information.

#### 4.4 Descriptive Statistics

This section presents the descriptive analysis of the independent variables and dependent variables of the study. This is important in assessing the distribution of the data and respondents' agreement or disagreement with the study.

##### 1.4.1 Stakeholder Capacity Building Hunger Safety Net Project

The findings on descriptive statistics for stakeholder capacity building practices at hunger safety net project is shown in table 4.5.

**Table 4.5 Stakeholder Capacity Building**

<b>Stakeholder</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
The stakeholders oversee the training and development of the project team	223	1.00	5.00	3.0045	1.06753	1.140
There is enough funding from the stakeholders towards projects	223	1.00	3.00	2.6368	0.59872	0.358

Stakeholders	219	1.00	5.00	2.9954	0.98845	0.977
ensure that the project objectives are well set out and adhered to.						
There is	219	1.00	5.00	2.9315	1.12514	1.266
timelines on how the projects are planned by stakeholders						
There is	223	1.00	5.00	2.9821	0.97243	0.946
proper project planning protocols implemented by the stakeholders						
Stakeholder participation	223	1.00	5.00	2.6951	1.16492	1.357
ensures adequate resources allocated to the project						

planning			
Total	2.8742	0.9862	1.0073

**Source: Research Findings (2024)**

From table 4.5, stakeholder capacity building practices had a moderate level of adoption with a mean of 2.8742 and standard deviation of 0.9862. The standard deviation was low implying that the respondents were in agreement on adoption of these practices. To a moderate extent, the stakeholders oversee the training and development of the project team (mean 3.0045). To a moderate extent, there was enough funding from the stakeholders towards projects (mean 2.6368), to a moderate extent, stakeholders ensure that the project objectives are well set out and adhered to (mean 2.9954). To a moderate extent, there was timelines on how the projects are planned by stakeholders (mean 2.9315), To a moderate extent, there was proper project planning protocols implemented by the stakeholders (mean 2.9821) and stakeholder participation ensures adequate resources allocated to the project planning (mean 2.6951). The findings obtained compared to those of Mitchell et al. (2022), who found that contact between a company and its stakeholders that tackles knowledge gaps to enhance understanding between managers and stakeholders, assisting in addressing ethical dilemmas encountered by management.

**4.6.2 Stakeholder Human Resource Management**

The study aimed at Stakeholder Human Resource Management and influence on project performance. The respondents were asked to indicate the level of agreement to the 5 point likert scale measurement of the constructs. The findings are present in Table 4.6.

**Table 4.6 Stakeholder Human Resource Management**

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<b>Stakeholder</b>
--------------------

<b>Human Resource</b>		<b>Std.</b>					
<b>Management</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Deviation</b>	<b>Variance</b>	
Stakeholders are actively involved in project team selection	223	1.00	5.00	3.2108	1.08032	1.167	
Benefit analysis by the stakeholders ensures only viable projects are selected	219	1.00	5.00	2.8082	1.25242	1.569	
Through need analysis stakeholders are able to weigh out the required human capital	223	1.00	5.00	2.9148	1.23278	1.520	
Stakeholders take part in rewarding the employees in order to motivate them	223	1.00	5.00	3.5022	1.21134	1.467	
It the duty of the stakeholders to assess the performance of the project team	223	1.00	5.00	2.8206	1.31660	1.733	

Total	3.0513	1.2187	1.4912
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**Source: Research Findings (2024)**

Table 4.6 findings reveal that the respondents agreed to the study questions to a moderate extent with a mean of 3.0513 and standard deviation of 1.2187. The question with the highest score was stakeholders being actively involved in project team selection with a mean of 3.2108 and standard deviation of 1.08032. The standard deviation of the responses was around 1.2 for all the questions implying that the respondents were in agreement in terms of adoption of the stakeholder human resource management. These findings agreed with those of Mbugua et al., (2020) looked at how early stakeholder engagement affected the success of urban road transport infrastructure projects in Kenya. Further, Saad, et al. (2022) aimed to measure the impact of stakeholder management, as mediated by stakeholder management awareness, on project success and achieved similar results. Similarly, Wachi (2016) examined the extent of stakeholder involvement and its effects on the creation and implementation of an environmental management plan at the project level and concluded that stakeholder involvement was important in enhancing success of projects.

**4.7.3 Stakeholder Communication Management Practices**

The study aimed at assessing how stakeholder communication management influence project performance. The respondents were asked to indicate their degree of agreement in relation to each of the construct relating to stakeholder communication management.

The findings are presented in table 4.7.

**Table 4.7 Stakeholder communication management**

---

**Stakeholder**

<b>communication management</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
The communication channels used in communication of project information are easily assessable	223	1.00	5.00	2.8924	1.26530	1.601
All information pertaining to the project as well as stakeholders involvement is fully documented	223	1.00	5.00	2.6278	0.98206	0.964
There is prompt dissemination of information between the stakeholders, project manager and project team	223	1.00	5.00	2.7085	1.25930	1.586

There is an effective plan on how the project's communication are carried out.	223	1.00	5.00	3.0717	0.89757	0.806
There is well-structured program definition and structuring of stakeholders' participation	223	1.00	5.00	3.0762	0.89469	0.800
Total				2.8753	1.0598	1.1515

**Source: Research Findings (2024)**

Table 4.7 indicates that the stakeholder communication management had been adopted to a moderate extent with a mean of 2.8753 and standard deviation of 1.0598. For all the questions, the mean indicated moderate adoption. To a moderate extent, the respondents indicated that there was communication channels used in communication of project information are easily assessable, all information pertaining to the project as well as stakeholders involvement is fully documented, there is prompt dissemination of information between the stakeholders, project manager and project team, there is an effective plan on how the project's communication are carried out and there was wellstructured program definition and structuring of stakeholders' participation. The

respondents were majorly in agreement on this section may be due to working in the similar organization.

#### 4.4.4 Stakeholder Monitoring and Evaluation Practices

The study aimed at assessing the adoption of stakeholder monitoring and evaluation practices adopted by the firms. A five point scale Liker was adopted with 5 indicated biggest agreement and 1 smallest of the disagreement. Table 4.8 presents the findings obtained.

**Table 4.8 Stakeholder monitoring & evaluation**

Stakeholder							
monitoring &						Std.	
evaluation		N	Minimum	Maximum	Mean	Deviation	Variance
There are		223	1.00	5.00	2.8117	1.02687	1.054
proper							
Monitoring and							
Evaluation							
strategies	by						
the							
stakeholders							
Control	of	223	1.00	5.00	2.8834	1.05900	1.121
activities							
during project monitoring							
ensures	no						
deviations	of						
the projects							

Provision of direction is a huge determinant of the success of the project implementation	223	1.00	5.00	2.9552	0.95755	0.917
Adjustment of errors during project monitoring ensures that the project objectives are met	223	1.00	5.00	2.8206	1.08392	1.175
There is availability of adequate stakeholder engagement in project monitoring	223	1.00	5.00	2.8969	0.91688	0.841
There is frequent utilization of	223	1.00	5.00	2.6457	0.95628	0.914

project			
monitoring			
tools in			
accessing the			
sustainability of			
projects			
Total	2.8356	1.0001	1.0038

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**Source: Research Findings (2024)**

The findings in table 4.8 indicate that Stakeholder monitoring and evaluation practices had been adopted to a moderate extent with a mean of 2.8356 and standard deviation of 1. This meant that there were room for improvement of adoption of stakeholder monitoring and evaluation. Standard deviation of 1 implied respondents agreeing on the adoption of the practices. To a moderate extent, there were proper monitoring and evaluation strategies by the stakeholders, control of activities during project monitoring ensures no deviations of the projects, provision of direction is a huge determinant of the success of the project implementation, adjustment of errors during project monitoring ensures that the project objectives are met, there is availability of adequate stakeholder engagement in project monitoring and there was frequent utilization of project monitoring tools in accessing the sustainability of projects.

**4.4.5 Performance of hunger safety net project in Isiolo county**

The study aimed at determining the performance of hunger safety net project in Isiolo county. The findings are contained in Table 4.9.

**Table 4.9 Performance of hunger safety net project in Isiolo county**

---

**Performance of hunger**

**safety**

**net project in**

**Std.**

<b>Isiolo county</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Deviation</b>	<b>Variance</b>
Timeliness	223	1.00	5.00	2.8969	1.12030	1.255
Timeliness/lead time	223	1.00	5.00	3.3543	0.92272	0.851
Completion within cost budget	223	1.00	5.00	3.3363	0.93908	0.882
Resource mobilization	223	1.00	5.00	3.1704	1.03872	1.079
Improved living standards	223	1.00	5.00	2.8072	1.26047	1.589
Continuous project improvement	223	1.00	5.00	3.4978	1.21505	1.476
Financial viability	223	1.00	5.00	2.9731	1.24813	1.558
Long term continuity	213	1.00	5.00	2.4038	1.13536	1.289
Production quality	223	1.00	5.00	2.7578	1.12891	1.274
Project outcomes	223	1.00	5.00	2.1928	1.16771	1.364
<b>Total</b>				<b>2.9390</b>	<b>1.1176</b>	<b>1.2617</b>

**Source: Research Findings (2024)**

The responses in table 4.9 indicate that performance of hunger safety net project in Isiolo county was at a moderate extent with a mean of 2.9390 and standard deviation of 1.1176. This implied that the respondents were satisfied with performance of the project but there was room for improvement. All the questions indicated moderate level of performance. Performance was to a moderate extent when measured by timeliness/lead time, completion within cost budget, resource mobilization, improved living standards, continuous project improvement, financial viability, long term continuity, production quality and project outcomes. Highest scores of performance measurement were Timeliness/lead time (mean 3.3543, standard deviation of 0.92272), Completion within cost budget (mean 3.3363, standard deviation of 0.93908), and Continuous project improvement (mean 3.4978, standard deviation of 1.21505).

**4.5 Diagnostic Tests**

Diagnostic tests were carried out to assess the ability of the data to produce reliable results when subjected to the ordinary least squares linear regression analysis and correlation analysis results. These tests are to be confirmed before running linear regression analysis.

**4.5.1 Test for Multicollinearity**

The test for multicollinearity was carried out and the results presented in table 4.10. Multicollinearity occurs if the independent variables are strongly related and therefore presenting inaccurate results when regressed. To test multicollinearity, VIF and tolerance degree was used.

**Table 4.10 Multicollinearity Test**

Independent Variable	Tolerance	VIF
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stakeholder capacity building	0.621	1.610
stakeholder human resource management	0.823	1.215
stakeholder communication management	0.712	1.404
monitoring and evaluation	0.551	1.814

**Source: Research Findings (2024)**

According to Kothari (2017), multicollinearity problem happens when the VIF is greater than 10 and tolerance less than 0.1. For all the cases, tolerance was greater than 0.1 and VIF less than 10 and therefore multicollinearity was not a problem.

**4.5.2 Normality Test**

Normality was measured by degree of skewness and kurtosis. Normality test results are shown in table 4.11.

**Table 4.11 Normality Test**

		Std.		Std.
Stakeholder Capacity Building	Skewness	Error	Kurtosis	Error
The stakeholders oversee the training and development of the project team	-0.457	0.163	-1.020	0.324
Stakeholder Capacity Building	Skewness	Error	Kurtosis	Error
There is enough funding from the stakeholders towards projects	-1.432	0.163	0.990	0.324
Stakeholders ensure that the project objectives are well set out and adhered to.	-0.278	0.164	-0.335	0.327
There is timelines on how the projects are planned by stakeholders	0.272	0.164	-0.805	0.327

There is proper project planning protocols implemented by the stakeholders	0.273	0.163	-0.073	0.324
Stakeholder participation ensures adequate resources allocated to the project planning	0.563	0.163	-0.581	0.324
Stakeholders are actively involved in project team selection	-0.126	0.163	-0.306	0.324
Benefit analysis by the stakeholders ensures only viable projects are selected	0.071	0.164	-0.977	0.327
Through need analysis stakeholders are able to weigh out the required human capital	-0.011	0.163	-1.000	0.324
Stakeholders take part in rewarding the employees in order to motivate them	-0.596	0.163	-0.369	0.324
It the duty of the stakeholders to assess the performance of the project team	0.096 Std.	0.163 Std.	-1.205	0.324
Stakeholder Capacity Building	Skewness	Error	Kurtosis	Error
The communication channels used in communication of project information are easily assessable	0.097	0.163	-1.019	0.324
All information pertaining to the project as well as stakeholders involvement is fully documented	0.372	0.163	-0.064	0.324

	0.279	0.163	-1.082	0.324
There is prompt dissemination of information between the stakeholders, project manager and project team				
	0.348	0.163	0.058	0.324
There is an effective plan on how the project's communication are carried out.				
	0.192	0.163	-0.559	0.324
There is well-structured program definition and structuring of stakeholders' participation				
	0.083	0.163	-0.282	0.324
There are proper Monitoring and Evaluation strategies by the stakeholders				
	0.327	0.163	-0.806	0.324
Control of activities during project monitoring ensures no deviations of the projects				
	0.028	0.163	-0.077	0.324
Provision of direction is a huge determinant of the success of the project implementation				
		Std. Error		Std. Error
Stakeholder Capacity Building		Skewness		Kurtosis
Adjustment of errors during project monitoring ensures that the project objectives are met	-0.044	0.163	-0.853	0.324

There is availability of adequate stakeholder engagement in project monitoring	0.100	0.163	-0.185	0.324
There is frequent utilization of project monitoring tools in accessing the sustainability of projects	-0.017	0.163	-0.595	0.324
Timeliness	0.089	0.163	-0.754	0.324
Timeliness/lead time	-0.068	0.163	-0.182	0.324
Completion within cost budget	-0.192	0.163	-0.397	0.324
Resource mobilization	-0.055	0.163	-0.666	0.324
Improved living standards	0.274	0.163	-0.835	0.324
Continuous project improvement	-0.360	0.163	-0.959	0.324
Financial viability	0.163	0.163	-0.997	0.324
Long term continuity	0.660	0.167	-0.008	0.332
Production quality	0.413	0.163	-0.481	0.324
Project outcomes	0.732	0.163	-0.449	0.324

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**Source: Research Findings (2024)**

According to table 4.11, for all the constructs, the degree of skewness and kurtosis was within +/-2. This implied that the data was normally distributed and therefore appropriate for correlation and regression analysis.

### 4.5.3 Serial Correlation

Serial correlation was tested using Durbin Watson statistic. The findings are presented in Table 4.12.

**Table 4.12 Serial Correlation**

Model	Durbin-Watson
1	1.863

*a. Predictors: (Constant), monitoring and evaluation , stakeholder human resource management , stakeholder communication management , stakeholder capacity building*

*b. Dependent Variable: performance of hunger safety net project in Isiolo County*

The study analysis produced a Durbin Watson statistic of 1.863. This indicated that serial correlation was not a problem as Kothari (2017) that serial correlation will be a problem if its below 1.5 and above 2.5. The data was therefore appropriate for linear regression analysis.

### 4.6 Inferential Analysis

#### 4.6.1 Correlational Analysis

Correlation analysis was done to assess the relationship between the study variables and dependent variable. The findings are presented in table 4.13.

**Table 4.13 Model Summary**

Model	R	R Square	Adjusted R Square	F	Sig.
1	.927 <sup>a</sup>	.860	.850	100.000	.000

*a. Predictors: (Constant), monitoring and evaluation , stakeholder human resource management , stakeholder communication management , stakeholder capacity building*

*b. Dependent Variable: performance of hunger safety net project in Isiolo County*

performance of hunger safety net project in Isiolo County	Pearson Correlation	1					
	Sig. (2-tailed)						
stakeholder capacity building	Pearson Correlation	.446**	1				
	Sig. (2tailed)	0.000					
stakeholder human resource management	Pearson Correlation	-.186**	-0.031	1			
	Sig. (2tailed)	0.005	0.642				
stakeholder communication management	Pearson Correlation	.242**	.168*	.406**	1		
	Sig. (2tailed)	0.000	0.012	0.000			
monitoring and evaluation	Pearson Correlation	.562**	.610**	0.061	.372**	1	
	Sig. (2tailed)	0.000	0.000	0.362	0.000		
	<u>N</u>	<u>223</u>	<u>223</u>	<u>223</u>	<u>223</u>	<u>223</u>	<u>223</u>

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

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

#### **Source: Research Findings (2024)**

The study objective was to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. According to the results in Table 4.12, stakeholder capacity building and performance of hunger safety net project in Isiolo County had a correlation of .446,  $p < 0.05$ . This meant that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder capacity building will improve performance of hunger safety net project.

The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a coefficient of  $-0.186$ ,  $p < 0.05$ . This indicated that stakeholder human resource management had negative influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County.

The third objective was to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County. Stakeholder communication management had a coefficient of  $0.242$ ,  $p < 0.05$  implying that stakeholder communication management positively improves performance of hunger safety net project in Isiolo County. Thus, stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced.

The fourth objective was to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation had a coefficient of  $0.562$ ,  $p < 0.05$ . This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County.

#### **4.6.2 Regression Analysis**

Multiple regression analysis was undertaken to assess the joint relationship between study variables. The multiple regression model summary results are presented in Table 4.14.

**Table 4.14 Model Summary**

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	Adjusted R	Std. Error of the
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R	R Square	Square	Estimate
.631 <sup>a</sup>	0.398	0.387	0.58906

*a. Predictors: (Constant), monitoring and evaluation , stakeholder human resource management , stakeholder communication management , stakeholder capacity building*

*b. Dependent Variable: performance of hunger safety net project in Isiolo County*

#### **Source: Research Findings (2024)**

The findings in Table 4.14 indicates that influence of stakeholders participation on performance of hunger safety net project in Isiolo County had a coefficient of determination of 0.631, and coefficient of determination of 0.398. This implied that the studied stakeholders participation practices positively improves project performance for up to 39.8 percent. Thus, stakeholder participation is crucial in project performance management.

Table 4.15 presents the Analysis of variance results obtained by the study.

**Table 4.15 Multiple Regression ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.009	4	12.502	36.030	.000 <sup>b</sup>
Residual	75.645	218	0.347		
Total	125.654	222			

*a. Dependent Variable: performance of hunger safety net project in Isiolo County*

*b. Predictors: (Constant), monitoring and evaluation , stakeholder human resource management , stakeholder communication management , stakeholder capacity building*

**Source: Research Findings (2024)**

The findings in Table 4.15 indicates that the relationship between stakeholders’ participation on performance of hunger safety net project in Isiolo County is significant since the pvalue was 0.000 which is less than 0.05. Therefore, there is a significant underlying relationship between stakeholder participation and performance of projects.

Table 4.16 presents the model coefficient obtained by the study.

**Table 4.16 Multiple Regression Coefficients**

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.367	0.283			4.834	0.000
stakeholder capacity building	0.178	0.079	0.151		2.258	0.025
stakeholder human resource management	-0.293	0.061	-0.277		-4.781	0.000
stakeholder communication management	0.244	0.088	0.172		2.761	0.006
monitoring and evaluation	0.444	0.074	0.423		5.977	0.000

*a. Dependent Variable: performance of hunger safety net project in Isiolo County*

**Source: Research Data (2023)**

The findings presented in table 4.16 indicate that stakeholder capacity building had a coefficient of 0.178,  $p < 0.05$ , stakeholder human resource management -0.293,  $p < 0.05$ , stakeholder communication management coefficient 0.244,  $p < 0.05$  and monitoring and evaluation coefficient of 0.444,  $p < 0.05$ .

The findings indicated that there was a positive influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. Thus, improvement of stakeholder capacity building will improve performance of hunger safety net project in Isiolo County. There was a negative and significant influence of stakeholder human resource management on performance of hunger safety net project in Isiolo County. Thus, increased stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County

Further, the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County is positive with improvement in stakeholder communication management improving performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation will also improve significantly performance of hunger safety net project in Isiolo County.

#### **4.7 Discussion of Findings**

##### **4.7.1 stakeholder capacity building on performance of hunger safety net project in Isiolo County**

The study objective was to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. According to the results in Table 4.12, stakeholder capacity building and performance of hunger safety net project in Isiolo County had a correlation of .446,  $p < 0.05$ . This meant that stakeholder influence has a positive and significant influence on performance of hunger safety net project in

Isiolo County. This meant that stakeholder capacity building will improve performance of hunger safety net project.

The findings were in agreement with Atiibo (2017) who conducted research at UER of Ghana on stakeholder management difficulties and their effects on project management in empowerment and advocacy NGOs. The research found that the duties and priorities of significant stakeholders had a significant impact on how non-governmental organizations functioned. The majority of stakeholder management, however, was found to be associated with sporadic and ad hoc actions and was not institutionalized. Hettiarachchi, (2020) results showed that the main stakeholders were the client, the contractor, and the consultant. According to the results, the D&B project lifecycle featured eight phases, each of which had a unique stakeholder function. Additionally, there are obstacles and facilitators at each step.

Mbugua et al., (2020) study found that Kenya's capacity to complete infrastructure projects for urban road transportation was enhanced by participation in project initiation. Saad, et al. (2022) findings of using structural equation modeling (SEM) with Smart PLS software demonstrated that stakeholder management had a favorable influence on project success and validate the beneficial moderation of awareness. According to the statistical analysis of the research, increasing stakeholder management's awareness of project teams has a positive effect on the link between the stakeholder management approach and project success (via SEM).

#### **4.7.2 stakeholder human resource management on performance of hunger safety net project in Isiolo County**

The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a coefficient of -.186,

$p < 0.05$ . This indicated that stakeholder human resource management had negative influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County.

The findings were in contrary to a number of findings. In South Africa, Wachi (2016) examined the extent of stakeholder involvement and its effects on the creation and implementation of an environmental management plan at the project level. The findings were that failure to note potential transactions if social, economic, and environmental expectations of stakeholders were to be noted, the inability to identify the apparent roles and responsibilities of the environmental observer commission, the body that represented the affected and interested factions, the lack of being in a position to identify open engagement goals, and the inability to identify open engagement goals are just a few notable flaws of engagement procedures. Similarly, Nederhand and Klijn (2019) research found that although having trustworthy connections between actors promotes the engagement of society stakeholders, having a flexible contract boosts citizen involvement. The research also found that including stakeholders encourages more creative ideas but does not always result in initiatives that perform better.

The findings were however in line with a number of studies. Contractor views of communication problems in building projects were evaluated by Yakubu et al., (2019). The results of the research show a positive correlation between poor human resources involvement in and project performance. Involvement of stakeholders in recruitments leads to divided interest in project members and thus performance of projects being affected.

#### **4.7.3 stakeholder communication management on performance of hunger safety net project in Isiolo County**

The third objective was to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County. Stakeholder communication management had a coefficient of 0.242,  $p < 0.05$  implying that stakeholder communication management positively improves performance of hunger safety net project in Isiolo County. Thus, stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced.

The findings were in line with previous studies. The effect of stakeholder conflict management on the execution of projects at the airport was assessed by Omondi and Kimutai (2018). Based on the project's budget, degree of quality, and projected completion date, project performance was assessed. According to the report, disagreements among stakeholders had a detrimental effect on the growth and execution of projects at Jomo Kenyatta International Airport.

Musau and Kirui (2018) performed research on the impact of project management techniques on the execution of government projects in county governments, using the Machakos County Government as an example. The study found that for the great majority of its activities, the County Government of Machakos had a strategic plan. It was also stated that the County Government of Machakos has a mission statement, a vision, and guiding principles. Phoya and Pietrzyk (2019) looked at three major ongoing building projects in Dar es Salaam, Tanzania. A pattern of interactions between various stakeholders and the system's capacity to offer health and safety control were discovered using the results of the case studies conducted for the three projects. According to the

study, there is a causal chain between the impact of stakeholders and the subsequent health and safety risk management in Tanzanian construction projects.

#### **4.7.4 effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County**

The fourth objective was to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation had a coefficient of 0.562,  $p < 0.05$ . This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County.

The findings agreed with previous studies by Ocharo and Kimutai, (2018) who found that projects were not effectively implemented and did not completely incorporate all stakeholders throughout the project planning stage. In addition, there was a lack of adherence to project monitoring, assessment, follow-up, evaluation, and feedback, which led to a less than optimal project execution process. Njeru and Luketero (2018) research found that the effectiveness of medical camps was influenced by monitoring and evaluation systems. It was stated that in order to provide them with the necessary skills, training in monitoring and evaluation has to be properly designed and adhered to. It was preferred that all stakeholders actively engage in decision-making, planning, and project design for medical camps in order to ensure effective operation. It was also mentioned to consider the interests of the local community and relevant institutions.

#### **4.7.5 influence of stakeholders participation on performance of hunger safety net project in Isiolo County**

The study aim was to determine the influence of stakeholders participation on performance of hunger safety net project in Isiolo County. To achieve this, multiple regression analysis was done. The findings of multiple regression analysis indicated that

influence of stakeholders participation on performance of hunger safety net project in Isiolo County had a coefficient of determination of 0.631, and coefficient of determination of 0.398. This implied that the studied stakeholders participation practices positively improves project performance for up to 39.8 percent. Thus, stakeholder participation is crucial in project performance management. P-value was 0.000 which is less than 0.05. Thus, stakeholders participation had a positive and significant influence on performance of hunger safety net project in Isiolo County.

Oyeyipo et al. (2019) examined the factors that promote stakeholders' management of building projects in Nigeria in order to manage the many stakeholder interests on such projects. The findings indicate that positive stakeholder interest in the project, the ability of stakeholders to cooperate, the control level of stakeholder engagement, and effective stakeholder communication are the most crucial factors promoting stakeholder management in building project delivery within the study area. The research also shown that there are no significant differences in project managers' assessments of the traits that enable stakeholder management of construction projects in Nigeria. Kaur and Lodhia, (2018) whose findings demonstrated how important stakeholder involvement is for developing strategic plans, developing sustainability indicators, monitoring sustainability performance, and developing sustainability reports.

Mitchell et al. (2022), is the contact between a company and its stakeholders that tackles knowledge gaps to enhance understanding between managers and stakeholders, assisting in addressing ethical dilemmas encountered by management. In this regard, the absence of stakeholder management has resulted in many problems due to the lack of a person charged with dealing with these problems, due to the owner's inability to solve some problems related to the relationship between the owner and the stakeholders (Matu et al., 2020).

Studies undertaken in the developed countries have affirmed that if projects are poorly managed, firms will suffer financial loss, time overruns, and effort expended during various project phases such project initiation, planning, execution, and closing (Kaur, & Lodhia, 2018; Leung, & Olomolaiye, 2021; Saad, Zahid, & Muhammad, 2022). The high failure rate of projects is a result of important stakeholders not being included in project operations, a rise in unethical project behavior, and project stakeholders' lack of dedication. In a study undertaken in China for instance by Li, et al. (2018), it was revealed that the government is the most powerful institution in determining the extent to which stakeholders are involved in projects. Additionally, the significant potential for influence of end users is noted, pointing to the necessity of a more open and inclusive participatory decision-making process.

The involvement of stakeholders has also been viewed as the most crucial factor that influences how projects turn out in Sri Lanka and India (Isham & Kahkonen, 2020). Another example is in Ghana where in old Fadama project, the community opposed it because they felt that their procedural rights were being violated because they were excluded from the planning and its effects. In Zambia, the present national policy direction on housing aims to ensure inclusivity (participation) and collaborations amongst stakeholders in order to achieve cheap and adequate housing for everyone. For instance, it has been observed that local community information gathering sessions intended to promote local development education have been inconsistent in Uganda. Because of this, the effort to include local communities in meeting their needs is less successful overall (Mubatsi, 2019). Therefore, local engagement must be carried out in an organized manner to ensure its legitimacy and relevance to the project being carried out. (Auditor General's Report, 2018).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section presents a summary of the research findings, derives conclusions from the obtained results, presents recommendations based on the study findings, and provides suggestions for future researchers.

#### **5.2 Summary of Findings**

##### **5.2.1 stakeholder capacity building on performance of hunger safety net project in Isiolo County**

The study objective was to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. According to the results obtained, stakeholder capacity building and performance of hunger safety net project in Isiolo County had a correlation of .446,  $p < 0.05$ . This meant that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder capacity building will improve performance of hunger safety net project.

The findings were in agreement with Atiibo (2017) who conducted research at UER of Ghana on stakeholder management difficulties and their effects on project management in empowerment and advocacy NGOs. The research found that the duties and priorities of significant stakeholders had a significant impact on how non-governmental organizations functioned. The majority of stakeholder management, however, was found

to be associated with sporadic and ad hoc actions and was not institutionalized. Hettiarachchi, (2020) results showed that the main stakeholders were the client, the contractor, and the consultant. According to the results, the D&B project lifecycle featured eight phases, each of which had a unique stakeholder function. Additionally, there are obstacles and facilitators at each step.

Mbugua et al., (2020) study found that Kenya's capacity to complete infrastructure projects for urban road transportation was enhanced by participation in project initiation. Saad, et al. (2022) findings of using structural equation modeling (SEM) with Smart PLS software demonstrated that stakeholder management had a favorable influence on project success and validate the beneficial moderation of awareness. According to the statistical analysis of the research, increasing stakeholder management's awareness of project teams has a positive effect on the link between the stakeholder management approach and project success (via SEM).

### **5.2.2 stakeholder human resource management on performance of hunger safety net project in Isiolo County**

The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a coefficient of  $-0.186$ ,  $p < 0.05$ . This indicated that stakeholder human resource management had negative influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County.

The findings were in contrary to a number of findings. In South Africa, Wachi (2016) examined the extent of stakeholder involvement and its effects on the creation and

implementation of an environmental management plan at the project level. The findings were that failure to note potential transactions if social, economic, and environmental expectations of stakeholders were to be noted, the inability to identify the apparent roles and responsibilities of the environmental observer commission, the body that represented the affected and interested factions, the lack of being in a position to identify open engagement goals, and the inability to identify open engagement goals are just a few notable flaws of engagement procedures. Similarly, Nederhand and Klijn (2019) research found that although having trustworthy connections between actors promotes the engagement of society stakeholders, having a flexible contract boosts citizen involvement. The research also found that including stakeholders encourages more creative ideas but does not always result in initiatives that perform better.

The findings were however in line with a number of studies. Contractor views of communication problems in building projects were evaluated by Yakubu et al., (2019). The results of the research show a positive correlation between poor human resources involvement in and project performance. Involvement of stakeholders in recruitments leads to divided interest in project members and thus performance of projects being affected.

### **5.2.3 stakeholder communication management on performance of hunger safety net project in Isiolo County**

The third objective was to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County. Stakeholder communication management had a coefficient of 0.242,  $p < 0.05$  implying that stakeholder communication management positively improves performance of hunger safety net project in Isiolo County. Thus, stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced.

The findings were in line with previous studies. The effect of stakeholder conflict management on the execution of projects at the airport was assessed by Omondi and Kimutai (2018). Based on the project's budget, degree of quality, and projected completion date, project performance was assessed. According to the report, disagreements among stakeholders had a detrimental effect on the growth and execution of projects at Jomo Kenyatta International Airport.

Musau and Kirui (2018) performed research on the impact of project management techniques on the execution of government projects in county governments, using the Machakos County Government as an example. The study found that for the great majority of its activities, the County Government of Machakos had a strategic plan. It was also stated that the County Government of Machakos has a mission statement, a vision, and guiding principles. Phoya and Pietrzyk (2019) looked at three major ongoing building projects in Dar es Salaam, Tanzania. A pattern of interactions between various stakeholders and the system's capacity to offer health and safety control were discovered using the results of the case studies conducted for the three projects. According to the study, there is a causal chain between the impact of stakeholders and the subsequent health and safety risk management in Tanzanian construction projects.

#### **5.2.4 effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County**

The fourth objective was to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation had a coefficient of 0.562,  $p < 0.05$ . This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County.

The findings agreed with previous studies by Ocharo and Kimutai, (2018) who found that projects were not effectively implemented and did not completely incorporate all stakeholders throughout the project planning stage. In addition, there was a lack of adherence to project monitoring, assessment, follow-up, evaluation, and feedback, which led to a less than optimal project execution process. Njeru and Luketero (2018) research found that the effectiveness of medical camps was influenced by monitoring and evaluation systems. It was stated that in order to provide them with the necessary skills, training in monitoring and evaluation has to be properly designed and adhered to. It was preferred that all stakeholders actively engage in decision-making, planning, and project design for medical camps in order to ensure effective operation. It was also mentioned to consider the interests of the local community and relevant institutions.

#### **5.2.5 influence of stakeholders participation on performance of hunger safety net project in Isiolo County**

The study aim was to determine the influence of stakeholder's participation on performance of hunger safety net project in Isiolo County. To achieve this, multiple regression analysis was done. The findings of multiple regression analysis indicated that influence of stakeholders participation on performance of hunger safety net project in Isiolo County had a coefficient of determination of 0.631, and coefficient of determination of 0.398. This implied that the studied stakeholders participation practices positively improves project performance for up to 39.8 percent. Thus, stakeholder participation is crucial in project performance management. P-value was 0.000 which is less than 0.05. Thus, stakeholders participation had a positive and significant influence on performance of hunger safety net project in Isiolo County.

Oyeyipo et al. (2019) examined the factors that promote stakeholders' management of building projects in Nigeria in order to manage the many stakeholder interests on such projects. The findings indicate that positive stakeholder interest in the project, the ability of stakeholders to cooperate, the control level of stakeholder engagement, and effective stakeholder communication are the most crucial factors promoting stakeholder management in building project delivery within the study area. The research also shown that there are no significant differences in project managers' assessments of the traits that enable stakeholder management of construction projects in Nigeria. Kaur and Lodhia, (2018) whose findings demonstrated how important stakeholder involvement is for developing strategic plans, developing sustainability indicators, monitoring sustainability performance, and developing sustainability reports.

### **5.3 Conclusions**

The study objective was to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. The findings were that stakeholder capacity building and performance of hunger safety net project in Isiolo County had a positive and significant correlation. This position was supported by the existing empirical studies. This study therefore concluded that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. Stakeholder capacity building thus will improve performance of hunger safety net project.

The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a negative and significant coefficient. The findings were in contrast to majority of existing studies. This study concluded that stakeholder human resource management has negative influence on

performance of hunger safety net project in Isiolo County. Stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County due to increased interest in the project execution teams. Thus, human resource management should be an internal organization function.

The third objective was to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County. Stakeholder communication management had a positive and significant coefficient. This study therefore concluded that stakeholder communication management positively improves performance of hunger safety net project in Isiolo County. Thus, stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced.

The fourth objective was to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation had a positive and significant coefficient. This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County.

The study aim was to determine the influence of stakeholders participation on performance of hunger safety net project in Isiolo County. To achieve this, multiple regression analysis was done. The findings of multiple regression analysis indicated that influence of stakeholders participation on performance of hunger safety net project in Isiolo County had a positive and significant coefficient of correlation. This study therefore concluded that implied that stakeholder capacity building, stakeholder human resource management, stakeholder communication management and stakeholder monitoring and evaluation stakeholders participation practices positively improves

project performance. Thus, stakeholder participation is crucial in project performance management.

#### **5.4 Recommendations**

The study recommendations have been drawn from the objectives, findings, and conclusions of the study. First study objective was to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. The findings were that stakeholder capacity building and performance of hunger safety net project in Isiolo County had a positive and significant correlation. This position was supported by the existing empirical studies. This study therefore concluded that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. Stakeholder capacity building thus will improve performance of hunger safety net project. This study therefore recommends that project managers to ensure stakeholders capacity is enhanced since this will lead to improved project performance.

The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a negative and significant coefficient. The findings were in contrast to majority of existing studies. This study concluded that stakeholder human resource management has negative influence on performance of hunger safety net project in Isiolo County. Stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County due to increased interest in the project execution teams. The study therefore recommends that for enhanced project performance, stakeholder human resource management function to be internal function since stakeholder involvement is likely to increase conflict within the project team and thus reduce performance of the projects.

The third objective was to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County. Stakeholder communication management had a positive and significant coefficient. This study therefore concluded that stakeholder communication management positively improves performance of hunger safety net project in Isiolo County. Thus, stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced. The study recommends that stakeholder communication management be enhanced for improved project performance.

The fourth objective was to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation had a positive and significant coefficient. This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County. The study therefore recommends that to ensure project success, stakeholder monitoring and evaluation to be enhanced across all stages of implementation of the projects.

The study aim was to determine the influence of stakeholders' participation on performance of hunger safety net project in Isiolo County. This study therefore concluded that implied that stakeholder capacity building, stakeholder human resource management, stakeholder communication management and stakeholder monitoring and evaluation stakeholders' participation practices positively improves project performance. Thus, stakeholder participation is crucial in project performance management. The study recommends that project team members to take into consideration stakeholder capacity building, stakeholder human resource management, stakeholder communication management and stakeholder monitoring and evaluation stakeholders' participation with the target of improving project performance.

### **5.5 Suggestions for Further Study**

The study was done at the hunger safety net project in Isiolo County. Further study is recommended on different projects not hunger safety net project in Isiolo County. This will ensure that the findings obtained can be generalized across the different projects.

The findings indicated that stakeholder human resource management had a negative and significant coefficient. The finding was in contrast to majority of existing studies. A further study is therefore recommended on this to assess the examine further the concept and validate the findings of this study.

Performance for this study was measured by timeliness, timeliness/lead time, completion within cost budget, resource mobilization, improved living standards, continuous project improvement, financial viability, long term continuity, production quality and project outcomes. Descriptive statistics indicated that Highest scores of performance measurement were timeliness/lead time, completion within cost budget and continuous project improvement. Further study can be done on using only timeliness/lead time, completion within cost budget and continuous project improvement.

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## **APPENDICES**

### **Appendix I: Consent form**

#### **Introduction**

I am **Jillo Abdullahi Hapicha**, student from Mount Kenya University pursuing a Masters Degree of Science in Project Management and Planning. I am undertaking a research on ***“INFLUENCE OF STAKEHOLDERS PARTICIPATION ON PERFORMANCE OF HUNGER SAFETY NET PROJECT IN ISIOLO COUNTY”*** as a requirement towards my graduation. I would want to ask for your permission to participate in this study. I respectfully request that you work with me and supply the necessary information.

#### **Study purpose**

The purpose of this study is to determine the influence of stakeholders participation on performance of hunger safety net project in Isiolo County. The findings of the study will aid in the improvement of project planning techniques and, as a result, performance.

#### **Study procedure**

You will be asked questions via a research questionnaire as part of your participation in this study. You must type your responses into the spaces given. You have the right to ask questions and get additional information about any component of this study at any time.

#### **Voluntary participation**

Because this research is completely voluntary and hence optional, you have the freedom to refuse to participate. You may also choose to leave the interview session at any point without facing any negative consequences.

### **Discomforts and risks**

This activity may interfere with your everyday routines; nonetheless, we would appreciate it if you took the time to engage in this study.

### **Benefits and rewards**

Your participation in the survey will provide us with the essential data to ensure improved project performance. Participants will not receive any monetary compensation.

### **Confidentiality**

Your information will be kept private and processed in a secure manner. Your identity will never be revealed, and the information you submit will only be used to further the present study's goal.

### **Contact information**

You may contact us if you have any questions about this study.

**The Chairman,**

**MKU IERC,**

**P.O BOX 342-01000, Thika**

### **Participant's statement**

The details of my participation in this study have been clarified for me. I have been given the opportunity to get more information and have my issues addressed properly. Participation in this study is entirely optional. This information, according to my understanding, will be kept secret and confidential. I also have the option to stop participating in this study at any time.

Sign.....

Date.....

**Principal Investigator's statement**

I, the undersigned, have explained the research technique to the participant in a language that he or she understands best, as well as the risks and rewards that will be involved.

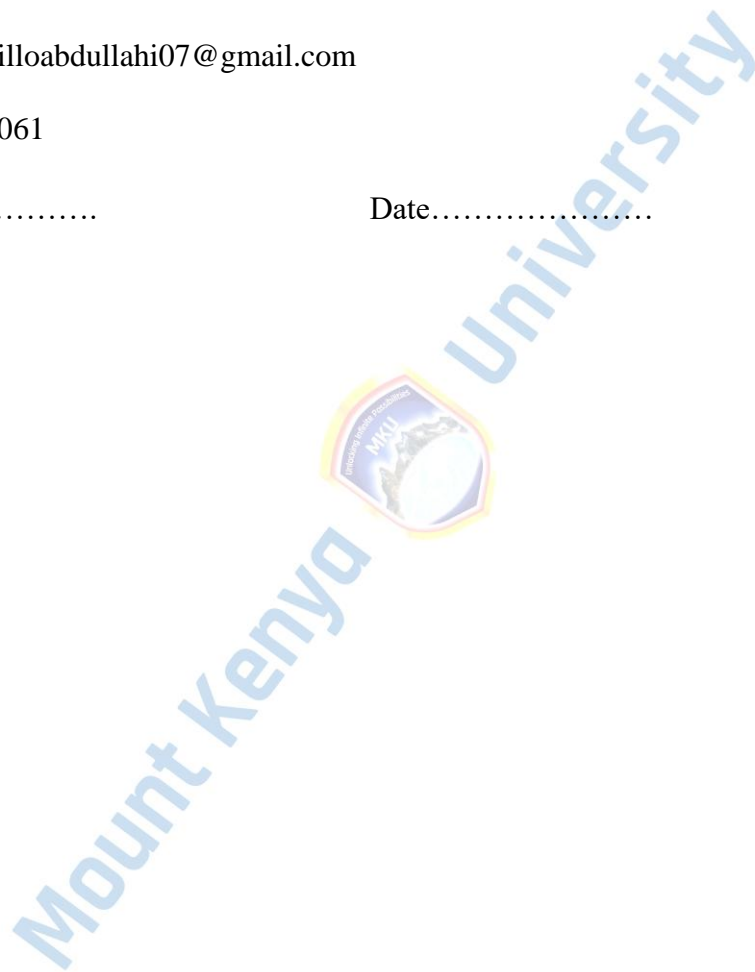
**Name:** Jillo Abdullahi Hapicha

**Email address:** jilloabdullahi07@gmail.com

**Tel No:** 0720915061

Signature.....

Date.....



## Appendix II: Research Questionnaire

This study seeks to obtain information regarding the influence of stakeholders participation on performance of hunger safety net project in Isiolo County. Kindly provide information outspokenly and honestly as possible. All information received will be treated confidentially and used for academic purposes only.

*Kindly respond to all questions as accurately as possible in the spaces provided.*

### PART A: BACKGROUND INFORMATION

1. Please indicated your gender

- a) Male ( )
- b) Female ( )

2. Please indicate your age bracket

- a) 18 – 25 years ( )
- b) 26 – 35 years ( )
- c) 36 – 45 years ( )
- d) 46 – 55 years ( )
- e) Above 55 years ( )

3. What are your academic qualifications?

- a) Secondary School certificate ( )
- b) Diploma ( )
- c) Degree ( )
- d) Master's Degree ( )

4. How many years have you been involved hunger safety net project in Isiolo County?

- i. Less than one year ( )
- ii. 2 -3 years ( )
- iii. 4 -5 years ( )
- iv. Over 5 years ( )

**PART B: STAKEHOLDERS PARTICIPATION IN HUNGER SAFETY NET**

**PROJECT IN ISIOLO COUNTY**

Please rate the extent to which stakeholders are involved in the following activities pertaining to hunger safety net project in Isiolo County (Use a scale of 1 to 5 where 1 is very small extent, 2 is small extent, 3 is moderate extent, 4 is large extent and 5 is to a very large extent)

Statement	1	2	3	4	5
<b>Stakeholder Capacity Building</b>					
6. The stakeholders oversee the training and development of the project team					
7. There is enough funding from the stakeholders towards projects					
8. Stakeholders ensure that the project objectives are well set out and adhered to.					

Statement	1	2	3	4	5
9. There is timelines on how the projects are planned by stakeholders					

10. There is proper project planning protocols implemented by the stakeholders					
11. Stakeholder participation ensures adequate resources allocated to the project planning					
<b>Stakeholder Human Resource Management</b>					
12. Stakeholders are actively involved in project team selection					
13. Benefit analysis by the stakeholders ensures only viable projects are selected					
14. Through need analysis stakeholders are able to weigh out the required human capital					
15. Stakeholders take part in rewarding the employees in order to motivate them					
16. It the duty of the stakeholders to assess the performance of the project team					
<b>Stakeholder communication management</b>					
<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

17. The communication channels used in communication of project information are easily assessable					
18. All information pertaining to the project as well as stakeholders involvement is fully documented					
19. There is prompt dissemination of information between the stakeholders, project manager and project team					
20. There is an effective plan on how the project's communication are carried out.					
21. There is well-structured program definition and structuring of stakeholders' participation					
<b>Stakeholder monitoring &amp; evaluation</b>					
22. There are proper Monitoring and Evaluation strategies by the stakeholders					
23. Control of activities during project monitoring ensures no deviations of the projects					
24. Provision of direction is a huge determinant of the success of the project implementation					

25. Adjustment of errors during project monitoring ensures that the project objectives are met					
<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
26. There is availability of adequate stakeholder engagement in project monitoring					
27. There is frequent utilization of project monitoring tools in accessing the sustainability of projects					

**SECTION C: INFLUENCE OF STAKEHOLDERS PARTICIPATION ON PERFORMANCE OF HUNGER SAFETY NET PROJECT IN ISIOLO COUNTY**

Please indicate the extent to which the following measures of project performance are affected by stakeholder participation using a scale of 1 to 5 where 1 is very small extent, 2 is small extent, 3 is moderate extent, 4 is large extent and 5 is to a very large extent.

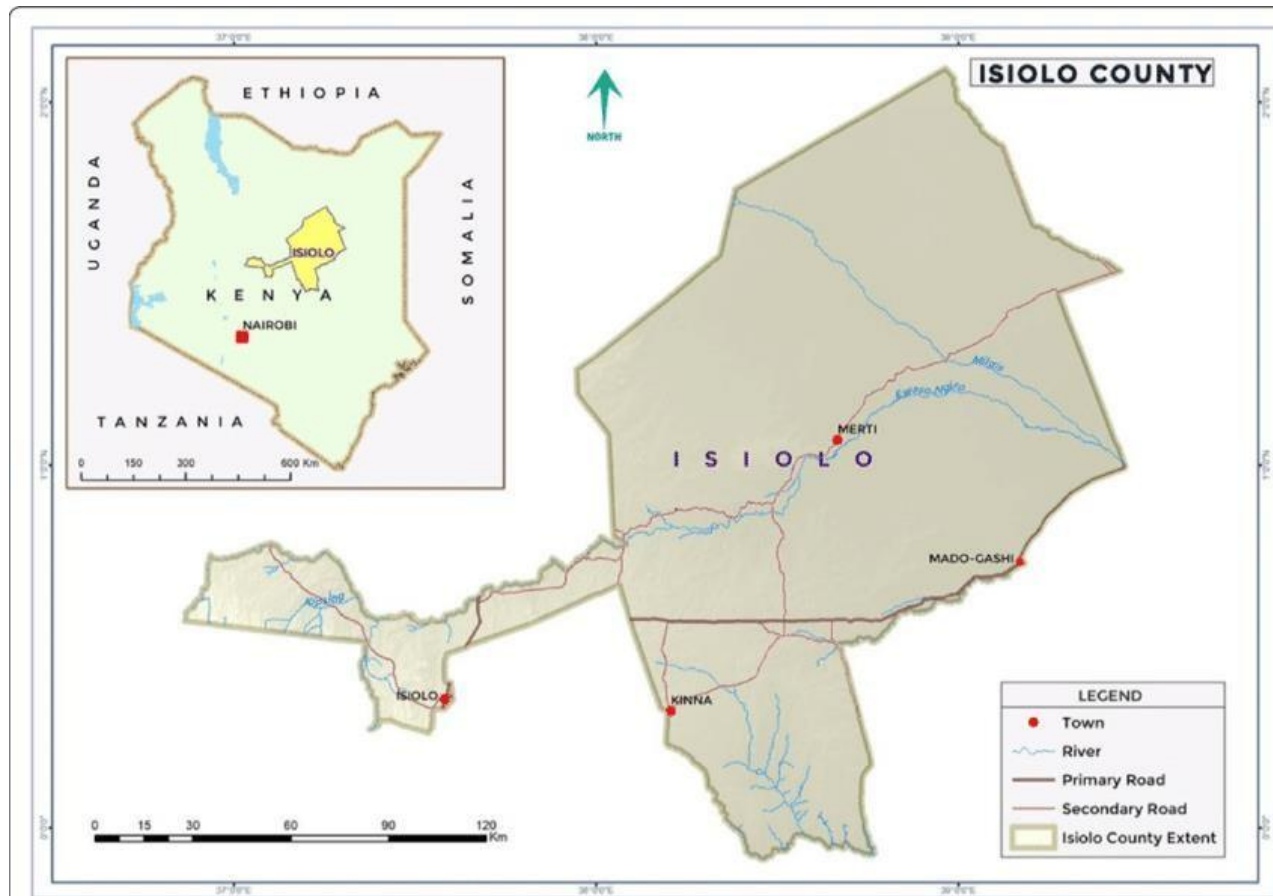
<b>Measure</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
29. Timeliness					
30. Timeliness/lead time					
31. Completion within cost budget					
32. Resource mobilization					

33. Improved living standards					
34. Continuous project improvement					
<b>Measure</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
35. Financial viability					
36. Long term continuity					
37. Production quality					
38. Project outcomes					

**End**

**Thank you for your time**

### Appendix III: Study Site, Isiolo County



### Appendix IV: Introduction Letter

Mount Kenya

# Mount Kenya University

## DIRECTORATE OF GRADUATE STUDIES

MSCPM/2020/66599

29<sup>th</sup> February, 2024

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,

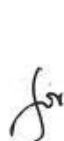
**RE: JILLO ABDULLAHI HAPICHA- REGISTRATION NO. MSCPM/2020/66599**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the Department of **Management** in the school of **Business and Economics**

The title of the research is **"Influence of Stakeholders Participation on Performance of Hunger Safety Net Project in Isiolo County"** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **March, 2024 and May, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.



**Dr. Samuel M. Karenga, Ph.D**  
**Director, Graduate Studies**  
Enc.

Mount Kenya University  
P.O. Box 342 - 01000, THIKA  
Office of the Director  
Graduate Studies

## Appendix V: Ethical Review Clearance



REF: MKU/ISERC/3446

Date: 14 February 2024

TO: JILLO ABDULLAHI HAPICHA

REG: MSCPM/2020/66599

Dear Sir/Madam,

**RE: INFLUENCE OF STAKEHOLDERS PARTICIPATION ON PERFORMANCE OF HUNGER SAFETY NET PROJECT IN ISIOLO COUNTY**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2490**. The approval period is **14/02/2024 - 13/02/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

✓ The Chairman  
Mount Kenya University  
Ethics Review Committee  
P. O. Box 342 - 0100, Thika

**Dr. Alfred Owino, PhD**  
**Chairman, Mount Kenya University ISERC**

**Appendix VI: NACOSTI PERMIT**



**REPUBLIC OF KENYA**

**RefNo: 827496**



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

**Date of Issue: 13/March/2024**

**RESEARCH LICENSE**



**This is to Certify that Ms. Jillo Abdullahi Hapicha of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Isiolo on the topic: INFLUENCE OF STAKEHOLDERS PARTICIPATION ON PERFORMANCE OF HUNGER SAFETY NET PROJECT IN ISIOLO COUNTY for the period ending : 13/March/2025.**

**License No: NACOSTI/P/24/33817**

**827496**

**Applicant Identification Number**



**Director General**  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
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**See overleaf for conditions**

**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**  
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
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  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
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14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and  
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Off Waiyaki Way, Upper Kabete,  
P. O. Box 30623 - 00100 Nairobi, KENYA  
Telephone: 020 4007000, 0713788787, 0735404245  
E-mail: dg@nacosti.go.ke  
Website: www.nacosti.go.ke

**INFLUENCE OF STAKEHOLDERS  
PARTICIPATION ON  
PERFORMANCE OF HUNGER  
SAFETY NET PROJECT IN ISIOLO  
COUNTY**

*by JILO \_*

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**Submission date:** 05-May- 2024 10:37PM (UTC-0500)

**Submission ID:** 1951678966

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**Word count:** 20122

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