

**STAKEHOLDERS' MANAGEMENT AND PERFORMANCE OF RIGHT COFFEE
PROJECT IN EMBU COUNTY, KENYA**

WAINAINA KANG'ETHE JOSIAH



**A REASERCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER DEGREE OF SCIENCE IN PROJECT
MANAGEMENT AND PLANNING OF
MOUNT KENYA UNIVERSITY**

May, 2025

DECLARATION AND APPROVAL

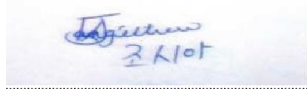
Declaration

This project is my original work and has never been presented for any academic award in any institution.

Name: Josiah Kang'ethe Wainaina

Reg. No.: MSCPM/2023/55724.

Signature ..



Date ... 16th May, 2025

Approval

This project is being submitted for examination with my approval as University supervisor.

Name: Dr. Njeri S. Ngacha, PhD

Institution Affiliation: Mt.Kenya University

Signature:



Date: 17th May, 2025.

DEDICATION

This research is dedicated to the School of Business, Department of Management, Mount Kenya University my mentor and colleagues, for their guidance and invaluable insights.



ACKNOWLEDGMENT

I would like to express my deepest gratitude to everyone who contributed to the completion of this proposal. I would like to begin by thanking my supervisor, Dr. Njeri S. Ngacha for his invaluable advice, feedback and support throughout this research, as this work would not have been possible without his guidance.

Great appreciation also goes to coffee farmers and other stakeholders in Embu Kenya who offered critical insights into the genesis of this study by sharing their data. I could not have done it without your honest and communal knowledge.

A very special thank you to all of my family and friends for their patience, understanding, and support throughout this long process. Your faith in me has been a tremendous source of strength.

Finally, thanks to my colleagues and peer reviewers for their helpful conversations and support.

ABSTRACT

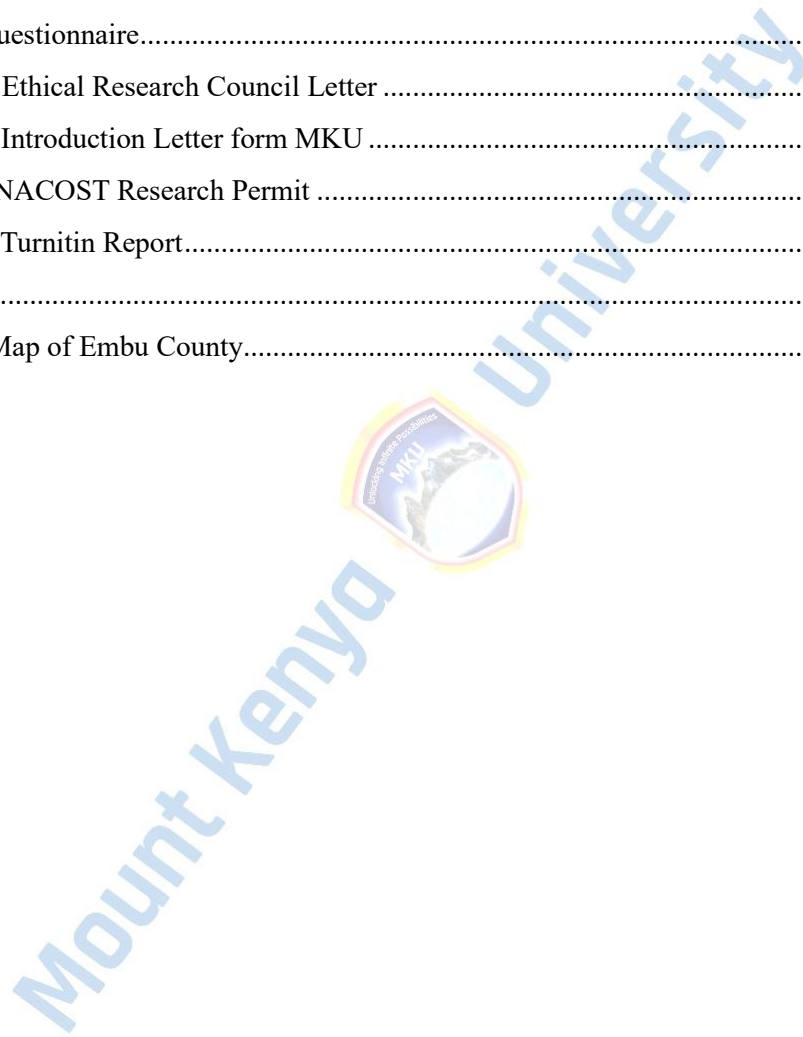
This study aimed at investigating the stakeholder management and its effect on the performance of the Right Coffee Project in Embu County, Kenya. Specifically, the study sought to achieve four objectives: (i) to determine the effect of stakeholders' identification and performance of the Coffee Project (ii) to identify the effect of the communication (iii) to investigate the influence of stakeholder participation and (iv) to establish effect of the monitoring on project success. The research adopted a descriptive cross-sectional survey design to collect quantitative data. The target population consisted of 268 members, including project implementers such as (CELIM and IPSIA NGOs, DeKUT-public University, KCP and Caritas Nairobi -Trust and AWiCI- Association). The study also involved immediate project beneficiaries, such as the cooperative board of management, staffs and members (Lead farmers and beekeepers) who directly interacted with the project. The Embu County Department of Agriculture, as a local project partner, was also included in the study. The sample size of 161 respondents was determined using Yamane's formula, ensuring that the findings accurately represent the study population. A random sampling technique was employed to minimize bias and enhance the generalizability of the results. Primary data were collected using questionnaires, which are suitable for gathering information from a large sample. The questionnaire included both open-ended and close-ended questions to ensure consistency and facilitate data analysis. The collected data were organized, and frequencies of the research variables were presented using histogram, pie charts and tables. All field data were reviewed and coded before being analyzed using SPSS software version 25. The effect of stakeholder management on the project performance was derived from the analysis and interpretation of the data. Both descriptive and inferential statistics were employed in the analysis. Based on the study's findings, the performance of the Right Coffee project was positively and significantly influenced by stakeholders' identification, communication, participation and monitoring. The study concluded that the project would perform better if all the independent variables were enhanced. Improving stakeholders' identification, communication, participation, and monitoring was found to enhance the performance of coffee project. This results contributed positively to the coffee industry by providing a framework for better stakeholders' management in the coffee production. This, in turn, could lead to more efficient operations and stronger stakeholders' involvement, ultimately resulting into improved coffee productivity and sustainability. A thriving coffee industry has a potential to create jobs, increase income and enhance the overall economic landscape, as envision in Kenya Vision 2030. Moreover, improving stakeholders' management practices could lead to a better working condition, fairer trade practices and increased economic opportunities within the coffee sector in alignment with Sustainable Development Goal (SDG) 8. Given that East Africa is a major coffee-growing region, this results could be disseminated across the region to enhance knowledge exchange and cooperation among member state in coffee sector. This research has a potential to offer valuable insights and strategies that could lead to sustainable improvement in the coffee industry, contributing to broader economic and social development goals.

TABLE OF CONTENT

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
ABSTRACT	v
TABLE OF CONTENT	vi
LIST OF TABLES	ix
CHAPTER ONE	1
1.1 Background.....	1
1.2 Problem statement.....	6
1.3 Purpose of the Study	8
1.4 Objective of the Study	8
1.5: Research Questions.....	9
1.6: Significance of the Study	9
1.7: Limitations of the Study	10
1.8: Scope of the Study	10
1.9: Operational Definition of the Key Terms.....	12
CHAPTER TWO	14
LITERATURE REVIEW	14
2.1 Introduction.....	14
2.2 Theoretical Framework.....	14
2.2.1 Stakeholders Theory	14
2.2.2 Performance Theory.....	16
2.2.3 Expectancy Theory	17
2.3 Empirical Review.....	18
2.3.1 Stakeholders Identification and Performance of Coffee project	19
2.3.2 Communication and Performance of Coffee Project	24
2.3.3 Stakeholder participation and Performance of Coffee Project.....	27
2.3.4 Monitoring and Performance of Coffee Project.....	29
2.4 Project Performance	34
2.4 Conceptual Framework.....	36
CHAPTER THREE	41
RESEARCH METHODOLOGY	41
3.1 Introduction.....	41
3.2 Research Design.....	41

3.4 Target Population	42
3.5 Sample Size and Sampling Procedure	44
3.5.1 Sample Size Determination.....	44
3.5.2 Sampling Procedure	45
3.6 Data Collection Instruments.....	45
3.7 Validity and Reliability of Research Instrument	45
3.7.1 Validity of Research Instrument.....	45
3.7.2 Reliability of Research Instrument	46
3.8 Data Collection Procedure	46
3.9 Data Analysis Procedure	47
3.10 Ethical Considerations	48
CHAPTER FOUR.....	49
RESEARCH FINDINGS AND DISCUSSIONS.....	49
4.0 Introduction.....	49
4.1 Response Rate.....	49
4.2 Demographic Information.....	52
4.2.1 Gender of Respondents	52
4.2.2 Age Group of Respondents	53
4.2.3 Highest Academic Qualification of Respondents	53
4.2.4 Category of Target Group	54
4.3 Stakeholders Identification and Performance Right Coffee Project.	55
4.4 Communication and Performance Right Coffee Project.....	58
4.5 Stakeholder Participation and Performance Right Coffee Project	61
4.6 Monitoring and Performance Right Coffee Project	63
4.7 Performance of the Right Coffee Project	66
4.8 Diagnostic Test.....	69
4.8.1 Normality Test.....	69
4.8.2 Multi-collinearity Test.....	70
4.9 Inferential Analysis	72
4.9.1 Correlation Analysis.....	72
4.10 Regression Analysis	76
4.10.1 Model Summary.....	76
4.10.2 Assessing the Fit of Multiple Regression Model	77
4.11 Regression Model Coefficients	78
CHAPTER FIVE	83
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	83

5.0 Introduction.....	83
5.1 Summary of Findings.....	83
5.4 Conclusion	87
5.6 Recommendations.....	89
5.7 Recommendations of Further Research	89
REFERENCES.....	90
APPENDICES	99
Appendix I: Informed Consent	99
Appendix II: Questionnaire.....	101
Appendices iii. Ethical Research Council Letter	106
Appendices iv: Introduction Letter form MKU	107
Appendices v: NACOST Research Permit	108
Appendices vi: Turnitin Report.....	109
.....	110
Appendix vii: Map of Embu County.....	111



LIST OF TABLES

Table 1 Target Population Breakdown.....	43
Table 2 Sample size	44
Table 3 Response Rate	49
Table 4 Reliability Statistics	51
Table 5 Stakeholder Identification Analysis	55
Table 6 Stakeholder Communication Analysis	59
Table 7 Stakeholder Participation Analysis	61
Table 8 Monitoring Analysis.....	64
Table 9 Right Coffee Project Performance Analysis	67
Table 10 Normality Test Statistics	70
Table 11 Multicollinearity Test Statistics.....	71
Table 12 Correlation Analysis Statistics	73
Table 13 Regression Model Summary	76
Table 14 Analysis of Variance (ANOVA).....	78
Table 15 Regression Model Coefficients Statistics.....	79

LIST OF FIGURES

Figure 1 Conceptual Frame Work.....	37
Figure 2 Bar graph presenting Gender of Respondents	52
Figure 3 Pie Chart Presenting Age Group of Respondents.....	53
Figure 4 Pie Chart Presenting Academic Qualification of Respondents	54
Figure 5 Pie Chart Presenting Categories of Respondents	55
Figure 6 Histogram Presenting the Regression Residuals Test.....	72



LIST OF ABBREVIATION AND ACRONYMS

CELIM – Centro Laici per le Missioni

IPSIA – Istituto Pace Sviluppo Innovazione ACLI

DeKUT – Dedan Kimathi University of Technology

AWiCI – Association of Women in Coffee Industry

KCP – Kenya Coffee Platform

SDG – Sustainable Development Goal

ANOVA – Analysis of Variance

NACOSTI – National Commission for Science, Technology & Innovation



Mount Kenya University

CHAPTER ONE

INTRODUCTION

1.1 Background

A project is a structured endeavor undertaken by an individual or organization to achieve specific objectives within a defined time-frame, budget and performance criteria. It has a clear beginning and end and is designed to deliver a distinct outcome. According to the Project Management Institute (2023), a project is a temporary initiative focused on creating a unique product, service or result.

It's through satisfying results outlined in the schedule and budget of a project that success is assured. It is, however, a significant problem in most developing countries that projects are unsuccessful. According to Nzwkwe *et al.*, (2015), a project is considered a failure if the needs of the consumers are not met or cannot be completed within the specified time, budget, and quality standards. Projects that experience significance delays are disqualified because of the change in the situation.

The actual ideas on stakeholders' engagement concepts in projects and programs were introduced in the development agencies of developed countries in the late 1970s and early 1980s for mainly realizing that insufficient stakeholders' involvement had been the leading cause of project failures particularly those involving coffee. First of all, the attention was paid to the most recognized participants. Over the last decade, there has been an increased emphasis on involving the stakeholders in development activities, this has led to the widening of the stakeholders' base. Stakeholders action research seeks to achieve both stakeholders' practical objectives and research requirements with regard to the coffee projects (Megan, 2015). This process is organizational, by definition, political since it's implemented as collective action that affects all other persons engaged in coffee initiatives. However, in the United States,

engagement aims at cultivating sustainable friendly cooperation with people whose interest may be affected by or who can impact on matters related to a project or a firm such as Anglo American. The ability to engage with other stakeholders has also been seen to help site improve their responses to stakeholders' worries hence the increased trust and acceptance (Lehtinen & Aaltonen, 2024). These developments have also impacted the relations between companies and stakeholders as business leaders have lost the power to dictate the timing, content and interpretation of project information. For example, engagement has increasingly become associated with key values such as transparency, timeliness and accountability. If properly developed, such strategies might enhance operations of the projects while improving on the community's resilience, (Jones, 2016).

Engagement in European settings, ranging from Germany, the United Kingdom to Switzerland can take place at one or multiple hierarchy of project development and instance at different societal stratum and forms. Engagement can vary from sharing input on specific projects that have been pre-determined to sharing of information and consultation, decision making, partnering, and empowering. In other words, stakeholders' involvement is a tool that enables determination of project development and objectives in that it helps enhance community's capacity in acquiring skills and knowledge, thereby reducing dependency.

In this context, Matu *et al.* (2020), emphasized that stakeholders play a crucial role in projects to ensure that a broad based array of stakeholders' is included in the very center of strategy formulation to achieve the planned project objectives. Newcombe (2015) affirms that project stakeholders include individuals or organizations with an interest in the project's outcomes and are able to include a client, a project manager, a designer, a sub-contractor, a supplier, funding bodies, users and the public. It is also important to determine who the major players are so that effective communication can be carried out. Mitchell (2017) expanded the analysis of salience with the help of the estimation of the validity of the stakeholder's claims by power, legitimacy

and urgency. He opined that engagement of stakeholders ensures that the managers are able to define important stakeholders as well as factors to deal with.

In the contemporary society, the involvement of stakeholders is an essential facet of undertaking performance since stakeholders and citizens are expected to be involved in any intervention, not to mention that they ought to be the passive receptors of any intervention (Mashali *et al.*, 2023). They aim at having an argument which forces policy makers into wasting time on their complaints.

Among them, commitment on stakeholders' engagement is considered as a business imperative and supported by the World Bank for Nigerian project performance. Community citizens should be included in the decision making process about projects and involved in the implementation once the project is completed. Cernea (2015) affirms that stakeholder engagement as the process by which various stakeholder groups participate in shaping the course as well as delivery of development interventions for their benefit. Especially, the stakeholder engagement lied more on creditor participation as opposed to government intervention with the main aim of nurturing collaborative efforts among creditors.

This paper reveals that, it is effective to involve stakeholders in Africa if the process is done in a way that best suits a particular stakeholder. The project activities can be beneficial from the involvement of diverse stakeholders because they can bring feedback on business competitiveness. This allows project to improve performance and refine their strategies (Francis and Tubey, 2017). Projects must recognize the differences among stakeholder groups to establish effective and sustainable communication and interaction. These differences include the local customs, cultures, traditions, values, diversity and the religion(Rankinen *et al.*, 2022). It is imperative for developing engagement strategies to identify and appreciate the range of

aspects that are important to unique stakeholders since they define the engagement process and the performance of a particular project.

In Kenya, stakeholder engagement is the act whereby organization or the research team takes some steps to involve relevant stakeholders. Improving the identification and referral of such cases through stakeholders is essential in realigning the strategies and its implementation to improve the project's overall effectiveness. Hence, engaging of the stakeholders can be a tool to support the project (GSJ, 2024). However, it is crucial to note that there is also a weakness of relying on stakeholders' engagement since the studies may be compromised in order to fit the stakeholders' preferences even if the results may be inaccurate or completely scientific (Du Toit *et al.*, 2023).

Coffee Project in Embu County, Kenya, titled the Development of Sustainable, Inclusive and Innovative Coffee Value Chain (RIGHT COFFEE PROJECT), is achieved through the Maslow's collaboration and participation of various categories of people from the very start to the end of the phases. These categories of people are tentatively called "project stakeholders. " The stakeholders either support or oppose a project depending on their ability to impact the outcomes according to their own interest. According to Oponng *et al.*, 2017, how stakeholders are treated remains the primary determinant of failure or success in the project.

This project is being carried out in two counties: Kiambu and Embu. It focuses on four coffee cooperative, with two located in each county. Aligned with the Sustainable Development Goal 2 (SDG 2), the initiative aims to promote the sustainability of the coffee value chain in Kenya through responsible agricultural practices. The goal is to increase the average income of 9,460 male producers, 2,720 female producers, and the four cooperatives involved in the wet processing of coffee.

Coffee production has long been a vital sector in Kenya. In 2017, it was the fifth largest agricultural export, generating \$190 million, which represented 6.5% of the country's total export value. However, the coffee value chain faces numerous challenges due to its complex and often interdependent nature. Poorly designed policies have contributed to a significant decline in both the quantity and quality of coffee produced, resulting in increased costs for farmers and negatively affecting their income. Key challenges include: 1) insufficient skills among producers; 2) the prevalence of aggressive diseases like coffee Berry Disease (CBD), caused by pathogenic fungi; 3) limited market access; 6) the exclusion of youth and women from production; and 7) the absence of a formal Kenyan coffee brand. Since 2000, coffee production has sharply decline, dropping to 45,000 tons in 2021 from 120,000 tons in the 1990s.

To tackle these challenges, a partnership has formed among CELIM, IPSIA, Caritas Nairobi, Dedan Kimathi University of Technology, the Kenya Coffee Platform and the International association of Women in Coffee Industry. Together, they are implementing an innovative strategy to promote sustainable and inclusive development through new supply chain models.

The project outlines three levels of holistic intervention:

Result 1: Coffee agro-producers will enhance their technical and agronomic knowledge related to plant cultivation and soil fertility management using climate-smart methods. This will help them manage diseases, increase productivity and improve the quality of coffee. Additionally, they will adopt environmentally friendly practices to enhance the quality of coffee berries.

Result 2: Local cooperatives involved in wet processing will implement good governance practices and reduce their environmental impact by adopting modern, eco-friendly techniques. This includes establishing effective traceability systems for their products, strengthening the management skills of the boards and implementing best practices.

Result 3: The project will promote the local use and diversification of products derived from wet processing by-products, enabling cooperatives to better capitalize on local market opportunities.

The project methodology is designed to have both mid- and long-term impacts on producers' incomes, which are expected to increase by 51% while cooperatives' incomes are projected to rise by 20%. This initiative will also contribute to a 35% increase in land dedicated to sustainable agriculture in Embu and Kiambu.

In this context, the paper discusses how management influence the implementation of the Coffee Project. It explores activities related to identifying stakeholders and engaging them throughout the project. Additionally, the study examines stakeholders' acceptance of the project's outcomes.

1.2 Problem statement

"All organizations need projects delivered on schedule, within budget and meeting the necessary quality and safety standards,". Despite their importance, there is a high frequency of late and over-budget projects. "Indeed, project failure has become a norm in Africa. Teuber *et al.*, (2024) revealed that only 32% of IT projects in Africa are delivered. 44% run into some challenges, while 24% fail entirely.

The researchers, on their part, have attempted to study factors responsible for project failure but not extensively. The previous research by Mavuti and Oyoo, (2019), examined project planning, stakeholder participation, project monitoring & evaluation practices and their impact on the implementation of Kenya ports authority-funded projects in relation to scope requirements, budget, and time objectives. They recommended that other government parastatals should respectively do and adopt principles of project monitoring and evaluation,

project planning, and stakeholder engagement to assess their impact on project success within other government parastatal and institutions.

Research by Ochwoto and Ogolla (2017), notes that project manager's skills, experience and effectiveness has a significant impact on the timely, cost-effective and quality delivery of the project. Project success can be measured further using three criteria mainly: cost of the project, quality of the outcome, and time spent on the project, or other nearby criteria for measuring success, like usability of the delivered project outcomes.

Research by Njogu (2019) found that 38% of failed coffee project were due to insufficient collaboration and ineffective communication among stakeholders, Additionally, Khan *et al.*, 2021 highlighted that coffee projects in East Africa have a 48% higher likelihood of under-performing due to inadequate beneficiary involved, poor assignment and execution of stakeholders' responsibilities.

GSJ, (2024), contended that simply increasing stakeholders' engagement does not always result to a better project performance, especially in the context of coffee project. He highlighted a fundamental issue: there is often a lack of understanding regarding the development process itself. He noted that projects implementation suffers when implementers are unwilling to share ideas with stakeholders, keeping crucial project details secret, which hinders performance. Furthermore, the lack of stakeholders' involvement in monitoring and evaluation processes has resulted in many project managers failing to adhere to standard management principles.

Mansuri (2019), identified several factors contributing to the poor performance of coffee projects in Rwanda, including weak communication between stakeholders and communities, insufficient beneficiary participation, lack of local stakeholder involvement, unclear roles and responsibilities, and ineffective strategies for team collaboration.

While numerous studies have explored stakeholders' management in international projects, such as the work by (Osobajo *et al.*, 2023), these projects differ significantly in terms of governance, social dynamics and cultural contexts compared to local projects. There has been limited research at the regional level that examine stakeholder participation and project performance; such studies include those of (Kasapa *et al.*, 2023). A review of these studies shows that stakeholder participation remains a critical concern in most of these studies. However, there still is a gap in the information on stakeholders' management that influences the performance of the Coffee Project in Embu County.

Given the background provided above, this study intended to examine the stakeholders' management on successful of Right Coffee Project. It specifically explored how various independent variables related to stakeholder management affect the dependent variable of project performance, with a particular emphasis on aspects such as time, quality, scope, and cost.

1.3 Purpose of the Study

The current paper established the effect of stakeholder management on the performance of the Right Coffee Project in Embu County, Kenya.

1.4 Objective of the Study

The study's primarily focused on identifying the different methods of stakeholder management within the Right coffee project in Embu County, Kenya. This was accomplished through the following specific approaches:

- i. To determine the effect of stakeholder identification and performance of the Coffee Project in Embu County, Kenya.

- ii. To identify the effect of the communication and performance of the Coffee Project in Embu County, Kenya.
- iii. To investigate the influence of stakeholder participation and performance of the Coffee Project in Embu County, Kenya.
- iv. To establish the effect of the monitoring and performance of the Coffee Project in Embu County, Kenya.

1.5: Research Questions

- i. What were the particular steps that were involved in incorporating the stakeholders in the Coffee Project?
- ii. What is the performance relation of the coffee project interlinked with the impacts of the communication?
- iii. How does stakeholder's participation influence the performance of the coffee project?
- iv. What is influenced by monitoring integrated into the coffee project?

1.6: Significance of the Study

The high rates of the project failure highlighted in previous studies calls for the need for careful planning and implementation of the necessary steps to ensure its successful completion. The first aim of this project was to describe and discuss, theoretically, stakeholder management that is effective and would be the one to adopt in the management of the project in Embu County; also aims to bring out that framework under which if the project is done, then its success would be a guarantee.

The results traveled further and found utility in the development of stakeholder management through dissemination to track stakeholder identification, participation, communication and monitoring and how they influence the project's performance. Moreover, the study increased rates of successful project by sharpening the project managers' and their organization's

effectiveness in the entire process of successful stakeholder management and how to use it to improve the chance of successful project delivery.

Moreover, with providing practical recommendations, the best practices that would come out of the same can also be implemented in the future projects of the respective organization or the same kind of context. Consequently, this study has enhanced existing body of knowledge on project management and stakeholder's theory and it may serve as a valuable reference case study in the future endeavors.

1.7: Limitations of the Study

The researcher encountered challenges in gathering data from a large number of widely dispersed respondents. To address this issue, online data collection tool KoboCollect was utilized, along with the assistance of research aides to facilitate timely data gathering. Additionally, some respondents were reluctant to participate in the study for reasons that were not clearly explained.

This study is limited to stakeholders' identification, communication, participation and monitoring. Thus the findings should not be generalized to all aspect of stakeholders' management.

Projects are dynamic, and the influences as well as the needs of the stakeholders are changing, making it difficult to get all the factors right. The outline has a complete and coherent structure that gives a total framework for the case study; therefore, the study was able to address fully and clearly all the major issues.

1.8: Scope of the Study

The Right Coffee Project was Implemented in Embu County, in Embu east and North sub-counties thus the study was conducted in the same operation area of the project. The researcher

focused on the performance of the Right Coffee Project only, not forgetting its geographic, cultural, and operational context. It also considered other external factors related to stakeholder management, for instance, industry standards and market conditions. This scope is justified by the fact that the Right Coffee Project was specifically implemented in Embu County, making it a relevant context for examining the project's dynamics and stakeholder management practices.



1.9: Operational Definition of the Key Terms

Stakeholders: These are parties with some interest or concern in project. They can either affect or be affected by the project's outcomes. In this research, the stakeholders include coffee producers, cooperatives, and organizations participating in the Right Coffee Project.

Management strategies: These are the methods and strategies adopted to engage project stakeholders. They ensure that their requirements and expectations are included in the project planning and implementation.

Performance: Execution of a given task against preset known standards of accuracy, completeness, cost, and speed. Here, it will mean how the Right Coffee Project is performing what is expected vis-a-vis time, price, and quality.

Right Coffee Project: This project developed sustainable, inclusive, and innovative coffee value chains in Embu County, Kenya. This project enhances the income of the developing coffee producers and cooperatives.

Stakeholder involvement: This is the process of taking onboard those individuals or groups of individuals who either get affected through or are capable of influencing the results of a project. It is the process of involving them in such a decision-making process.

Stakeholder mapping: This is the process by which all the stakeholders in the project are identified along with their needs. Their influence and interest in results are also established.

Mid and Long-Term impact: The impacts produced by a project over the long run. The Right Coffee aims at long-term improvements in the income of the producers and sustainable agriculture practices.

Independent Variables: The variables manipulated or categorized to test their effect on a dependent variable. In this case, these will include various stakeholder engagement strategies.

Dependent Variable: Outcome factor the research seeks to comprehend and predict. In this research, successful project performance in areas of time, scope, and cost.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive review of the literature that relates to the research objectives, emphasizing significant theoretical and practical considerations. It centers on pertinent studies related to stakeholder management and its impact on the performance of the Right Coffee project in Embu County, Kenya. The chapter encompasses and examination of prior research, a critical analysis, a summary of the key findings from the survey, and the conceptual framework guiding the study.

2.2 Theoretical Framework

This issue is significant concern for many, given the extensive research conducted on stakeholder management and its effects on the performance of the Coffee project in Embu, Kenya. Various authors and scholars have explored how different stakeholder management strategies influence project outcomes. This study is grounded in three key theories: stakeholder theory, performance theory and expectancy theory.

2.2.1 Stakeholders Theory

These are parties or individuals who have interests that are impacted by the implementation of projects. In other words, they are individuals or groups engaged in the project or whose interest is affected by its outcome (Tein & Asia, 2000). According to the stakeholder theory that Friedman (2003), advanced, a business should aim to maximize value creation among all its stakeholders. Such stakeholders include its customers, suppliers, employees, shareholders, and, of course, the communities where it manufactures its goods and services. The organization should be responsible towards these stakeholders and handle its diversified needs appropriately.

Stakeholder theories as per the normative stakeholder theory, concepts and principles laid down by it tell what stakeholder engagement shall be and how managers and stakeholders shall perceive their purpose collectively, emphasizing ethical principles. Instrumental stakeholder theory explains how managers should act which is for the sake of the well-being of the organization. Whereby descriptive stakeholder theory studies what managers do, covering such issues as perceptions, actions, etc. performed by the manager (Rajablu., 2015). The goal of any intervention is to benefits its stakeholders, who are essential for project success by achieving their own objectives. Stakeholders can be internal or external to the organization, comprising individuals or groups who can influence or be influenced by the organization's goals (Freeman, 1984). A stakeholder's status as internal or external is dependent on the observer's perspective. Stakeholders believe they have an interest in the project, leading to certain expectations and behaviors, which can be either constructive or destructive. The stakeholder theory facilitates the Right Coffee Project in navigating the challenges and demands within dynamic global business environments. Luoma-aho (2015), observed that customers and other stakeholders are valuable resources to the organization. However, the level of globalization and change within any business environment tasks have made specific engagement voluntarily where stakeholders have to be attracted into a relationship that attracts value and addresses issues of importance to them.

This study applied Stakeholder Theory to examine how stakeholder identification, communication, participation and monitoring influence the performance of the Right Coffee project in Embu County. The theory aligns well with the study's objectives, as it underscore the importance of recognizing all relevant stakeholders (e.g., farmers, cooperatives, NGOs, and government agencies), ensuring effective communication channels, fostering active participation and implementing structured monitoring practices. These elements are critical for improving accountability, ownership and sustainability in project implementation. Therefore,

Stakeholder Theory provides a theoretical foundation for understanding how stakeholder management practices directly impact the success of the Right Coffee Project.

The study considers stakeholder engagement within the context of engaging the stakeholders in a project, providing the requisite resources to support their engagement, and institutionalizing an organizational culture that would support stakeholder involvement.

2.2.2 Performance Theory

Human beings have enormous potential to perform at high performance levels to achieve great things in life (Olander *et al.*, 2020). This research study is grounded in the Theory of Performance that was proposed by Don Elger. According to Elger (2011) which conceptualizes performance is regarded as a journey where the "place" one is at defines one's performance level. Kihoro and Ndicu (2021) assert that performance in development projects, especially within community-based interventions, is shaped not just by internal capability but also by the effectiveness of stakeholder engagement. Similarly, Omondi and Maina (2022) argue that high performance in agricultural value chain projects is often tied to how well project implementers involve, monitor and communicate with stakeholders throughout the project cycle.

A performer can refer to either an individual or a group of individuals collaborating together. The theory posits that higher levels of performance are linked to enhancements in quality, knowledge and skill acquisition, capacity building, identity development, motivation, capability and cost effectiveness among other factors. The Theory of Performance (ToP) suggests that while some factors influencing performance are fixed, others can be adjusted to achieve better outcomes. According to this theory, project performance is measured by criteria such as scope, quality, time and cost. Achieving high performance leads to quality results that meet or exceed stakeholder expectations. Furthermore, improved performance can lower cost by reducing waste and optimizing the resources required to achieve results or produce goods.

At this levels the capacity and capability of an entity to increase the quantity of output with respect to any throughput can be obtained. According to ToP, the time required to complete a project task reflects performance concerning defined scope in terms of what is detailed on the project charter.

In applying the Theory of Performance to the Right Coffee Project in Embu County, this study recognizes that stakeholder identification, communication, participation and monitoring are critical components of the performance journey. These elements not only reflect the current performance level of the project but also determine its potential to improve and sustain results over time.

2.2.3 Expectancy Theory

Expectations of results or outcomes govern performance (Leasure, 2017). As proffered by Vroom, the father of this theory, an individual selects his behaviors, depending on the beliefs, such that the acts will lead to the desired consequence. This motivation theory postulates that every individual tends to try to choose his actions if he perceives that the outcome outweighs the efforts and resources invested (Maina, 2018).

The theory is based on the idea that our choices and behaviors are largely shaped by the expected results tied to our goals and needs. Vroom's expectancy theory highlights three essential elements of motivation: valence, instrumentality and expectancy. Expectancy is the belief that achieving that performance will lead to receiving a reward. Project stakeholders assert that the effort exerted by their project teams should correspond to the anticipated benefits they expect to receive in return.

Valence is the value an individual place on the reward for the desirable outcome. In relation, for example, the reward perceived from attaining a desired performance level on a task can be associated with the degree of involvement on-task by the stakeholder.

Morrison Mutuku (2021) applied Expectancy Theory to examine how stakeholder management practices, such as communication and conflict resolution, impact the performance of county government funded project in Nyeri County, Kenya. The study found out that clear communication and effective conflict management positively influenced stakeholder motivation and project success.

In the context of the Right Coffee project in Embu County, Expectancy Theory provides a valuable lens to understand how stakeholder management practices influence project performance. By ensuring that stakeholders, such as farmers, cooperatives and local partners recognize the connection between their efforts and project's success, the project can enhance motivation, participation and ultimately performance. This alignment of expectations is crucial for the sustainability and effectiveness of agricultural development projects.

2.3 Empirical Review

Numerous studies have identified key factors that significantly affect project performance, including time, cost and quality. The involvement of stakeholders in the processes of identifying, planning, implementing and monitoring projects plays a crucial role in determining project success (Matu & Gachengo, 2023). Additionally, aspects such as management style, salary packages and benefits provided to teams working on the Right Coffee Project also influence its performance. However, these factors primarily focus on the Right Coffee Project also influence its performance.

Several studies have singled out the significant indicators of project performance, which include time, cost, and quality. The stakeholder involvement in the identification, planning, implementation, and monitoring of projects had a bearing on the project performance (Matu & Gachengo, 2023). Additionally, aspects such as management style, salary packages, and benefits paid to teams involved in the Right Coffee Project are some of the factors that influence

the project's performance. However, all these variables considered only the impact of a single group of stakeholders on project outcome.

This chapter outlines a literature review associated to stakeholder management and the project performance of the Right Coffee Project, which are grouped according to the variables associated with this study.

2.3.1 Stakeholders Identification and Performance of Coffee project

Stakeholder management takes care of keeping the decision-makers and influences well informed and aligned, which becomes a precondition to project success, (Khan *et al.*, 2023). Any intervention, remarks Zhang *et al.*, (2021), attracts many interested parties with diversified needs, expectations, motives, power, influence, behaviors, characteristics and level of literacy. Sankaran *et al.*, (2021), referred to these groups as stakeholders. The term 'stakeholders' has a broader meaning than 'shareholders'. All shareholders are stakeholders, but all stakeholders are not shareholders. Shareholders are interested in the organization's continuity besides securing their returns on investment. A stakeholder either has a financial investment or interest in project. Sutterfield *et al.*, (2016) argue that stakeholders can be involved even if their investment isn't financial. According to Aghietara (2023), an effective Project Stakeholder Management Strategy begins with identifying the stakeholders and this list should be revisited throughout the project lifecycle to ensure it remains relevant -and sufficient.

The project managers have difficulty identifying the potential stakeholders, analyzing their needs, and fulfilling expectations. This remains one of the biggest project challenges. In making a right coffee project, many stakeholders are likely to be involved, like employees, government, contractors and many others (Njogu, 2016). On the contrary, the diversity and a large number of stakeholders can complicate the project, as differing needs and interests may conflict with its objectives.

According to PMBOK (2013), stakeholder management should encompass several key processes: identification stakeholder, planning for stakeholder management, engaging with stakeholder, and control stakeholder management. The identification of stakeholders should be accompanied by analysis and documentation of their interests, interdependencies, involvement, and potential impact on project performance. The Salience Model proposed by Mitchell, Agle, & Wood, (1997), suggests prioritizing stakeholder claims based on their power, urgency, and legitimacy.

Approximately identification of stakeholder should rely on procurement documents, the project charter, company information, and lessons learned from similar projects. Aghietara (2023), further suggests brainstorming sessions between the project manager and the group to generate and analyze list of the stakeholder. Stakeholders differ in power, legitimacy and influence, and a narrow identification approach will deny. The stakeholder identification needs to be formal and informal to project relationships; otherwise, one may miss the negative stakeholders in informal settings, that is, stakeholder identification (Sutterfield *et al.*, 2016). Proper stakeholder identification helps the management develop strategies to engage and manage various classes of stakeholders.

2.3.1.1 Engagement of Stakeholder

The success of a project is closely tied to how different stakeholders perceive its values and their relationship with the project team, as noted by Khojasterhpour (2020). It is essential for the project manager to nurture and manage these relationships, ensuring that stakeholders are actively engaged in the political landscape and circumstances of the organization. Freeman (1984) defined a stakeholder as anyone who can influence or be influenced by an organization's goals. Similarly, Bourne describes stakeholders as individuals or groups with a vested interest in the project, those who can provide support and those who may be affected by its outcome.

Effective stakeholder engagement can greatly enhance the likelihood of a project's success significantly. According to Kujala *et al.*, (2022), well-engaged stakeholders guarantee satisfied users, a content project team, broad acceptance, and support, as well as increased enthusiasm for the success of the project they also argue that due focus should be given to stakeholder management. Companies should start and continue meaningful, honest, and fruitful engagement with their stakeholders. The stakeholders mean, to a business or a project, critical risks. It is because of not just business but ethical reasons as well that engagement should be provided in looking at the social and environmental impacts the business causes. They are supposed to include them all in the stakeholder engagement strategy, not just the obvious ones, but also hidden ones towards whom the project clings with a moral obligation and which continuous monitoring of their impact is reasonably necessary for the project's ultimate success. Additionally, strategies to influence the stakeholders can also be taken to gain support for a project.

The role and support of the stakeholders depend situationally and on current issues at hand and cannot be assumed constant. It is the responsibility of project managers to continuously manage the risk of losing stakeholder support constantly. Khojasterhpour (2020), declared that stakeholders should be placed into different groups as per their threat or cooperation potential. In this way, various management strategies shall be applied. They can also be grouped based on power to influence, and more emphasis should be done on the most influential. The stakeholders can also be grouped based on business strategic and moral engagements; the strategic stakeholders are a result of business engagements, and the moral stakeholders are within the ethical considerations of the firm, (Patzner *et al.*, 2018). Stakeholders, however, are also classified based on the firm's relationship with them and the urgency of the claims presented, whereby close relations have to be closely kept an eye on compared to others. According to Cheruiyot, (2016), public institutions have complex stakeholder identification

because of the complicated environments within which the public sector operates. These stakeholders are very influential and require the project manager to customize their needs. The government owns public institutions with various reporting structures; the government as the primary stakeholder must be handled well, or otherwise projects fail.

Kariuki, Wario, and Odhiambo (2018) identified two stakeholder analysis strategies: the offensive strategy and the hold strategy. Offensive strategy considers stakeholder engagement to be the performance of the project, complete engagement, and management of all stakeholders through all stages of its lifecycle. Hold strategy, is a strategy that involves minimal active management. It's a strategy for maintaining the status quo. This is applied in stakeholders who only have marginal influence and thus are frequently monitored for changes. On the contrary, Dacha and Juma (2018) note that stakeholder engagement should be proactive; it should not be reactive. Hence it helps avoid the problems that are seen to be solved beforehand with proactive management.

2.3.1.2 Resourcing for Stakeholder Engagement

Khojasterhpour (2020), emphasizes that the project manager and team should invest time in understand the stakeholders, including their perceptions of the value generated by the project and their expectations from it'. If the expectations are inconsistent with deliverables, then the project manager shall negotiate with the stakeholders to accord achievable/reasonable outcomes and reset expectations. Stakeholders are central to project risk management, value delivery, and relationship management. Aside from the readily known and easily identifiable stakeholders, there is a class of 'hidden' stakeholders in whose favor a consensus is also essential to be obtained.

According to Frooman, (1999), project managers can use resource control strategies in managing stakeholders. Stakeholders may either control resources critical to the project or have

access to the necessary resources. In such situations, the project manager should use their influence over these stakeholders through negotiation and contracts. The interdependency decides the management strategy between the stakeholders and the project. A stakeholder not depending upon the project may not require positive influence from the project manager. Strategies befitting each category of stakeholder must be adopted by the project manager for success in the project.

Several studies have explored the connection between stakeholder identification and the performance of agricultural project. For instance, Mwangi and Karanja (2021) proposes that effective stakeholder identification is crucial for improving communication, participation and ultimately project performance. They argue that by understanding the interests, power, and influence of various stakeholders, project managers can tailor engagement strategies that enhance project outcomes. Similarly, Omondi and Maina (2022) assert that early stakeholder identification facilitates better decision-making and resource allocation, leading to higher projects success rates in the agricultural sector, including coffee farming.

The methodology used in the reviews studies involves survey research designs with a focus on quantitative data collection. For example, Mwangi and Karanja (2021) used a structured questionnaire to collect data from 150 participants involved in agriculture projects in Nyeri County, Kenya. The collected data were analyzed using descriptive statistics and regression models to examine the relationship between stakeholder management and project outcomes. The findings from these studies consistently emphasize the importance of stakeholder identification in enhancing the performance of agricultural projects. Mwangi and Karanja (2021) found that projects with clearly identified stakeholders achieved better communication and resource allocation, which significantly improve project success. Their study concluded that effective stakeholder management not only improved the technical aspect of project delivery but also fostered a sense of ownership among local communities.

While the studies reviewed provide valuable insights into the relationship between stakeholder identification and project performance, several gaps remain that the current study aims to address; such as, many studies have focused on specific region, this study expands the scope to Embu County, specifically in the coffee sector, to provide a more localized understanding of stakeholder dynamics. Furthermore, the current study uniquely focuses on the Right Coffee Project, an initiative that targeted the coffee value chain. This sector-specific focus allows for a deeper exploration of the nuances of stakeholder management in coffee production.

2.3.2 Communication and Performance of Coffee Project

Communication means sending information from one person to another. It is a Latin derivation of "communis," which is to share. Communication within organizations can be verbal or non-verbal and may take place at any level of management.

Projects do not fail in the closing stages of their cycle; failure occurs at the planning and implementation stages of the project Mwana *et al.*, (2016). Communication is the Project's life blood, (Hettiarachchi, 2016); it is a means through which most of the information flows to the stakeholders of a project. Communication is a continuous and interactively process (Safapour, 2019). Hettiarachchi, (2016) states that communication should be appropriately balanced not excessive nor insufficient. The communication process entails a shift in the states of both the sender and the receiver as they exchange information through a communication channel. It consists in encoding information by the sender into symbols, pictures, words, etc., and transmitting it on a communication channel to the receiver. This is decoded by the latter, but this would have actual worth only if the intended meaning is grasped from it. Supporting this, the recipient makes changes to his/his state in line with a particular aspect. The recipient also provides feedback to the sender through the communication channel. Effective communication requires the sender to analyses the audience in advance to encode the message in a manner that

the recipient can easily decode. Tailoring messages for one or a few recipients is generally easier than doing so for a large group. Some forms of communication are one-way, such as informational memos, newsletters, and brochures. Communication can be categorized based on its flow: written or oral, external or internal, formal or informal, and vertical (either upward or downward) or horizontal among peers (Hettiarachchi, 2016).

Mwan *et al.*, (2016) observed that communication can either leads to a project's failure or help salvages it. Project managers play a crucial role in facilitating project communication. Project management involves teamwork by varied stakeholders, through which the efforts of each party are aligned and put towards overall project goals. Reasonable control of the numerous project stakeholders, aimed at progressing toward project goals, depends on the information and leadership skills of project management. Proficient communication is not happenstance but a result of careful planning and organization. Project communication is shaped by the data management systems that are in place. Communication with external project stakeholders should convey information in a clear and comprehensive manner, while internal communication needs to be timely, accurate, and detailed to improve operational efficiency (Hettiarachchi, 2016).

Conflicts between stakeholders can become a serious issue unless it is dealt with appropriately. Workers or employees should firstly take their issues to their supervisors, who will then act accordingly. This could be through informal discussions, otherwise, in formal procedures that may involve the management or human resources. Records should be kept of such discussions, and union representatives should also be included in the process, if need be, for effective communication (Smith, 2009).

Effective communication is very paramount for addressing the grievances of stakeholders, enhancing morale, and motivating their stakeholders. It ensures that the receiver understands

what the sender means; that is, the intention put across is very paramount for retaining employees and their involvement in organizational decisions. Poor communication leads to misunderstanding, confusion, and failure of good plans (PMI, 2023).

The communication process is, therefore, the basis for study to realize stakeholders' motivation and ethical relations during organizational issues. As Lundgren (2018), articulates, communication integrates various levels of an organization in times of crisis or periods of prosperity to exercise control and coordinate different activities leading to success or outcomes.

Communication, for both managers and stakeholders, is indispensable for the execution of fundamental functions of management that include planning, organizing, leading, and controlling. It forms the base for various changes in the organization and motivates employees towards staying with the organization (Kamalirad, 2018).

The morale of stakeholders is a good gauge of an organization's health. High rates of turnover may act as pointers to underlying problems, and this can be fixed through better communication strategies. Communication is a way to address these issues and ensure long-term retention of employees (Kamalirad, 2018).

Njoroge *et al.* (2020) conducted a study on influence of project communication on performance of agricultural projects in Kenya: A case of selected project in Nakuru County. The study aimed to examine how different dimensions of project communication timelines, clarity, frequency and feedback affect the performance of agricultural project. The study employed a descriptive research design. Data were collected using structured questionnaire from 120 respondents involved in agricultural project across three counties. The data were analyzed using Pearson correlation and multiple regression to assess the relationship between communication variables (frequency, clarity, feedback, and communication channels) and project performance metrics (timelines, budget adherence and stakeholder satisfaction). The

findings revealed a strong positive correlation between effective communication and project performance. Projects with structured communication framework showed higher success rates, especially in achieving milestones and aligning stakeholder expectations. The study highlights that feedback mechanisms and real-time updates were critical in maintaining stakeholder engagement and accountability.

While the reviewed study provides useful insights, several key gaps remain: The study was limited to public-sector agricultural project and did not consider coffee-specific value chain project, which involves a more diverse range of stakeholders, including cooperatives BoM, NGOs, farmers and consultancies.

2.3.3 Stakeholder participation and Performance of Coffee Project

Scholars have identified stakeholder participation as one of the most essential variables for sustainable development, project success, and impacts. Thailand's Ratchaburi has defined participation as "a process through which stakeholders share control and influence over initiatives, resources, decisions that affect them" (Essack, 2021; Oduor *et al.*, 2015). In this context, the idea of participation focuses on fostering self-reliance within the community and promoting a sense of ownership over the initiative (Oduor *et al.* 2015). Participation involves organized collaboration among different stakeholders, each with their own needs and expectations. Njogu (2016) highlighted that stakeholder participation in projects can manifest in various ways, such as during project identification, providing inputs, sharing information, making decisions, consulting and forming partnerships throughout different phases of the project lifecycle.

For example, in Kasapa *et al.* (2023), paper relating to promoting civic engagement, affirmed that 'chances and challenges relating to participation by locals over public projects lie within the priorities of social development.' Depending on Alsulamy, (2015) participation can become

an end in itself, which favors the project directly, or it becomes a means to an end, as this helps both participatory need identification and participatory budgeting. For those who hold the latter view, stakeholder participation becomes a mobilization tool to achieve the expected project objectives. In effect, it means that those viewing stakeholder participation as an end unto itself view stakeholder involvement as an iterative process and not a determinate development goal.

There are many typologies to distinguish various levels of citizen participation in interventions, amongst which the participation ladder of Arnstein was introduced in (1969) and cited by Essack, (2021). Arnstein described a ladder consisting of eight levels of participation, from manipulation to citizen control. These levels are divided into three categories: tokenism, citizen power and non-participation. Another typology that Pretty, as cited in (Matu *et al.*, 2020), has put forward categorizes participation, functional, passive, manipulative, consultative, interactive, material incentives, and self-mobilization. This category outlines the different levels of involvement from the passive engagement of stakeholders to the active involvement in the processes of decision-making.

In brief, participation may broadly fall under either passive or active types. Passive participation means the stakeholders' contribution to the project implementation process without any control of the decision-making process and project resources. Passive participation aims to legitimize the intervention and foster a sense of ownership among project stakeholders. In contrast, active participation allows stakeholders to information that can enhance the project and to be involved in decision-making throughout the project cycle, using effective processes of negotiation, compromise, and consensus-building (Matu *et al.*, 2020).

In development and agricultural project, stakeholder participation is widely recognized as essential for successful project implementation and sustainability. A study by Owino and Muturi (2021) focused on examining the role of stakeholder participation in the performance

of community-based agricultural projects in Kenya. The study posited that when stakeholders are involved in planning, implementation and monitoring, project outcomes are significantly improved. The study used a descriptive survey design and targeted project beneficiaries and staff from selected community agricultural project in western Kenya. A sample of 140 respondents was selected using stratified random sampling. Data were collected via structured questionnaires and interviews, then analyzed using descriptive and linear regression models. The results showed that stakeholder participation in project planning and decision-making led to higher levels of ownership, better resource utilization, and enhanced accountability. Projects with active stakeholder engagement recorded improved performance in terms of sustainability, timely completion, and alignment with community needs. Although the study established a strong relationship between participation and performance, it had several limitations; it focused only on community-based project, excluding value-chain projects like the Right Coffee project, which involve a wider range of stakeholders, including NGOs, cooperatives and private sectors actors. Further, there was no sector specific analysis for high-value crops such as coffee, where stakeholders roles can be more complex due to market and processing dynamics.

2.3.4 Monitoring and Performance of Coffee Project

The aim of project monitoring is to gain insight into the project's progress, allowing for appropriate corrective action to be implemented if the project's performance significantly deviates from the plan. The documented planning of the project forms a basis for the monitoring activities, communication on the status, and these corrective actions. Progress is mainly gauged through comparison of performed work, budget, effort, and schedule to the plan at predetermined milestones or project schedule control points (Rudakemwa, 2019). Monitoring is a continuing function involving systematically collecting data on agreed-up specific indicators to inform management and significant stakeholders of progress in implementation

and the use of funds committed (Hwang, 2014). Project monitoring, according to Kabonga, (2018), refers to the activity of constantly checking the activities of the project, which are ideally executed on the background of implementation schedules and resource utilization.

Monitoring is a proactive effort that is undertaken to ensure project activities remain according to the set plan; however, it also includes the activities of determining the deviation and the action to be taken to correct it, (Kabonga, 2018). According to Otieno, (2000), monitoring is an essential tool in management, and its essence is gleaned from the fact that it offers constant feedback on the way the project is being implemented and this goes a long way in helping to identify opportunities and bottlenecks that can lead to successes and are discovered early for timely decisions. Unfortunately, the significance of monitoring is often underestimated, leading to negative impacts on projects.

Control, in terms of projects, is defined as a practice that controls the actions of individuals related to the project team to direct efforts toward project goals (Jorgensen & Asgard, 2019). In other words, the project control system seeks to minimize the difference between the planning stage and the execution stage for achieving the goals of the project, including cost, time, and scope of the project. Time and cost form the basis of project control, while the representation of the project is through its budget and schedule. These two factors form the performance measurement baseline, which serves as a guide to the project throughout its cycle of life (Del Pico, 2023).

The principal goals of project control include completing the project according to the set budget and time, as well as ensuring that its quality meets the requirements of the contract, as stipulated by Achieving these two major goals requires teams to put in place systems, processes, and procedures that ensure or minimize the effects of factors that influence increased project duration and costs. The project control design forms an essential element of successful project

management endeavors, according to (Del Pico, 2023), According to Perrier *et al.*, (2018), proper project management methodologies are needed to enhance a project manager's ability to attained increased success rates while completing projects within specified constraints and resourced with desired features. In this regard, control ensures that project work is executed to the satisfaction of project goals considered as a core managerial task involved in all projects.

2.3.4.1 Constant Monitoring of Milestones

To keep the project on track, it must be monitored regularly. Monitoring involves the organized gathering, analysis, and providing information regarding the inputs, output, outcome, activities, and impacts of the project (Hwang, 2014). This process involves continually assessing the project's progress towards success or failure. In monitoring a project, the project manager can identify indicators that show success or failure, after which he can apply any corrective measure(s). Effective monitoring allows stakeholders to gain experience from their past, improve the delivery of services, maximize resource allocation, and be accountable for the results produced. Project monitoring and evaluation are affected by stakeholders' involvement during the duration of the project to ensure achievement about expected objectives and delivery within expected quality.

There are several tools to monitor projects; they include EVA and DEA (Hazir, 2023). According to, "Earned Value Analysis monitors project costs, authorization of work packages, accomplishment, and future project efficiencies. This is ideal for single-project appraisal. Data Envelopment Analysis is of use when a portfolio of projects is undertaken. In such cases, it uses a mathematical model to monitor project performance in engineering design.". Yet these might not consider some factors of the project, like operation, technique, and quality specifications. Hazir (2023), also suggests that "the project should be broken down into hierarchical structures." Tools that could be used for visualization are Gantt charts. Monitoring

the project enables decision-makers and project managers to decide about either continuing or stopping the project if its relevance to priorities and objectives set is met.

A good monitoring system basically calls for well thought out actions along the whole project cycle. Monitoring takes the project baseline as a reference point against which the observed results, indicators, and targets are compared. While monitoring only offers information on currently running projects, evaluation processes use information collected by the act of monitoring to help the decision-makers about interventions in the future, with an improvement of accountability, help make strategy-policy-type decisions, among others. Evaluations are far more selective when compared to monitoring, and the projects that should be evaluated will be determined by the project manager based on predetermined standards and objectives. The project evaluation has three primary objectives, which are to provide information that will guide decision-making and accountability and bring in lessons learned from the evaluation process to introduce improvements to the project management process.

2.3.4.2 Use Appropriate Indicators/Milestones in Project Monitoring

For the monitoring to be effective, the following has been stressed by Wagner *et al.*, (2005), "Monitoring and evaluation need appropriate indicators for their function." According to them, the frequency will be determined by the project's value and duration, the number of emerging issues, stakeholders' requests for monitoring frequency, organizational culture, and the number of ongoing activities. They also argue that a monitoring and evaluation plan is essential for implementing and review of interventions within the project. Additionally, they emphasize that measurable indicators should be established, and all stakeholders must participate in the decision-making process regarding monitoring. Moreover, monitoring and evaluation activities would Couple that facet with costs that are consequently required and planned for. Ika *et al.*, (2023), have claimed that good design of the project and good monitoring ensure greater

possibilities of delivering the project within its time, scope, and quality restrictions. Thus, planning is becoming essential by incorporating the activities of monitoring. Effective project monitoring and evaluation have been related, and their implications on delivering the same have been discussed by Callistus, (2019), as their nature of undertaking projects.

He concluded that by monitoring, not only would the performance be better and higher value for project investments be achieved, but also the satisfaction be raised, monitoring results in higher value for project investments besides raise in satisfaction. He reported that the ‘most critical consequences of project monitoring were the value for the financial investment and the congruence of project deliverables with objectives and business strategy’. Callistus, (2019), considers monitoring to be one of the critical success factors for any project. According to him, it is one of the strongest indicators of success when measured against the coordination of the project and its environment, the training aspect, and the project's design.

Monitoring is considered a fundamental component of project success, as it provides the data and feedback needed for timely decision-making, performance evaluation and corrective action. A study by Ndungu and Omwenga (2020) examined the effect of monitoring and evaluation (M&E) on the performance of agricultural projects in Kenya. The study proposed that well-structured and continuous monitoring improves the efficiency, accountability and effectiveness of project implementation. The study employed a descriptive research design with a sample of 132 respondents including project managers, farmers, and government officers. Data were collected using structured questionnaires and analyzed using descriptive statistics and multiple regression analysis to determine the relationship between M&E practices and project performance. The results found that regular and systematic monitoring significantly improves project performance, especially in terms of meeting timelines, efficient resources use and transparency.

Similarly, Karimi and Muriithi, (2021) explored how participatory monitoring influences project outcomes in donor funded agricultural initiatives. Their proposition was that inclusive and real time monitoring system increase stakeholder engagement and responsiveness, leading to better project results. The study used a mixed method approach, combining surveys and key informants interviews from 120 project participants. Quantitative data were analyzed using SPSS, while qualitative responses were analyzed thematically to assess the role of participatory monitoring in project outcomes. It was found that participatory monitoring, involving farmers and cooperative members, enhance ownership and trust in the project. It also led to more adaptive management, where issues were addressed in real time, improving performance outcomes.

Although the reviewed studies underscore the importance of monitoring in agricultural projects, several gaps remain that the Right Coffee Project study seeks to fill; most prior studies on general of donor funded agricultural projects without narrowing down to commodity specific value chain like coffee which involve complex stakeholder system.

The current study on the Right Coffee Project contributes by evaluating how monitoring practices impact performance within a specific coffee value chain project. It fills a literature gap by applying these variables to real world, localized project with measurable outcomes tied to coffee production and cooperative sustainability.

2.4 Project Performance

Project performance metrics are measures that express the project's impact at a specific moment or over a designated period (Njogu, 2016). The generated value by the projects should correspond to the cost associated with the intervention. Project performance is inherently linked to its success. Factors affecting the project's success include the methodology applied in the management of a particular project, control mechanisms, and expertise of the people handling

the project, that is, the project team (Gichimu *et al.*, 2022). A fulfilling and satisfying project will be that which adheres to the project triangle principle, remaining on schedule, achieving its goals and objectives, and staying within the budget of implementation. Despite extensive literature that provides tools and techniques for project managers to promote the prospects of success, "7 out of every ten projects fails". Projects often fail significantly short of expectations, even if executed according to plan (Osobajo *et al.*, 2023).

Good project management identifies and addresses all the issues negatively or positively that might impact the project's performance. Project performance monitoring allows managers to gain access to the necessary information that can be used in determining whether a given project is being delivered within the allowed budget, timely, in scope, and in line with the law. Through measurement, one gets a clear picture of how a particular project is faring well, motivating the project team. It is of the essence that a good performance measurement tool should help secure the expectations of key stakeholders, as well as the project's objectives and user requirements. Cost, time, and quality are prominent measures of project performance; more often than not, the project will have to trade one off against another, most especially during the planning and execution phases.

Project success is measured against stakeholder's expectations of absolute quality, cost, and time. The achievement can be assessed qualitatively, considering the project value to organizational implementation, such as for the projects involving massive governments, or can even perform through the earned value system that is measured quantitatively. Whichever the case, baselines that are small are set, and established measured throughout the cycle. According to Alsulamy in (2015), successful project monitoring depends upon the seriousness of management about organizational management, definition of responsibilities, allocation of people, SMART objectives, measurable indicators, data validation, and timely reporting. Monitoring the correct critical indicators of a project facilitates having a measurable project

performance. The involvement of significant stakeholders in identifying the pre-established key indicators imparts more chances for a project to be smoothly implemented and successful.

2.4 Conceptual Framework

The conceptual framework presented below depicts the connections between the independent variables related to stakeholder management, the moderating variables, and the dependent variables concerning project performance. In this research, the independent variables include stakeholders' identification, communication, stakeholder participation and monitoring. The moderating variables is resource availability which encompasses financial, material, equipment and human resources. The dependent variable of this study is project performance, assessed based on time, cost and quality standards.



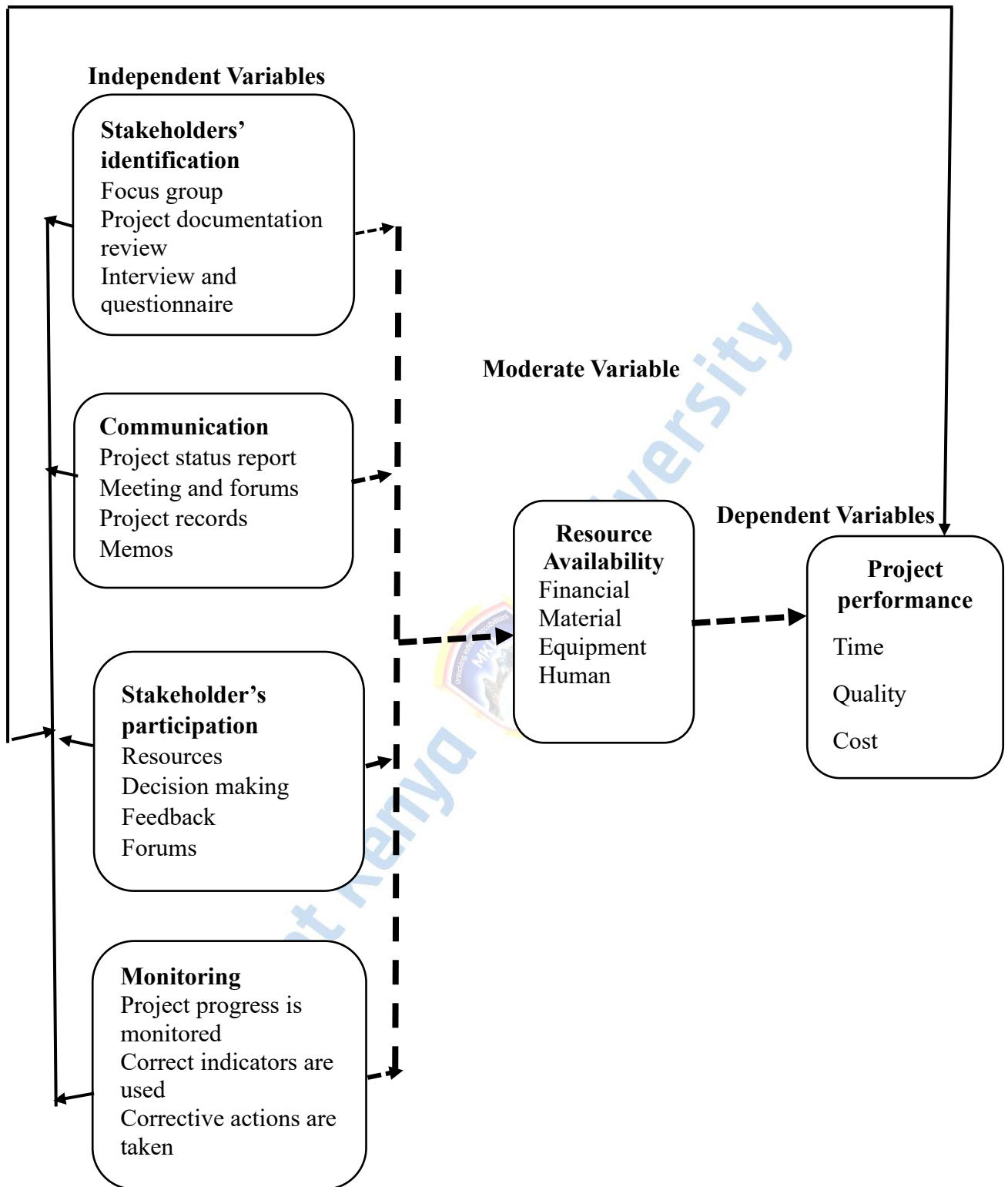


Figure 1 Conceptual Frame Work

Source: Researcher, (2024)

2.5 Recap of Literature Review

This chapter begins with an introduction to the literature review. It then examines relevant theories that form the foundation of this research, followed by a detailed exploration of existing studies related to research questions concerning project stakeholder identification, communication, participation and monitoring. The chapter continues by reviewing literature on project delivery in relation to the dependent variables of time, cost and scope, which are used to measure project success, and concludes with discussion of the project's conceptual framework.

Researchers have investigated stakeholder management's impact on project success, for instance (Osobajo *et al.*, 2023). It is widely argued that stakeholder management results in a successful project, as opined by (Mahmoud R., 2014), further suggested that stakeholder involvement significantly impacted the adoption of mega projects. Although their study focused on a large-scale project, this research addresses smaller project which operate under different management systems and involve distinct stakeholder dynamics. The literature reviewed various studies addressing stakeholder management strategies globally, there is a lack of context-specific research focusing on the unique socio-economic and cultural factors influencing stakeholder management in the coffee sector of Embu County. Existing literature often generalizes finding without considering local dynamics that could affect stakeholder relationships and project performance. The performance indicators discussed in existing studies tend to be broad and may not fully capture the nuances of project success in the coffee industry. There is a need for more refined and contextually relevant performance metrics that align with the expectations and experience of local stakeholders.

The literature identifies key theories, stakeholder theory, performance theory and expectancy theory but lack integrated framework that combines these theories to comprehensively analyses

how stakeholder management impact project performance. This integration is crucial for understating the multifaceted interaction among stakeholders in the coffee project context.

The literature emphasizes the effective communication importance in project management; however, it lacks detailed framework or metrics for assessing communication effectiveness within the context of the Right Coffee project. Research is needed to identify specific indicators of successful communication and how they correlate with project outcome. Also, the existing literature focuses on verbal communication methods. However, there is insufficient exploration of the role of non-verbal communication as stakeholder interactions, especially in a culturally rich context like Embu county. Understanding this aspect could enhance stakeholder relations and project success.

Despite acknowledging challenges of stakeholder identification, existing studies do not provide detailed methodologies or framework that project managers can adopt to identify and analyses stakeholders effectively. A systematic approach to stakeholder identification that considers local context is necessary.

The review notes the challenges of stakeholders' participation but does not delve into the perspectives of various stakeholder group regarding their involvement and communication needs. Research focusing on the unique expectation and experiences of different stakeholders could inform more tailored engagement strategies. The distinction between active and passive participation are noted, there is a gap in understanding the condition under which each type of participation is most effective. Investigating how different levels of participation affect project outcomes could provide valuable insights for managing stakeholder involvement.

Given the increasing globalization of coffee industry, there is a gap in research addressing how global trends influence local stakeholder dynamics and project performance in Embu County.

Investigating these interactions could offer valuable insights for both practitioners and policymakers.

It is recognized, however, that projects are facing various forms of challenges where they are implanted. In such regard, Mwakio, (2009), did a study on Karatina Open Air Market, where he only centered his research on project staff and did not consider the influence of all stakeholders involved in a project on its performance. Contrast with this research about stakeholder participation and project performance of the Right Coffee Project in Embu County will appraise the holistic impact of stakeholders in a project. Additionally, the study by Njogu, (2016), on stakeholder involvement in the NEMA Automobile Emission Control project, which discussed stakeholder engagement along the total project cycle, but did not sufficiently address critical issues such as, monitoring, communication, and needs identification; therefore, it covers problems this research addresses.

Although the literature acknowledged the important of stakeholder engagement, there is insufficient exploration of specific strategies employed by the Right Coffee Project to engage all stakeholders. An in depth examination of these strategies could illuminate best practices and highlight areas for improvement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This sub-section describes the research design employed by researcher, population and sampling procedures, data collection techniques, methods of data analysis, and the ethical considerations that were adhered to.

3.2 Research Design

Leedy (2010) defines research design as a strategic framework that helps researchers navigate the processes of collecting, analyzing and interpreting data.

This study adopted a descriptive cross sectional survey design to investigate the stakeholder management on the performance of the right Coffee Project in Embu County, Kenya. This design was chosen because it allows for the systematic collection of data at a single point in time to describe and examine the relationship among the study variable; stakeholders' identification, communication, participation and monitoring and their effect on project performance.

The descriptive approach facilitated the exploration of stakeholder management practices as they were implemented during the project lifecycle, while the cross section aspect enables the assessment of a wide population sample without the need for longitudinal tracking. This was particularly suitable for the right Coffee Project, which involved a diverse group of stakeholders including coffee farmers, cooperative BOM and staff, NGOs staff, and government representative.

Quantitative data were collected using structured questionnaire administered to sampled respondents, including lead farmers, beekeepers, cooperative board of management and staff,

project staff and representative from implementing organization such as CELIM, IPSIA, Caritas Nairobi, DeKUT and AWiCi. This method ensured consistency and reliability in measuring perceptions and practices relating to stakeholder engagement and project outcomes.

This approach is suitable because it captures the current situation without any manipulation, which aligns well with the study's goals (Maina, 2018). The subsequent analysis and interpretation of the data offered valuable insights into how stakeholder management impact the performance of the Right Coffee Project.

3.3 Location of the Study

Right Coffee Project was being implemented in Embu and Kiambu Counties. The study area was Embu with a population of 608,599, according to KNBS 2019, and consists of five constituencies. Embu, has a total of 24 coffee cooperative with a total of 56 factories, and a total registered member of 79,900 (MoAL Embu County, 2024). Embu County is divided into four Sub-Counties: Manyatta, Mbeere North, Mbeere South and Runyenjes Sub-Counties.

Runyenjes and Manyatta Sub-Counties are known for their agricultural productivity, particularly in coffee cultivation, while Mbeere North and Mbeere south Sub-Counties are primarily semi-arid. The Right Coffee Project collaborates with two coffee cooperatives in Embu County: Kithungururu FCS, situated within Kithungururu village, Kirimara ward of Manyatta Sub-County and Kagaari North FCS, located in Kanja village in Kagaari North ward of Runyenjes Sub-County.

3.4 Target Population

The targeted population of the project consist of 268 participants, including project staff, partners, consultancy/service provider and direct beneficiaries of the Right Coffee Project (Right Coffee Project Document, 2023). Martinez-Mesa *et al*, (2016) define the target

population as the entire group of individuals or objects to which the research intends to apply the study's finding. Right Coffee Project was being implemented in a consortium of NGO, Trust, Associations and Institution working as stakeholders/partners totaling to 26 staff (Right Coffee Project Document).

This project targeted two coffee cooperatives with five factories spread in the two Sub-County of Embu County. Both cooperatives have accounted for 8612 registered members, of which 3583 active members. The project target 202 cooperative members as the direct beneficiaries of the project referred to as lead farmers and beekeepers. The total number of Board members from both cooperatives and staff was 21 respondents. (Kagaari North and Kithungururu Cooperative respective data, 2024).

The project stakeholders formed the units of observation, these was included the project staff and partners, consultancy/service provider, management, staff and members of co-operatives involved and the local authority. There was too many people and organizations potentially affected by the Right Coffee Project. It is impractical to involve all these stakeholders in any of the six specified groups. Hence, the researcher focused on the below list of the stakeholders group.

Table 1 Target Population Breakdown

<i>Category</i>	<i>Target population</i>	<i>Percentages</i>
<i>Right Coffee Project Staffs/Partners</i>	24	9.0 %
<i>Cooperative management & staff</i>	21	7.8 %
<i>Cooperative members (Farmers)</i>	204	76.1%
<i>Right Coffee Project Consultancy/ Service Provider</i>	12	4.5%
<i>County Government</i>	7	2.6 %
TOTAL	268	100 %

Source: Right Coffee Project Document, 2023.

3.5 Sample Size and Sampling Procedure

3.5.1 Sample Size Determination

The sample size was derived from the population, which includes project staff, cooperatives members and staff and County Government officers for the Ministry of Agriculture and Livestock. The determined samples was the statistical representative of the study population; hence, conclusions and findings from them was a true representation of the actual relationships in the study population (Majid, 2018). The study' sample size, calculated using Yamane's formula, with a total of 159 participants.

$$n = \frac{N}{1 + N(e^2)}$$

In this formula, 'n' denotes the desired sample size, 'N' indicates the total population size of 268, and 'e' represents the margin of error or alpha level, which is set at 0.05 for a 95% confidence level. Consequently, the calculation proceeds as follows:

$$n = \frac{268}{1+268(0.05^2)} = 160.479 \text{ respondents which is approximately } 161$$

Table 2 Sample size

<i>Sample sub-group</i>	<i>Number of sample members</i>	<i>Percentages</i>
<i>Right Coffee Project Staffs</i>	24	14.91%
<i>Cooperative Management & staff</i>	21	13.04%
<i>County Government</i>	7	4.35%
<i>Right coffee Project Consultancy/Service Provider</i>	12	7.45%

<i>Co-operative members</i>	97	60.25%
<i>TOTAL</i>	161	100 %

Source: Researcher (2024)

3.5.2 Sampling Procedure

The researcher employed a random sampling technique to ensure the sample accurately reflects the larger population, minimizing bias and enhancing the generalizability located in the two Sub-Counties.

3.6 Data Collection Instruments

Primary data was collected using questionnaires, which were appropriate for gathering information from a large sample. The questionnaire both open-ended and closed-ended questions to ensure uniformity and ease of response analysis.

The study measured its variable using a structured questionnaire with items rated on a 5 point Likert scale, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The Likert scale was chosen because it enables respondents to express the intensity of their perception and experiences, providing ordinal data suitable for statistical analysis such as regression.

3.7 Validity and Reliability of Research Instrument

3.7.1 Validity of Research Instrument

The validity of a research instrument refers to its ability to effectively collect the intended data. Various type of validity exists, including content validity, construct validity, criterion-related validity and concurrent validity. To ensure content validity in the design of the questionnaires for this study, the researcher consulted with the supervisor. Furthermore, the instrument's

validity was confirmed by pre-testing the questionnaire on 10% of the sample size, using randomly selected respondents, prior to its broader implementation.

These respondents for the pre-test were selected from one coffee cooperative project in Kiambu County, which have similar characteristics as the target population. The Right Coffee Project was implemented in two Counties in Kenya, that is Embu and Kiambu. In Kiambu the project was implemented in Gititu and Mikari Coffee Cooperatives in Githunguri Sub-County. The pre-test was done at Gititu Cooperative.

3.7.2 Reliability of Research Instrument

Reliability refers to the stability of study results over a designated period. There are several methods for evaluating the reliability of research instruments, including the equivalent forms technique, test-retest reliability, internal consistency and split-half reliability. In this study, Cronbach's alpha was employed to assess the internal consistency of the variable, with a threshold of 0.7 considered acceptable. According to Sang (2015), an alpha value ranging from 0.7 to 1.00 indicates strong internal consistency a value between 0.3 and 0.69 suggests moderate internal consistency, while an alpha below 0.29 indicates weak reliability of the research instrument.

3.8 Data Collection Procedure

Data collection began immediately after receiving a research permit from the National Commission for Science, Technology and Innovation (NACOSTI), along with necessary research authorization and a letter from the university. Furthermore, permission was obtained from the appropriate local authority before starting the data collection process. Primary data was collected through the use of questionnaires.

3.9 Data Analysis Procedure

All data collected was edited and coded for analysis using the SPSS software version 25. Raw data was cleaned with caution to avoid errors and omissions. Each questionnaire was itemized to ensure completeness. Only questionnaires that was fully filled out was used in the analysis. The inferential analysis techniques, including multiple regression models was employed to assess the nature and strength of relationship between the dependent and independent variables. Additionally, multi-collinearity and correlation diagnostics was conducted to evaluate the model's goodness of fit.

$$\text{Performance (Y)} = \alpha_i + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu_i$$

Where:

X1= Stakeholder identification.

X2= Communication.

X3=Stakeholder participation.

X4=Monitoring.

α_i = Constant

β_n .= Coefficient of determination explaining the change Performance as a result of a unit change in the respective independent variable. This means that, the amount by which the dependent variables(e.g., project performance) changes when the independent variable increases by one unit, holding all other variables constant.

The collected quantitative data was analyzed primarily using descriptive statistics to generate frequency distributions and measures of dispersion, such as percentages. Additionally,

measures of central tendency, including mean, median, and mode were calculated. The findings were presented using tables, charts, and graphs.

3.10 Ethical Considerations

The introductory letter includes with each questionnaire outlined the study's purpose and encouraged respondents to participate voluntarily. Furthermore, respondents were assured that their information would be kept confidential and used solely for the research.

All the Ethical consideration were observed, including safeguarding respondents' privacy and obtaining their informed consent.



Mount Kenya University

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

Chapter four represents results and findings, where data collected from a questionnaire responses shape the scope of results and findings as per the stakeholders of Right Coffee Project. These findings are given in terms of the research objectives. The background information on the respondents is also available.

4.1 Response Rate

Of the 161 respondents invited to respond in the questionnaire, one hundred and fifty-nine (159) were duly filled and submitted.

$$\text{Response Rate (\%)} = \frac{\text{Number of Completed Responses}}{\text{Number of People Invited or Sampled}} \times 100$$

$$\text{Response Rate (\%)} \text{ of the Study} = \frac{159}{176} \times 100 = 90.3\%$$

Table 3 Response Rate

	Respondents /Target group	Number of people invited	Completed Responded	Valid percentage	Cumulative Percentages
1	Right Coffee project Staff/Partners	26	24	13.6	13.6
2	Cooperatives BoM and staff	21	21	11.9	25.5
3	Cooperatives members (Farmers)	110	97	55.1	80.6

4	Embu County Government – Department of Agriculture and Livestock	7	7	4.0	84.6
5	Right Coffee Project Consultancy	12	10	5.7	90.3
	Total	176	159	90.3	

Source: Research Data (2025)

As indicated in Table 3, the majority (55.1%) of the respondents were the cooperative members, while 13.6% were the Project staff/partners, 11.9% were cooperative BoM and staff, 5.7% were the Right Coffee Project Consultancy and 4.0% were the Embu County Government Department of Agriculture and Livestock. For analysis and reporting, the literature considers 50% as adequate, 60% as good and 70 and above as very good, according to Mugenda & Mugenda (2003). A 90.3% response rate was reported as a very good representative and enough for data analyzing and deducing.

4.2 Reliability Results

Reliability pertains to the uniformity of a set of measurement items, while validity ensures that the instrument accurately assesses its purpose. Internal consistency reliability is the most common used psychometric methods for evaluating survey instrument and scales. Cronbach's alpha is the primary formula employed to measure reliability through internal consistency. It is generally recommended that research instrument achieve a Core Values Index (CVI) of around 0.7 (Lefort & Urzia, 2008).

Table 4 Reliability Statistics

Measure	Value
Cronbach's Alpha	.942
Cronbach's Alpha Based on Standardized Items	.944
Number of Items	22

Source: Research Data (2025)

The study included a sample size of 161 respondents. To ensure full participation and enhance data reliability, the researcher distributed all 161 questionnaires. A total of (159) 98.8% of the questionnaires were completed and deemed valid for analysis.

Cronbach's alpha was employed to assess the internal consistency of the variable, with a threshold of 0.7 considered acceptable. According to Sang (2015), an alpha value ranging from 0.7 to 1.00 indicates strong internal consistency a value between 0.3 and 0.69 suggests moderate internal consistency, while an alpha below 0.29 indicates weak reliability of the research instrument.

Table 4 presents the statistical analysis of data reliability, showing a Cronbach's alpha value of 0.942, which signifies excellent reliability. This results indicates that the 22 items are highly consistent in assessing stakeholder management and Right Coffee Project performance, with strong agreement across different survey responses.

Cronbach's Alpha (Based on Standardization items) of 0.94. The slight increase suggests that standardizing the responses makes the data even more reliable.

The high number of items tested (22), contributes to the strong reliability score, as more questions covering the same theme improve consistency. Therefore, the survey instrument used was reliable to effectively measure stakeholder management and project performance without

major inconsistencies and the data collected can be used for statistical analysis without modifying items.

4.2 Demographic Information

The respondents' background information was examined to evaluate their eligibility for completing the questionnaire on stakeholder management and the performance of the Right Coffee Project in Embu County. The analysis included various attributes such as gender, age group, highest level of education, and the most relevant category of affiliation.

4.2.1 Gender of Respondents

The study sought to analyze the gender distribution of the participants. The findings showed that 57.23% were male, while 42.77% were female. As illustrated in Figure 2, this distribution demonstrates that both genders were well represented in the study.

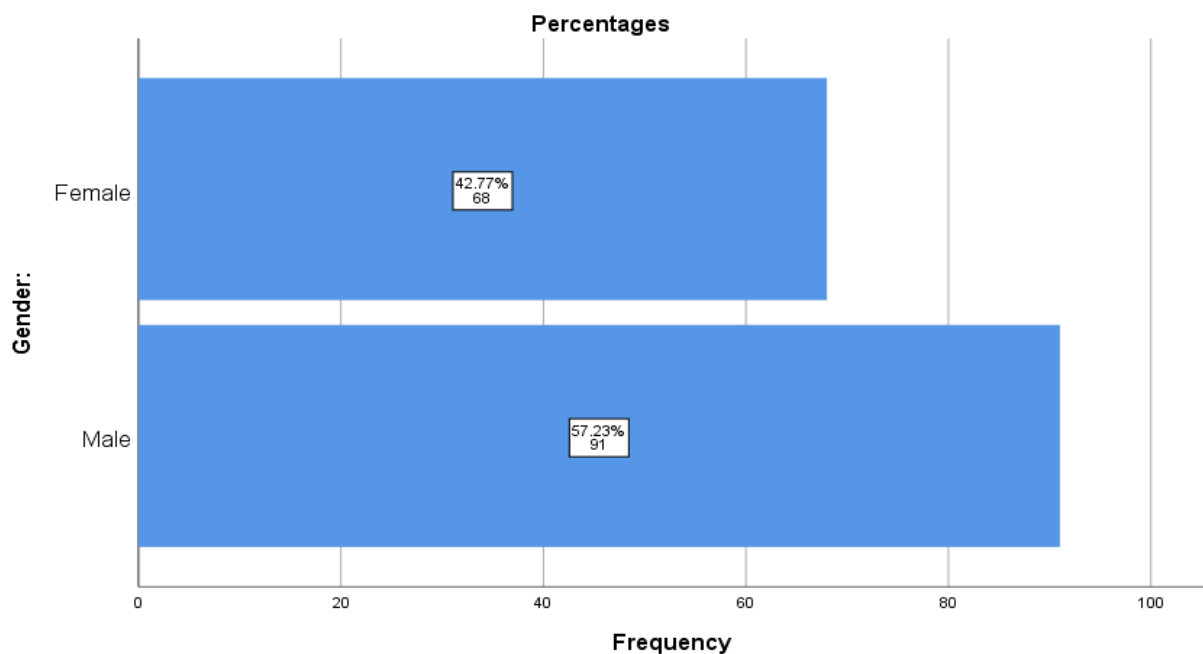


Figure 2 Bar graph presenting Gender of Respondents

Source: Research Data (2025)

4.2.2 Age Group of Respondents

The age group of the respondents was also considered in this study. According to the findings the highest number of the participants were in the age group 36-50 years (33.33%). Another set of participants, 27.67% were in age group of 18-35 years while 21.38% were 51-60 years of age. The age group of 61+ had the least number of participants contributing to 17.61% of the total number of participants. This information is visually represented in the pie chart below.

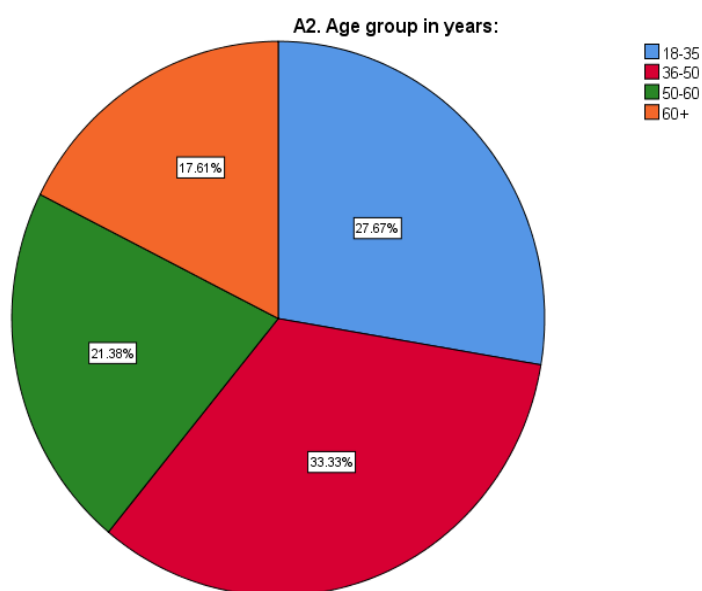


Figure 3 Pie Chart Presenting Age Group of Respondents

Source: Research Data (2025)

4.2.3 Highest Academic Qualification of Respondents

The study aimed to determine the academic qualifications of the participants, and the findings are summarized in the pie chart below. As illustrated in Figure 3, 38.99% of the respondents had a high school education, 20.13 had a college-level education, 33.33% held a graduate degree and 7.55% had a postgraduate qualification. These results indicate that the respondents

were literate, ensuring the reliability of the information provided for drawing meaningful conclusions.

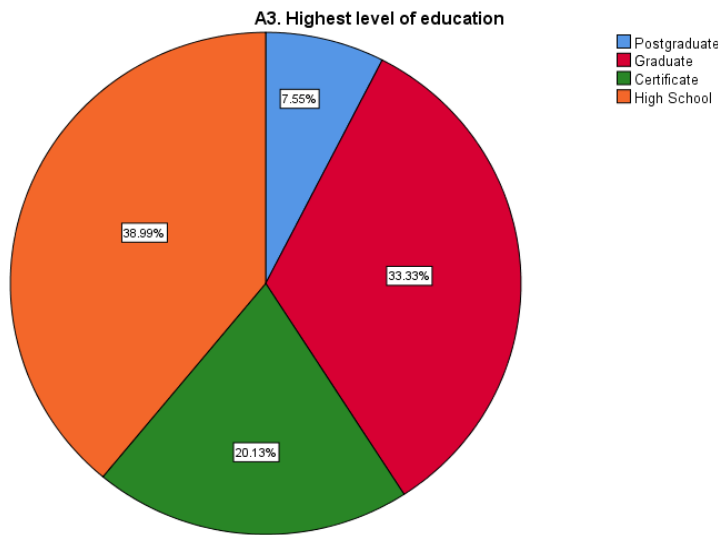


Figure 4 Pie Chart Presenting Academic Qualification of Respondents

Source: Research Data (2025)

4.2.4 Category of Target Group

The study also examined the category of the respondents. 61.01% of the respondents was cooperative members (Farmers) which represent the large group of the stakeholders, 15.09% of the respondents represents the Right Coffee Project Staff/partners, 13.21% of the respondents represents the cooperatives Board of Management and staff. The Right coffee project consultancy were represented by 6.29% while the Embu County Government, Department of Agriculture and Livestock were represented by 4.40%. Figure 4.4 Pie chart presenting the respondents categories of the study.

Categories of the Respondents

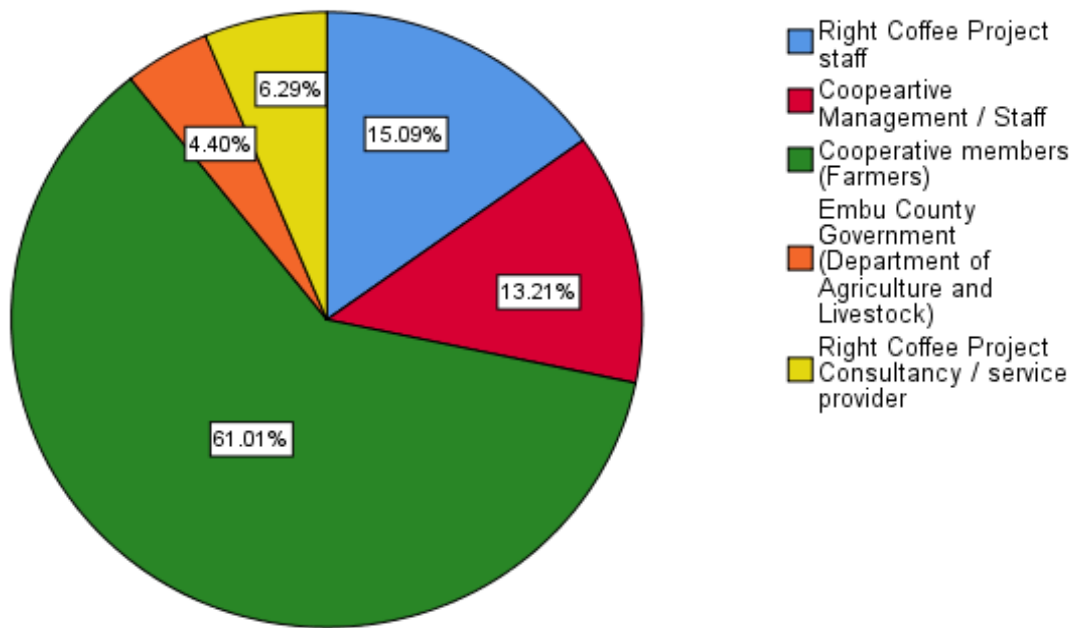


Figure 5 Pie Chart Presenting Categories of Respondents

Source: Research Data (2025)

4.3 Stakeholders Identification and Performance Right Coffee Project.

The study aimed to examine the relationship between stakeholder management and the performance of the Right Coffee Project in Embu County. Participants were asked to express their level of agreement with various statements to assess the extent to which stakeholder identification influences project performance. The mean, median and standard deviation of the responses are presented in Table 5.

Table 5 Stakeholder Identification Analysis

	Percentages (%)						Mean	median	Std. Deviation
	N	SD	D	N	A	SA			
The project management acknowledges the stakeholders in the Right Coffee project	159	1.3	-	1.9	46.5	50.3	4.5	5	0.662
Stakeholders need and expectation were identified prior the initiation of the Right Coffee Project	159	1.3	-	64.2	-	34.6	3.8	3	0.998
Baseline survey was carried out prior to the commissioning of the Right Coffee Project	159	1.9	0.6	7.5	60.4	29.6	4.2	4	0.739
Stakeholders are ranked according to their level of influence on the Right Coffee Project	159	1.9	6.3	9.4	60.4	22.0	3.9	4	0.859
Stakeholder relationships are closely monitored	159	1.3	1.9	10.7	63.5	22.6	4.0	4	0.723
Average mean score							4.0	4	

Source: Research Data (2025)

The descriptive statistics provided insights into the respondents' views on stakeholders' identification in the Right Coffee Project. The five key stakeholder identification factors measured includes; project management acknowledge stakeholders, stakeholders' need and expectations identified before project initiation, baseline survey conducted before commissioning, stakeholders' ranked by influence and stakeholder relationships monitored.

The dataset comprised of responses from 159 valid cases. A five-point Likert scale was used, where 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. The mean scores were interpreted as follows: 4.5-5.0 = strongly Agree, 3.5-4.4 = Agree, 2.5-3.4=Neutral, 1.5-2.4=Disagree and 1.0-1.4=Strongly Disagree.

The high mean value (4.5) for the statement "project management acknowledges stakeholders" indicates that most respondents strongly agreed that the project management recognizes stakeholders'. The median and mode value of (5) further reinforce this, suggesting that the majority rated this aspect at the highest level. The low standard deviation (0.662) suggests minimal variation in responses, indicating strong consensus among participants.

The mean score of 3.8 indicates a moderate level of agreement on the importance of identifying stakeholders' needs and expectations before project initiation. However, the median and mode values of 3 suggest that responses were more concentrated around a neutral stance. The standard deviation (0.998) indicates relatively high variation, meaning opinions on this aspect were more dispersed.

The mean value of 4.2 suggests strong agreement that a baseline survey was conducted before project commissioning. The median and mode values of 4 indicated that most respondents fell within the "agree" category. The standard deviation (0.739) reflects moderate consistency in responses. Additionally, with a mean of 3.9 and a median/mode of 4, respondents generally agreed that stakeholders are ranked based on their influence. However, the slightly lower mean

and higher standard deviation (0.859) suggest some variability in responses, indicating that while many agreed, some held differing views.

The mean of 4.0 suggests a general agreement on the monitoring of stakeholder relationships.

The median and mode values (0.723) shows that responses were fairly consistent.

The statistics reflects an overall positive approach to stakeholders' management in the Right Coffee Project, with strong acknowledgement of stakeholders and effective monitoring.

However, the identification of stakeholders needs prior to project initiation appears to be an area that requires improvement, as it had the lowest agreement level and highest variability in responses.

The results of the study revealed that majority of the respondents agree (average mean score of 4.0) that the stakeholder identification have a positive effect in project performance. This demonstrating that they are crucial throughout the project life cycle (Mchemi *et al.* 2023).

These findings align with Carol and Morgan (2017), who emphasize that stakeholders' consultation helps in identifying and monitoring trends, challenges and perceptions over time, particularly within specific stakeholder groups.

4.4 Communication and Performance Right Coffee Project

The study aimed to determine the effect of the communication and performance of the Right Coffee Project in Embu County, Kenya. The descriptive statistics presented summarize stakeholder perceptions regarding four key aspects of project communication and engagement: accessibility of project progress reports, regularity of stakeholders' meetings, adequacy of the feedback mechanism, and stakeholders' awareness of the project progress. The results on four statement assessing stakeholder communication are presented in Table 6.

Table 6 Stakeholder Communication Analysis

	Percentages (%)						Mean	median	Std. Deviation
	N	SD	D	N	A	SA			
Project progress reports are accessible	159	1.9	3.1	6.3	64.2	24.5	4.1	4	0.777
Stakeholders meetings are conducted regularly	159	2.5	2.5	5.7	52.8	36.5	4.2	4	0.848
Feedback mechanism is sufficient and suitable	159	0.6	1.9	7.5	63.5	26.4	4.1	4	0.676
Stakeholders are informed about the project's progress	159	1.3	3.1	3.8	62.9	28.9	4.2	4	0.739
Average mean score							4.15	4	

Source: Research Data (2025)

The valid sample size for each variable was 159 respondents, with no missing data. This suggests a complete dataset and reliable representation of stakeholders' opinions. The response scale ranges from 1-5 of a Likert scale nature, where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. Data was calculated on mean score and interpreted as, 4.5 – 5.0 = strongly agree, 3.5 – 4.4 = agree, 2.5-3.4 = neutral, 1.5-2.4 = disagree and 1-1.4 = strongly disagree.

The mean score of 4.1 suggests that respondents generally agree that reports are accessible. The median and mode values of 4 indicate that the majority of responses fell in the 'agree' category. The standard deviation (0.777) indicates some variability, suggesting that while most

respondents agree, a few have differing opinions. With a mean of 4.2, respondents generally agree the stakeholder meetings were conducted regularly. The median and mode values of 4 indicates that most participants rated this aspect positively. However, the slightly higher standard deviation (0.848) indicates some variability in responses, suggesting that not all stakeholders may attend meetings with the same frequency.

The mean score of 4.1 indicates that respondents generally agree that the feedback mechanism was adequate. The median and mode values of 4 show that most participants rated it positively. The lower standard deviation (0.676) suggest relatively consistent responses, indicating a shared perception of the feedback mechanism's effectiveness and suitability. Similarly, a mean score of 4.2 suggests agreement that stakeholders receive regular updates on project progress. The median and mode values of 4 confirm that the majority of respondents were in agreement. While the standard deviation (0.739) reflects some variation in responses, overall, most stakeholders appear satisfied with the level of communication.

These findings align with the study by Etheri (2020), which emphasized the significance of communication in project success. Shakeri and Khalilzadeh (2020) also noted that a successful communication strategy should prioritize stakeholders with the greatest influence on project outcomes. Additionally, organizations can foster positive relationships with various entities, such as the media and special interest groups, which play a crucial role in stakeholder interactions.

Furthermore, Saidu and Shakantu (2017) observed that irrigation projects often experience long delays due to poor stakeholder relationships, leading to cost overruns. Similarly, Johnson and Nani (2021) argued that project failures often result from managers' inability to adapt communication strategies to effectively influence project performance.

4.5 Stakeholder Participation and Performance Right Coffee Project

The statistical data provided examines key aspects of stakeholder participation in the Right Coffee Project. The variables analyzed include community involvement in project selection, engagement of stakeholders during project implementation, management’s inclusivity in decision-making, and budget adequacy for stakeholder participation. The dataset includes responses from 159 valid participants, with no missing data, ensuring a comprehensive representation of stakeholder perceptions.

Table 7 Stakeholder Participation Analysis

	Percentages (%)						Mean	median	Std. Deviation
	N	SD	D	N	A	SA			
The community participated in selecting the project through their respective cooperative leaders	159	1.3	2.5	10.7	61.6	23.9	4.0	4.0	0.749
Right Coffee projects engage all relevant stakeholders throughout the implementation process	159	2.5	1.3	3.8	62.9	29.6	4.2	4	0.767
Is management involving you in the decision-	159	1.9	5.7	12.6	61.0	18.9	3.9	4	0.839

making process for project implementation?									
Adequate budget is allocated to the project to allow comprehensive stakeholder participation throughout the project	159	1.3	5.0	18.9	55.3	19.5	4.0	4	0.828
Average mean score							4.0	4	

Source: Research Data (2025)

The mean score of 4.0 suggest that respondents generally agree that the community participated in selecting the project through cooperative leaders. The median and mode of 4 suggests that the majority of responses were positive. The standard deviation (0.749) indicated moderate variability in responses, meaning that while most respondents agreed, some had different opinions regarding the extent of community involvement.

The mean score of 4.2 suggests strong agreement that the Right Coffee Project engages all relevant stakeholders during implementation. The median and mode values of 4 indicates that most participants rated this positively. The standard deviation (0.767) suggests moderate consistency in responses, implying that while most stakeholders feel engaged, there may be some gaps in stakeholder inclusion.

The mean score 3.9 indicates that respondents generally agree that management involves them in decision-making. However, this is the lowest mean among the four variables, indicating that stakeholder inclusion in decision-making may not be as strong as other aspects of engagement. The standard deviation of 0.839 reflects greater variability in responses, suggesting that while some stakeholders feel involved, other may perceive limited participation.

Similarly, with a mean score of 3.9, respondents generally agree that the budget allocated for stakeholder participation was adequate.

However, the standard deviation 0.828 suggests some variation in responses, indicating that while some stakeholders feel the budget is sufficient, others may feel it is inadequate for full stakeholders' engagement throughout the project. The Right Coffee Project demonstrate strong engagement, particularly in implementation and community involvement. However, management should improve inclusivity in decision-making and ensure that all stakeholders perceive the budget as adequate for engagement. Strengthening these areas could enhance stakeholder participation and project success.

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

4.6 Monitoring and Performance Right Coffee Project

Effective monitoring and control are critical component of the project management, ensuring that projects stay on track concerning define costs, timelines and scope. The statistical analysis examines key aspect of monitoring tools, including their establishment, the role of effective

monitoring in project success, the implementation of mitigation measures, and the comprehensiveness of monitoring reports. The dataset consists of 159 valid responses, with no missing data, ensuring that the findings are representative of stakeholders' perceptions regarding project monitoring and control. Below is the detailed Table 4.7 for each statistical measure.

Table 8 Monitoring Analysis

	Percentages (%)						Mean	median	Std. Deviation
	N	SD	D	N	A	SA			
Project progress is monitored throughout the project concerning defined costs, timelines and scope	159	0.6	1.9	6.3	68.6	22.6	4.1	4.0	0.642
Project monitoring tools have been established to aid in this process	159	1.3	0.6	7.5	66.7	23.9	4.1	4.0	0.665
Effective project monitoring enhances the successful implementation of the Right Coffee Project	159	1.9	6.0	2.5	64.8	30.2	4.2	4.0	0.694
Mitigating measures are implemented for	159	0.6	1.9	11.3	67.6	18.2	4.0	4.0	0.656

metrics, indicators, or milestones that are off track									
Monitoring reports includes all the indicators/metrics/milestones identified	159	0.6	2.5	6.3	71.7	18.9	41	4.0	0.639
Average mean score							4.0	4	

Source: Research Data (2025)

The mean value of 4.1 suggests that respondents generally agree that the project has established monitoring tools to support the monitoring process. The median and mode of 4 indicates that most responses are concentrated around agreement. The standard deviation of 0.665 reflects moderate consistency, suggesting that while most stakeholders occur, there may be slight variations in their perceptions of the effectiveness or adequacy of these monitoring tools. With a mean score of 4.2, this statement shows the highest level of agreement among the analyzed variables, highlighting strong stakeholder recognition of the crucial role effective monitoring plays in the project's success. The median and mode values of 4 further reinforce this consensus. However, the slightly higher standard deviation of 0.694 suggests some variability, likely due to differences in individual experiences with monitoring effectiveness.

The mean score of 4.0 suggests that stakeholders generally agree that mitigating measures are implemented when project performance metrics deviate from expected values. The median and mode values of 4 indicates most responses fall in the agreement category. The standard deviation of 0.656 suggests moderate consistency, meaning that while stakeholders perceive mitigation measures as present, some may feel there is room for improvement in response mechanisms.

The mean score of 4.1 suggest that stakeholders generally agree that monitoring reports are comprehensive, incorporating all relevant indicators, and milestones. The median and mode values of 4 indicate that most responses align with this view. The low standard deviation 0.639 suggests a high level of agreement among respondents, reinforcing the perception that monitoring reports are well-structured and inclusive.

These findings broadly support the work of Maina, (2018) which states that stakeholders monitoring and evaluation promotes lively commitment of main project stakeholders. Stakeholder monitoring and evaluation technique not only encourages local ownership and dedication to the exercise and its outcomes, but it also ensures the program's long-term survival. Continual data gathering, processing, and analysis are all steps in the methodical procedure of project M&E, and analysis and discussing of the results to the project management when the project is being implemented (Park, 2021). The project management team then evaluates and interprets the results in order to facilitate and initiate the necessary response to the findings. Core stakeholders must have a key role throughout the evaluation of a project that has undergone partaking in planning, identification and execution stage (Barasa & Jelagat, 2015). M&E has always include bringing in outside experts to review performance against pre-determined metrics using pre-defined methods and approaches.

4.7 Performance of the Right Coffee Project

The table below presents a comprehensive analysis of the statistical findings related to the performance of the Right Coffee Project, focusing on timelines, scope adherence, cost efficiency and quality of the project outputs. The analysis is based on responses from 159 valid participants with no missing data, ensuring a high level of representativeness and reliability. The statistical measures mean, median, mode, standard deviation and range.

Table 9 Right Coffee Project Performance Analysis

	Percentages (%)						Mean	median	Std. Deviation
	N	SD	D	N	A	SA			
Right Coffee Project is completed on time	159	1.3	1.9	16.4	61.0	19.5	4.0	4.0	0.741
Right Coffee Project is executed within the defined scope	159	0.6	1.3	9.4	67.3	21.4	4.1	4.0	0.642
Right Coffee Project is completed within cost	159	0.6	1.9	20.1	61.0	16.4	3.9	4.0	0.701
Quality of the project output meets acceptable standards.	159	0.6	0.6	8.8	62.9	27.0	4.2	4.0	0.648

Source: Research Data (2025)

The mean score of 4.0 indicates that respondents generally agree that the project will be completed on time. The median and mode of 4 suggest that most responses fall within the ‘agree’ category. However, the standard deviation of 0.741 shows variation, meaning a subset of stakeholders may feel that the project has experienced delays. This suggested that while the project is generally delivered on time, some phases might face challenges in meeting deadlines, possibly due to logistical, financial or stakeholder-related issues.

The mean score of 4.1 reflects a stronger level of agreement compared to project timelines, indicating that the project is generally implemented within its defined scope. The median and mode of 4 suggest that most respondents believe the project aligns with its intended objectives

and deliverables. A low standard deviation of 0.642 indicated that stakeholder perceptions are largely consistent, reinforcing the project's effectiveness in scope management. The Right Coffee Project demonstrates strong scope control, ensuring that stakeholder expectations are met and scope creep is minimal. These findings align with project management best practices, which emphasize clearly defined objectives, effective planning and continuous monitoring to prevent deviations from the project scope.

A mean score of 3.9 indicates that respondents generally agree the project is executed within the budget, but this is the lowest mean score among all four variables, signaling potential cost management challenges. The median and mode of 4 suggest that most respondents believe cost control measures are effective. However, the standard deviation of 0.701 indicates a moderate level of variation in responses, implying that some stakeholders may have concern about financial efficiency or unforeseen cost overruns. While cost management is generally effective, some financial inefficiencies or unexpected expenditures may exist. It is essential to examine the factors influencing cost variations, such as currency fluctuations, procurement inefficiencies or unexpected operational costs.

The mean score of 4.2 is the highest among all variables, indicating strong stakeholder agreement that the project's outputs meet quality expectations. The median and mode of 4 confirm that most respondents perceive the project outputs as satisfactory. The low standard deviation of 0.648 suggests consistent responses, reinforcing that quality management practices are effective. Quality control mechanisms appear to be well-implemented, ensuring that the project deliver valuable outputs to the beneficiaries. This aligns with project management theories that emphasize the interplay between monitoring, stakeholders' feedback, and continuous improvement in maintaining quality.

The analysis provides valuable empirical insight into the performance of the Right Coffee Project. The findings highlight strong execution in terms of scope adherence and quality management, while time and cost control require strategic improvements.

4.8 Diagnostic Test

Diagnostic tests are used to evaluate the quality, assumptions and validity of statistical model before drawing conclusions. These tests help ensure that the data model meet the necessary conditions for reliable results. Some of the common diagnostic tests includes, test for normality, multi-collinearity, heteroscedasticity test, autocorrelation test and model specification test among others.

4.8.1 Normality Test

Normality test include the Kolmogorov Smirnov test and the Shapiro Wilk test for five variables to determine if the data was normal. The null hypothesis in the test asserts that variables were acquired from a randomly distributed population. The p-value must thus be greater than the significance criterion of 0.05. The normalcy tests analysis is shown in Table 10 below.

Table 10 Normality Test Statistics

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Stakeholder Identification	.169	159	.000	.901	159	.000
Communication	.231	159	.000	.869	159	.000
Stakeholder participation	.198	159	.000	.871	159	.000
Monitoring	.226	159	.000	.837	159	.000
Performance	.195	159	.000	.905	159	.000

Source: Research Data (2025)

From the table, statistic measures the deviation from normality, higher values indicate stronger deviation. All the variables have p-value of 0.00 in both tests, that's mean that the data for all five variables significantly deviates from a normal distribution, thus rejects the null hypotheses. Hence, the data is not normally distributed.

4.8.2 Multi-collinearity Test

Multiple correlation is a statistical technique used to assess whether the independent variables model is significantly or highly correlated, which could result in unreliable coefficient estimates. This issue can increase standard errors, making it challenging to accurately evaluate the individual effect of each predictor on the dependent variable. The Variance Inflation Factor (VIF) was employed in the study to assess the degree of correlation between the variables. The general guideline is the VIF readings more than ten (10) should be looked into further. Table below present collinearity results.

Table 11 Multicollinearity Test Statistics

Mode	Collinearity Statistics	
	Tolerance	VIF
Stakeholder identification	.492	2.032
Stakeholder communication	.300	3.331
Stakeholder participation	.308	3.243
Monitoring	.356	2.812

Source: Research Data (2025)

Tolerance represents the proportion of variance in an independent variable that remains unexplained by other independent variables in a model. Maecoulides and Raykove (2018) discuss that a tolerance value below 0.10 or a VIF exceeding 10 may indicate serious multicollinearity issues. None of the variables have a VIF above 5, which suggest that multicollinearity is present but not severe. The variables, stakeholder communication (3.331) and stakeholder participation (3.243) have relatively higher VIF values, meaning they might be somewhat correlated with other independent variables. The tolerance values are above 0.1, so the multi-collinearity is not a dangerous level. The highest VIF is 3.331, which is below the common cutoff of 5, indicating that multi-collinearity is manageable.

In the figure 4.5 below histogram shown is a diagnostic test for regression residuals, specifically assessing normality in a regression model. The histogram visualizes the standardized residuals of a regression model while the overlaid black curve represents a normal distribution, helping assess whether residuals are approximately normally distributed.

The standard deviation of 0.987 is close to 1, indicating a proper standardization of residuals, further the mean of residuals is 4.35E-16, which is desirable in regression models. The histogram appears approximately symmetric around zero, closely following the normal curve. The figure shows there is no extreme skewness or kurtosis or heavy tails, suggesting residuals

are well-distributed. The histogram suggests that the residuals of the regression model meet the normality assumption, implying that statistical inferences like hypothesis testing and confidence intervals based on this model are likely valid.

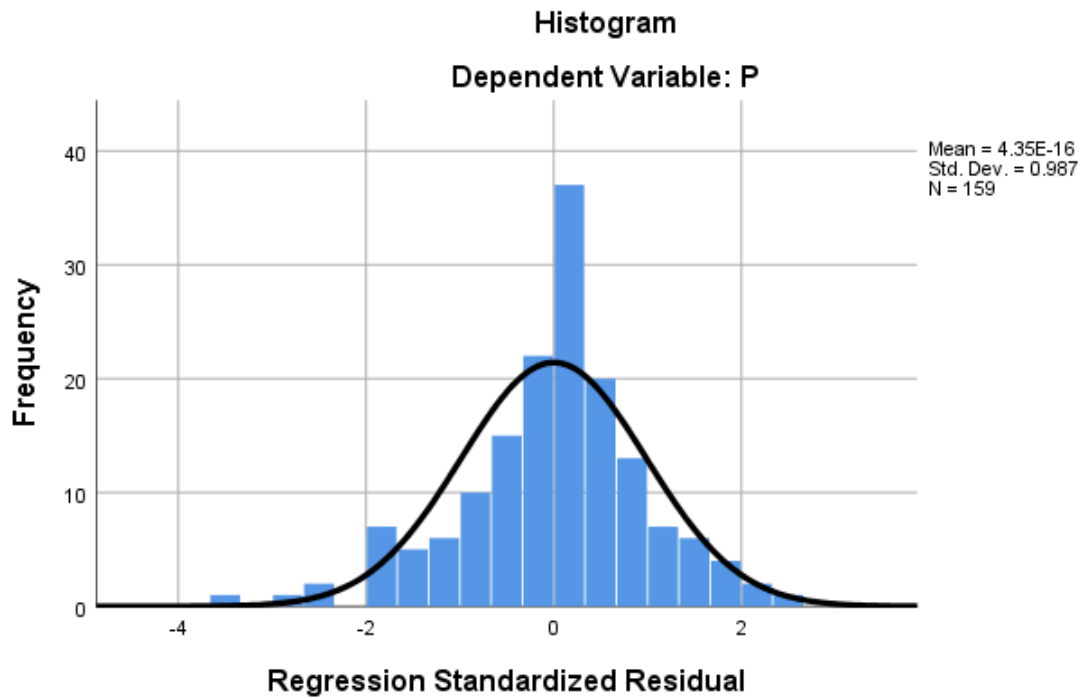


Figure 6 Histogram Presenting the Regression Residuals Test

Source: Research Data (2025)

4.9 Inferential Analysis

4.9.1 Correlation Analysis

The Table 12, presents a Spearman's rank-order correlation analysis, evaluating the relationships between Stakeholder Identification, Stakeholder communication, Stakeholder Participation, Project Monitoring and the Performance of the Right Coffee Project. Spearman's rho is a non-parametric measure used to determine the strength and direction of association

between ranked variables, making it particularly suitable for ordinal or non-normally distributed data.

Spearman's rho correlation coefficient ranges from -1 to 1, where +1 signifies a perfect positive relationship, -1 indicates a perfect negative relationship, and 0 suggests no relationship. In this study, all correlations are positive and statistically significant at the 0.01 level ($p < 0.01$), indicating strong interrelationships among the variables.

Table 12 Correlation Analysis Statistics

Correlations			SI	C	SP	M	P
Spearman's rho	SI	Correlation Coefficient	1.000	.584**	.548**	.561**	.461**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	159	159	159	159	159
	C	Correlation Coefficient	.584**	1.000	.669**	.623**	.557**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	159	159	159	159	159
	SP	Correlation Coefficient	.548**	.669**	1.000	.721**	.629**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	159	159	159	159	159
	M	Correlation Coefficient	.561**	.623**	.721**	1.000	.620**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	159	159	159	159	159

		N	159	159	159	159	159
	P	Correlation	.461**	.557**	.629**	.620**	1.000
		Coefficient					
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	159	159	159	159	159
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Research Data (2025)

Relationship between Stakeholder Identification and Other Variables

Stakeholder Identification and communication with a correlation coefficient of 0.584 and a P value of 0.000, suggest a moderately strong positive correlation exists, suggesting that higher stakeholders' identification (SI) is associated with improved communication. Stakeholder Identification and Stakeholder Participation has a correlation coefficient of 0.548 and a P value of 0.000, suggesting a moderate positive correlation, indicating that better stakeholder identification is linked to higher stakeholder participation (SP). The relationship between SI and Monitoring has a coefficient of 0.561 and a P value of 0.000 indicating a moderate strong relationship, implying that well-identified stakeholders contribute positively to the monitoring (M) of the project, further it has a correlation coefficient 0.461 and a P value of 0.000 in relationship with Performance of the Right Coffee project implying a moderate correlation, meaning that higher stakeholder identification is linked to improve project performance (P) though this association is weaker compared to other variables.

Relationship between Communication and other Variables

Communication and Stakeholder Participation has a correlation coefficient of 0.669 and a P value of 0.000, indicating a strong positive correlation, suggesting that better communication (C) is highly associated with increased stakeholder participation (SP). Communication and

Monitoring has a strong correlation with a correlation coefficient of 0.623 and a P value of 0.000, thus indicating that effective communication is crucial for proper project monitoring (M). The Performance (P) of the project has a moderate correlation in relationship with communication, with a correlation coefficient of 0.557 and a P value of 0.000, showing that better communication contributes to improved project performance (P).

Relationship between Stakeholder Participation and other Variables

Stakeholder Participation (SP) and Monitoring (M) of the project has a correlation coefficient of 0.721 and a P value of 0.000, implying a very strong correlation, indicating that increased stakeholder participation strongly enhances project monitoring. The relationship between Stakeholder Participation and the Performance of the project has a correlation coefficient of 0.629 and a P value of 0.000 indicating a strong correlation, meaning that active stakeholder participation significantly improves project performance.

Relationship between Monitoring and Performance of the project

Monitoring (M) and Performance (P) of the project have a correlation coefficient of 0.620 and a P value of 0.000, implying a strong positive relationship, suggesting that enhanced project monitoring leads to better performance outcomes.

Generally, all the variables are significantly correlated, highlighting their interdependence in influencing project performance. The findings emphasize that stakeholder management through identification, communication, participation and monitoring is crucial for project success. Project managers should prioritize effective communication strategies to enhance stakeholder participation and monitoring, ultimately leading to better performance. The results support the hypothesis that stakeholder management practices are key determinants of project outcomes.

The correlation analysis provides empirical support for the theoretical framework underlying the research. The strong and significant correlation suggest that stakeholder engagement variables are closely linked and play a vital role in project performance.

4.10 Regression Analysis

To determine the extent of the relationship between, “stakeholder identification”, “communication”, “stakeholder participation” and “project monitoring” on “Right Coffee Project” the researcher conducted a linear regression using SPSS version 25.

4.10.1 Model Summary

One of the regression output is the model summary, which assesses the regression lines to explain the total variation in the dependent variable (Right Coffee Project Performance).

The regression model summary Table 13 below present an overview of how effectively the regression model accounts for the variance in the dependent variable.

Table 13 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.568	.557	.37244
a. Predictors (Constant)				
Stakeholder Identification, Communication, Stakeholder Participation and Monitoring				

Source: Research Data (2025)

The table 13 above shown, R 0.754 is the multiple correlation coefficient, measuring strength of the relationship between the independent variable (SI, C, SP, M) and the dependent variable (P). The coefficient suggests a strong positive correlation. The R Square (0.568) indicates that 56.8% of the variance in the dependent variable (P) is explained by the independent variables

(SI, C, SP, M), suggesting moderately strong model. However, the Adjusted R Square (0.557), accounts for the number of predictors in the model, preventing overestimation of the model's explanatory power. The Adjusted R^2 (0.557) is close to R^2 (0.568), it suggests that adding these predictors improve the model without overfitting.

4.10.2 Assessing the Fit of Multiple Regression Model

To assess the statistical significance of the regression model, an ANOVA test was conducted to determine whether the multiple regression model was suitable for the data. This analysis helps evaluate whether the performance of the Right Coffee Project can be predicted without relying on independent variables. The ANOVA Table 14 provides insight into the overall significance of the regression model used in this study.

The findings indicate that the model, which includes Stakeholder Identification (SI), Communication (C), Stakeholder Participation (SP) and Monitoring (M), significantly explains the variance in the dependent variable, Performance (P).

The total sum of squares, which amounts to 49.423, reflects the overall variation in project performance (P). Meanwhile, the regression sum squares, totaling 28.062, represents the variation attributed to the independent variables, including stakeholder identification (SI), communication (c), stakeholder participation (SP) and project monitoring (M). Additionally, the residual sum of squares at 921.361, captures the variation that remains unexplained by these independent variables.

The F-test results provide an overall measure of the model's significance. The F-statistic (50.577, p-value = 0.000 < 0.05) is highly significant, indicating that the regression model fits the data well. This suggests that at least one predictor has a statistically significant relationship with project performance (P) and can be used for prediction at a 5% significance level. These findings confirm that the variables used in the study are statistically significant.

Table 14 Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.062	4	7.015	50.577	.000 ^b
	Residual	21.361	154	.139		
	Total	49.423	158			
a. Dependent Variable: Project Performance (P)						
b. Predictors: (Constant), Stakeholder Identification (SI), Stakeholder Participation (SP), Project Monitoring (M), Communication (C)						

Source: Research Data (2025)

The significant p-value 0.000 confirms that the predictors collectively have a strong impact on P (Performance). This suggests that the selected independent variable plays a crucial role in predicting the dependent variable, making the model useful for understanding the relationships in this research.

Further analysis, such as regression coefficient and R² values, would provide more detailed insight into the individual contributions of each predictor.

4.11 Regression Model Coefficients

The study performed a t-test to assess the statistical significance of each individual regression coefficient. The regression coefficient Table 15 offers insights into the specific contribution of the independent variables Stakeholder Identification (SI), Stakeholder Participation (SP), Communication (C) and Monitoring (M) in predicting the dependent variable Performance (P).

Table 15 Regression Model Coefficients Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.673	.244		2.753	.007
	SI	.108	.075	.108	1.430	.155
	C	.163	.090	.176	1.823	.070
	SP	.215	.088	.233	2.440	.016
	M	.337	.092	.325	3.654	.000

Source: Research Data (2025)

The B-value indicates the nature of the relationship between project success and each predictor. A positive B-value signifies a positive relationship between the predictor and the outcome, while a negative coefficient indicates a negative relationship. In this study, all the four predictors had positive B-values, suggesting a positive association. Therefore, the hypotheses for the four variables were confirmed, as stakeholder identification, communication, stakeholder participation and project monitoring positively influenced project performance.

The standardized beta value tells us the number of standard deviations that the outcome will change as a result of one standard deviation change in the predictor. The standard deviation units are directly comparable; they offer a clear understanding of a predictor in the model (Landau and Brian, 2004).

This can be summarized by the following regression equation.

$$\text{Performance (Y)} = \alpha_i + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu_i$$

Where: Y= Project Performance

X1= Stakeholder identification. (SI)

X2= Communication. (C)

X3=Stakeholder participation. (SP)

X4=Monitoring. (M)

α_i = Constant

β_n .= Regression standardized Coefficient determine the change in Performance as a result of a unit change in the respective independent variable.

According to the analysis, the equation

$$\text{Performance (Y)} = 0.673 + 0.108X_1 + 0.176X_2 + 0.233X_3 + 0.325X_4$$

The findings indicate that the intercept (constant) has a b-value of 0.673 with a p-value of 0.007, which is statistically significant. This means that when all independent variables are zero, the predicted value of project performance (P) is 0.673.

The regression analysis reveals several insight regarding the variables studied. Stakeholder identification (SI) has a coefficient of 0.108 and a p-value of 0.155, indicating a positive effect that is not statistically significant. Communication (C) shows a coefficient of 0.163 with a p-value of 0.215, suggesting a positive influence that is only marginally significant, particularly with a p-value of 0.070. In contrast, stakeholder participation (SP) demonstrates a coefficient of 0.215 and a p-value of 0.016, indicating a positive and statistically significant effect. Lastly, project monitoring (M) exhibits the strongest positive influence with a coefficient of 0.337 and a p-value of 0.000, confirming its statistical significance.

The regression results suggest that Stakeholder Participation and Project Monitoring have a statistically significant positive effect on the performance of the Right Coffee Project. The positive influence of stakeholder participation is consistent with the literature, which highlights the importance of engaging stakeholders throughout the project lifecycle. Studies have shown that stakeholder engagement significantly contributes to project success by ensuring that

stakeholder needs are met and expectations are aligned (Olander and Landin, 2021). The findings from this study reinforce the notion that active participation by stakeholder in project decision making processes and activities fosters a greater sense of ownership and commitment, thereby improving project performance.

Stakeholder Identification has a positive effect, though it is not statistically significant at the 5% level ($p\text{-value}=0.155$), which is somewhat surprising given that identification of stakeholders is often considered a key first step in effective stakeholder management. However, this finding aligns with previous project success (Muller and Jugdy 2020).

Communication has a positive influence but is only marginally significant ($p\text{-value} = 0.070$), indicating that improved communication could enhance project performance, but its impact is not as pronounced as that of monitoring and participation. The positive effect of communication is consistent with the findings by Sulaiman et al., (2019), who argues that effective communication is fundamental to managing stakeholder relationships and mitigating misunderstandings. However, the marginal significance of this variable in this study suggest that while communication plays a role, it may need to be complemented by more comprehensive strategies, such as involvement and monitoring, to have a more substantial impact on performance.

Among the predictors, Monitoring (M) ($B=0.337$) is the most influential variable, meaning that a one-unit improvement in monitoring strategies increases project performance by 0.337 units. This results is in line with research by Alzahrani and Emsley (2020), which emphasizes the importance of continuous monitoring in enhancing project performance, particularly in complex, multi-stakeholder environment like those in agricultural projects.

Stakeholder Participation ($B=0.215$) is also a significant predictor, suggesting that enhancing participation strategies performance by 0.215 units. Communication ($B=0.163$) has a moderate effect, indicating that better communication could improve performance by 0.163 units, though

its significance is weaker ($p=0.070$). Stakeholder Identification does not significantly predict project performance in this model ($p\text{-value} = 0.155 > 0.05$).

The model overall is statistically significant, as confirmed by the ANOVA results, but some individual predictors may require further exploration.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings presented in chapter four and derives conclusions and recommendations based on those findings. The discussion is structured around key research themes, including the effect of stakeholder identification on project performance, effects of stakeholder participation on project delivery, effect of communication on project performance and the role of project monitoring in ensuring successful implementation.

5.1 Summary of Findings

The primary objective of this study was to examine the factors influencing the successful implementation of the Right Coffee project at the cooperative level in Embu County. The study was guided by four key research objectives: (i) to determine the effect of stakeholder identification and performance of the Right Coffee Project, (ii) to identify the effect of communication and performance of the Right Coffee Project, (iii) to investigate the influence of stakeholder participation and performance of the Right Coffee Project and (iv) to establish the effect of the monitoring and performance of the Right Coffee Project in Embu, Kenya. A descriptive research design was adopted, focusing on the project's target stakeholders. The study employed a random sampling technique, with data collected through questionnaires and analyzed using both descriptive and inferential statistical methods.

The findings for the first research objective indicate that project management acknowledges the stakeholders in the Right Coffee project, which recorded the highest mean score of 4.5 with a standard deviation of 0.662. This was followed by the completion of a baseline survey before the project commissioning, with a mean score of 4.2 and a standard deviation of 0.739.

Additionally, stakeholder relationships was closely monitored with a mean score of 4.0 and a standard deviation of 0.723.

Furthermore, stakeholders were ranked according to their level of influence, and their needs and expectations were identified prior the project's initiation, with mean score of 3.9 and 3.8 respectively, and standard deviation of 0.859 and 0.998. The study found that stakeholder identification has a statistically significant positive correlation with the performance of the Right Coffee Project, showing a correlation coefficient of 0.461 and a p-value of 0.000. This implies that enhanced stakeholder identification is associated with improve project performance.

To determine the strength of this relationship, a linear regression analysis was conducted. The results indicated that a one-unit increase in stakeholder identification leads to a 0.108-unit improvement in project performance. However, this factor was not statistically significant in predicting project performance ($t = 1.430$, $p = 0.155$).

The second research objective aimed to assess the effect of communication on the performance of the Right Coffee Project. Four key aspects were considered: accessibility of project progress reports, frequency of stakeholder meetings, adequacy of feedback mechanisms, and stakeholder awareness of project progress.

Findings revealed that stakeholder meetings were conducted regularly, and stakeholders' were kept informed about the project's progress, both of which had the highest mean score of 4.2, with standard deviation of 0.848 and 0.739, respectively. Additionally, accessibility of project progress reports and the adequacy of feedback mechanisms both had a mean score of 4.1, with standard deviation of 0.777 and 0.676, respectively.

Correlation analysis indicated that communication has a moderate positive relationship with project performance, with a correlation coefficient of 0.557 and a p-value of $0.000 < 0.05$. This suggests that improved communication contributed to better project performance.

Regression analysis further showed that a one-unit increase in effective communication leads to a 0.163-unit improvement in project performance. However, this factor was not statistically significant in predicting project performance ($t = 1.823$, $p\text{-value} = 0.070 > 0.05$).

The third research objective aimed to examine the influence of stakeholder participation on the performance of the Right Coffee Project in terms of adherence to the agreed timeline, budget and scope. Four constructs were developed to measure stakeholder participation including; the community participated in selecting the project through their respective cooperative leaders', 'Right coffee project engage all relevant stakeholders throughout the implementation process', 'is management involving you in the decision making process for project implementation on?' adequate budget is allocated to the project to allow comprehensive stakeholder participation throughout the project.

The finding revealed that stakeholder participation played a significant role in the performance of the Right Coffee Project. The construct stating that "the community participated in selecting the project through their respective cooperative leaders" had a mean score of 4.0 with a standard deviation of 0.749. Additionally, the construct indicating that "the Right Coffee Project engages all relevant stakeholders throughout the implementation process" recorded the highest mean score of 4.2, with a standard deviation of 0.767. These results suggest that active stakeholder involvement contributes positively to project execution within agreed time, cost and scope.

The other two constructs, 'is management involving you in the decision-making process for project implantation?' and adequate budget is allocated to the project to allow comprehensive stakeholder participation throughout the project have the same mean score of 3.9 with a standard deviation of 0.839 and 0.828 respectively. The correlation coefficient (0.629) analysis showed that there is strong relationship between stakeholder participation and the performance of the right coffee project, which is significant $p = 0.000$. The regression coefficient results

showed that 1-unit improvement on stakeholder participation strategies improves the performance by 0.215 units, which was significant, $t=2.440$, $sig=0.016$.

The findings for the fourth research objectives indicated that project monitoring plays a crucial role in ensuring the successful implementation of the Right coffee Project. The study revealed that project progress is consistently monitored and controlled concerning defined cost, timelines, and scope. Additionally, project monitoring tools have been established to facilitate this process, and monitoring reports incorporating all key indicators metrics and milestones were recorded, all with a mean score of 4.1 and standard deviation of 0.642, 0.665 and 0.639, respectively.

The construct stating that “effective project monitoring enhances the successful implementation of the Right Coffee Project” had the highest mean score of 4.2 with a standard deviation of 0.694. Conversely, the construct “mitigating measures are implemented for metrics or milestones that are off track” had the lowest mean value of 4.0 with a standard deviation of 0.56.

Correlation analysis showed that project monitoring has a statistically significant positive relationship with project performance, with a correlation coefficient of 0.620 and a p-value of $0.000 < 0.05$. This indicates that improved project monitoring contributes to better project outcomes.

Furthermore, regression analysis established that project monitoring was the most influential predictor of project performance, with a regression coefficient of 0.337. This implies that a one-unit improvement in project monitoring strategies results in a 0.337-unit increase in project performance, which is statistically significant ($t = 3.654$, $p\text{-value} = 0.000 < 0.05$).

5.4 Conclusion

A stakeholder is any individual or group affected by and organization's outcomes and has the potential to influence a project either positively or negatively. This study assessed stakeholder management practices based on several key factors, including stakeholder participation in decision-making, stakeholder satisfaction levels, the presence of a qualified management team, the existence of a clear stakeholder strategy, the impact of stakeholder strategies on performance, and the achievement of project objectives through stakeholder engagement.

The study aimed to examine the influence of stakeholder management practices on the performance of the Right Coffee project in Embu County, Kenya. Supported by the conceptual framework, the findings highlighted the extent to which stakeholder management affects project performance, emphasizing the critical role of effective stakeholder engagement in achieving project success.

A regression model was employed to assess the influence of stakeholder identification, communication, participation and project monitoring on project performance. The results indicated that all independent variables had a positive and impact on project performance, reinforcing the importance of effective stakeholder management in ensuring project success.

This study concludes that all four examined factors for this project had an influence on the performance of the Right Coffee project in Embu County, Kenya. The identification of stakeholders played a crucial role in enhancing project performance, highlighting the need to the project manager acknowledge the stakeholders, identification of stakeholders need and expectation prior the project initiation, conducting baseline survey prior to the commissioning of the project, and to closely monitor stakeholder relationships. Further the study found out the stakeholders are ranked according to their level of influence, a 3.9 mean score.

The findings of also revealed that stakeholder communication significantly affected how well Coffee programs performed in Right Coffee Project in Embu, County, Kenya. Enhancing

stakeholder communication techniques, such as ensuring all stakeholders have access to project progress report, there is effective project feedback in the workplace, projects meetings are held regularly participated in decision making process will lead to significant positive improvement in performance of Right Coffee Project Embu County, Kenya, with an average mean score of 4.15.

Additionally, the study discovered stakeholders' participation had substantial influence on the Right Coffee project initiatives' success in Embu County, Kenya. An expansion of the methods used to include stakeholders, such as making sure they are involved in project selection and the engagement of all relevant stakeholder throughout the project implementation; ensuring that all stakeholders are involved in decision making process, ensuring that adequate budget was allocated to allow comprehensive stakeholders participate in project life cycle, will help Embu County, coffee projects to succeed. The results revealed an average mean score of 4.0, indicating that most respondents agreed with the statement presented in the study.

This study comes to conclusion that Embu County, Right Coffee project initiatives' effectiveness is greatly impacted by stakeholder Monitoring. Improvement to stakeholder monitoring and evaluation practices, such as making sure project progress is monitored throughout the project concerning defined cost, timelines and scope, project monitoring tools were established to aid in monitoring process, mitigating measures are implemented for metrics, indicators or milestones that are off track and reports includes all the indicators identified enhanced Right Coffee project performance in Embu, County Kenya. Furthermore, the results indicated that effective monitoring significantly enhances the successful implementation and performance of the Right Coffee Project, with a mean score of 4.2.

5.6 Recommendations

The role of stakeholder management in project success is crucial. The study's findings emphasize that stakeholder participation is essential, and therefore, responsible organizations must prioritize stakeholder involvement during the feasibility study of any intervention. Key project stakeholders, along with their needs and roles, should be clearly defined in project documentation before implementation begins to ensure effective engagement and project success.

Additionally, the study highlights the critical role of effective communication in project success. The selection of communication channels, formats, frequency and responsibility for sharing progress reports with stakeholders should be clearly established during the projects, conception phase to ensure transparency and alignment throughout implementation. This approach enhances transparency and accountability in project management. Furthermore, mechanisms should be in place to ensure that the reports provided accurately reflect the project status, guaranteeing that the community derives value from the resources invested.

Lastly, study recommend that Coffee Projects Management team should consider adopting best stakeholders monitoring practices such as making sure project progress is monitored throughout the project concerning defined cost, timelines and scope, project monitoring tools are established to aid in monitoring process, mitigating measures are implemented for metrics, indicators or milestones that are off track and reports includes all the indicators identified. This will significantly enhance the Coffee Project Performance.

5.7 Recommendations of Further Research

The researcher recommends conducting further assessment on the stakeholder management on performance of coffee projects in Kenya. Such studies will provide baseline data, offering a clearer understanding of coffee project performance cross the country.

REFERENCES

- Aghietara, J. B. (2023). *Assessing stakeholder engagement in environmental and livelihood projects in Ghana: A case study of selected mining communities in the Upper East Region*. Kwame Nkrumah University of Science and Technology. <https://dspace.knust.edu.gh/handle/123456789/4261>
- Alsulamy, S. (2015). *Developing a performance Measurement framework for Municipal Construction projects in Saudia Arabia*. Edinburgh Napier University.
- Alzahrani, J. I., & Emsley, M. W. (2020). The impact of project monitoring on project performance: A study in Saudi Arabia. *International Journal of Project Management*, 38(3), 184-197. <https://doi.org/10.1016/j.ijproman.2019.11.004>
- Barasa, R. M., & Jelagat, D. (2015). Assessment of stakeholder participation as a criterion for sustainability of community-based public health projects in Western Kenya. *Journal of Business Administration Research*, 4(2), 57–67. <https://doi.org/10.5430/jbar.v4n2p57>
- Cheruiyot Vincent, M. F. (2016). *Challenges of Managing Stakeholder Based Influence on Service Delivery in Standards Regulatory Agencies, a Case Study of Kenya Bureau of Standards*. Strategic journal of business & change management, 3(4).
- Dacha, V. W., & Juma, D. (2018). *Effect of stakeholder participation on the efficiency of the procurement process in the public sector: a case of Jomo Kenyatta University of Agriculture and Technology*. The strategic journal of business & change management, 5(2).
- Del Pico, W. J. (2023). *Project control: Integrating cost and schedule in construction* (2nd ed.). John Wiley & Sons. ISBN: 978-1-394-15012-0
- Essack, L. (2021). Delivering Education for Sustainable Development through the Seychelles Eco-Schools Programme. *Global Education for Sustainable Development*

Clearinghouse.

https://www.gcedclearinghouse.org/sites/default/files/resources/220003eng_CS1.2_Lyndina%20Essack_0.pdf

Etheri, M. (2020). *Influence of stakeholders' engagement strategies on performance of projects: A case of Tullow Oil in Kenya* (Master's thesis, University of Nairobi). University of Nairobi eRepository. <http://erepository.uonbi.ac.ke/handle/11295/154297>

Gichimu, E. M., & Mutuku, M. (2022). Stakeholder management and performance of county government funded projects in Nyeri County, Kenya. *The Strategic Journal of Business & Change Management*, 9(4), 761-774.

GSJ. (2024). Influence of Stakeholder Engagement on Project Success in Rwanda: A Case of PRISM Projects (2019–2022). *Global Scientific Journal*, 12(5). Retrieved from <https://www.globalscientificjournal.com/researchpaper/>

Hazır, Ö. (2023). Big Data for Project Management. In *Advances in Engineering Management, Innovation, and Sustainability* (pp. 15–30). Springer. https://doi.org/10.1007/978-3-031-84017-3_2

Hettiarachchi, H. A. H. (2016). Project Communication Management: From Today's Context.

Ika, L. A., Love, P. E. D., & Pinto, J. K. (2023). *Bias versus error: Why projects fall short*. *Journal of Business Strategy*, 44(2), 67–75. <https://doi.org/10.1108/JBS-09-2022-0216>

Johnson, A., & Nani, G. V. (2021). Mothers' perception of COVID-19 infection in their under-five children in South-East Nigeria. *Nigerian Journal of Medicine*, 30(4), 234–240. https://doi.org/10.4103/NJM.NJM_123_21

Kabonga, I. (2018). *Principles and practice of monitoring and evaluation: a paraphernalia for effective development*. *Africanus*, 48(2), 1-21.

- Kamalirad, S., and S. Kermanshachi. 2018. "Development of project communication network: A new approach to information flow modeling." In Proc., Construction Research Congress. Reston, VA: ASCE
- Karimi, E., & Muriithi, S. (2021). Influence of participatory monitoring on performance of donor-funded agricultural projects in Kenya. *Journal of Agricultural Project Planning and Development*, 5(2), 67–80.
- Kariuki, J. N., Wario, G., & Odhiambo, R. (2018). *Role of offensive and hold stakeholder management strategies on operational performance of smallholder tea sector in Kenya*. Strategic Journal of business & change management, 5(4).
- Kasapa, A., & Gyan, C. (2023). Community participation in planning social infrastructure delivery in Ghana's local government: A case study of Shai Osudoku District. *Journal of Development Policy and Practice*, 8(2), 123–140. <https://doi.org/10.1177/24551333231165831>
- Kelbessa, D. (2016). *The Role of Project Stakeholder Management on Performance of Public Projects in Ethiopia*. Ethiopia: Addis Ababa University.
- Khan, M. A., & Sadiq, M. (2021). Factors influencing project performance: A systematic review and future research directions. *International Journal of Project Management*, 39(3), 233-245. <https://doi.org/10.1016/j.ijproman.2020.12.001>
- Khan, S., Nawaz, M. S., & Waheed, A. (2023). Stakeholder management challenges in mega construction projects: Critical success factors. *Journal of Engineering, Design and Technology*, 21(2), 411–430. <https://doi.org/10.1108/JEDT-06-2022-0289>

- Kihoro, J. M., & Ndichu, E. W. (2021). Influence of stakeholder involvement on performance of community-based projects in Kenya. *African Journal of Project Planning & Management*, 7(1), 15–28.
- Koome, G. S. (2020). The organizational culture as a moderator between selected institutional reforms and change of behavior of inmates: A study of correctional facilities in Kenya. *Advances in Social Sciences Research Journal*, 7(10), 552–561. <https://doi.org/10.14738/assrj.710.9235>
- Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A., & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, 61(5), 1136-1196.
- Lagac, J. (2023, October 25). Stakeholder engagement in project management: A comprehensive guide. *Boréal*. Retrieved from <https://www.boreal-is.com/blog/stakeholder-engagement-in-project-management/>
- Leasure, D. (2017). *Universal Performance Potential (UPP)*. Retrieved from <https://www.researchgate.net/publication/328292718> Universal Performance Potential - UPP
- Lehtinen, J., & Aaltonen, K. (2024). Community stakeholders' online engagement in infrastructure projects: A theory-testing single-case study. *Construction Management and Economics*.
- Lundgren, Regina E.; McMakin, Andrea H. (2018). “Risk communication: A handbook for communicating environmental, safety, and health risks”. Hoboken, NJ: Wiley IEEE Press. ISBN: 978 1 119 45615 5

- Maina, M. S. (2018). *Stakeholder management and project performance of open air market projects in Nyeri County, Kenya* (Master's thesis, Kenyatta University). Kenyatta University Institutional Repository. <http://ir-library.ku.ac.ke/handle/123456789/19618>
- Maina, S. M., & Kimutai, M. G. (2018). Stakeholder management and project performance of open air market projects in Nyeri county, Kenya. *Journal of Business and Management*, 20(1), 47-56.
- Mashali, A., Elbeltagi, E., Motawa, I., & Elshikh, M. (2023). *Stakeholder management challenges in mega construction projects: critical success factors*. *Journal of Engineering, Design and Technology*, 21(2), 358–375.
- Matu, M. W., Kyalo, M., Mbugua, J., & Mulwa, F. (2020). Combined influence of stakeholder participation in project life cycle management on project completion. *International Journal of Scientific and Research Publications*, 9(6), 1–10. Retrieved from <https://www.ijsr.net/archive/v9i6/SR20613040816.pdf>
- Muchiri, J. M. (2015). *Challenges of stakeholder management in implementation of Sondu Miriu hydro-electric power project in Kenya* (Master's thesis, University of Nairobi). University of Nairobi eRepository. <http://erepository.uonbi.ac.ke/handle/11295/13540>
- Müller, R., & Jugdev, K. (2020). Critical success factors in project management: A review of the literature. *International Journal of Project Management*, 38(6), 451-464. <https://doi.org/10.1016/j.ijproman.2019.09.002>
- Mutu, M. W., & Gachengo, L. (2023). Stakeholder participation and performance of water projects in Kirinyaga County, Kenya. *Journal of Entrepreneurship & Project Management*, 8(4), 1–20. <https://doi.org/10.53819/81018102t4213StratfordJournal+2>

- Mutuku, M. (2021). Stakeholder management and performance of county government-funded projects in Nyeri County, Kenya. *Strategic Journals*. Retrieved from <https://strategicjournals.com/index.php/journal/article/view/2449>
- Mwana Nyandongo, K., & Davids, M. (2016). The impact of communication on project performance: An empirical study. *International Journal of Project Management*, 34(3), 451–463. <https://doi.org/10.1016/j.ijproman.2015.12.004>
- Mwangi, J., & Karanja, J. (2021). Influence of stakeholder involvement on performance of community-based projects in Kenya: Application of expectancy theory. *International Journal of Project Management and Development Studies*, 2(3), 45–56.
- Ndungu, S. M., & Omwenga, J. (2020). Role of monitoring and evaluation in performance of agricultural projects: A case of selected projects in Kenya. *International Journal of Project Management and Social Impact*, 3(1), 45–60.
- Njogu, E. M. (2016). *Influence of Stakeholders involvement of project performance. A case of NEMA automobile emission control project in Nairobi County, Kenya*. Nairobi: Nairobi University.
- Njoroge, S. W., & Wanyoike, D. M. (2020). *Influence of project communication on performance of agricultural projects in Kenya: A case of selected projects in Nakuru County*. *International Academic Journal of Information Sciences and Project Management*, 3(6), 230–250.
- Olander, S., & Landin, A. (2020). Stakeholder management in construction projects: A systematic literature review. *International Journal of Project Management*, 38(5), 305-318. <https://doi.org/10.1016/j.ijproman.2020.01.002>

- Olander, S., & Landin, A. (2021). Evaluation of stakeholder influence in construction projects. *Construction Management and Economics*, 39(7), 642-653. <https://doi.org/10.1080/01446193.2021.1935676>
- Omondi, M. A., & Maina, G. W. (2022). Role of stakeholder engagement on performance of agricultural value chain projects in Kenya. *International Journal of Development Studies and Research*, 4(2), 34–41.
- Oppong, G. D., Chan, A. P., & Dansoh, A. (2017). A review of stakeholder management performance attributes in construction projects. *International journal of project management*, 35(6), 1037-1051.
- Osobajo, O. A., Oke, A., Ajimy, M., Otitoju, A., & Adeyanju, G. C. (2023). The role of culture in stakeholder engagement: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 100058. <https://doi.org/10.1016/j.joitmc.2023.100058>
- Owino, M. P., & Muturi, W. (2021). Influence of stakeholder participation on performance of community-based agricultural projects in Kenya. *International Journal of Agricultural Project Management*, 4(2), 55–69.
- Park, C. (2021). Stakeholder participation and performance of government affordable housing scheme: Case study of Park Road Ngara Housing in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*, 8(4), 676–687. <https://strategicjournals.com/index.php/journal/article/view/2133>
- Patzer, M., Voegtlin, C., & Scherer, L. (2018). The normative justification of integrative stakeholder engagement: A Habermasian view on responsible leadership. *Business Ethics Quarterly*, 28(3), 325–354. <https://doi.org/10.1017/beq.2018.14>

- Perrier, N., Benbrahim, S. E., & Pellerin, R. (2018). *The core processes of project control: A network analysis*. *Procedia computer science*, 138, 697-704.
- Project Management Institute. (2023). *Pulse of the Profession® 2023: Power Skills, Redefining Project Success*. Retrieved from <https://www.pmi.org/learning/thought-leadership/pulse/power-skills-redefining-project-success>
- Rajablu, M., Marthandan, G., & Yusoff, W. F. W. (2015). Managing for stakeholders: The role of stakeholder-based management in project success. *Asian Social Science*, 11(3), 111–125. <https://doi.org/10.5539/ass.v11n3p111>
- Rankinen, J.-A., Lakkala, S., Haapasalo, H., & Hirvonen-Kantola, S. (2022). *Stakeholder management in PED projects: challenges and management model*. *International Journal of Project Management*.
- Rudakemwa, C. (2019). Determinants of actual and potential adoption of improved indigenous chicken under asymmetrical exposure conditions in rural Kenya. *African Journal of Science, Technology, Innovation and Development*, 11(5), 593–602. <https://doi.org/10.1080/20421338.2019.1636489>
- Safapour, E., Kermanshachi, S., Kamalirad, S., & Tran, D. (2019). Identifying effective project-based communication indicators within primary and secondary stakeholders in construction projects. *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, 11(4), 04519028
- Saidu, I., & Shakantu, W. (2017). An investigation into cost overruns for ongoing building projects in Abuja, Nigeria. *Acta Structilia*, 24(1), 53–72. <https://doi.org/10.18820/24150487/as24i1.3>

- Sang, P. K. (2015). *Sustainability of World Bank Funded Projects in Kenya*. Kenya: Kenyatta university.
- Sankaran, S., & Haslett, T. (2021). Systems thinking in project management: A review and future directions. *International Journal of Project Management*, 39(7), 675-688. <https://doi.org/10.1016/j.ijproman.2021.05.002>
- Sulaiman, S. H., Ibrahim, A. S., & Mohd Noor, M. N. (2019). Enhancing stakeholder communication for project success. *Journal of Construction Engineering and Management*, 145(7), 04019042. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0001654](https://doi.org/10.1061/(ASCE)CO.1943-7862.0001654)
- Sutterfield, J., Friday-Stroud, S. S., & Shivers Blackwell, S. L. (2016). *A case Study of Project and Stakeholder Management Failure Lessons Learned*. Project Management Institute.
- Teuber, L. G., van Heukelum, H. J., & Wolfert, A. R. M. (2024). Advancing strategic planning and dynamic control of complex projects. *arXiv preprint arXiv:2408.12422*. <https://arxiv.org/abs/2408.12422>
- World Bank. (2015). *Monitoring and evaluation capacity development*. Washington DC: The World Bank.
- Zhang, Y., & Fan, Y. (2021). Stakeholder influence on project success: A systematic review and future research agenda. *International Journal of Project Management*, 39(5), 487-500. <https://doi.org/10.1016/j.ijproman.2021.01.002>

APPENDICES

Appendix I: Informed Consent

“Stakeholders' Management and Performance of the Right Coffee Project in Embu County, Kenya”.

Dear Participant,

I invite you to participate in a study " **Stakeholders' Management and Performance of the Right Coffee Project in Embu County, Kenya.**" I am pursuing a Master of Project Management and Planning at Mount Kenya University and working on my Master's thesis. The aim of this research is to investigate the effect of the engagement strategies on the performance of the project life cycle, Embu County, Kenya.

Your involvement in this study is completely optional. You are free to choose whether or not to participate and may skip any questions you prefer not to answer. Participation in this study poses no more risk than daily life activities. All information you provide will be kept confidential and anonymous and the gathered data will be securely stored and reported in a collective format. Only the researchers involved in this study will have access to individual responses, thus preserving your privacy.

Although there may not be immediate personal benefits from participating, you might find the discussion on the topics of this research engaging. Additionally, your input could contribute significantly to this field of study, potentially aiding future endeavors or individuals with similar issues.

If you choose to participate, please complete the questionnaire as accurately as possible. It should take approximately 20 minutes to complete. Prompt return of the completed questionnaire will greatly assist in the efficient preparation of the research report.

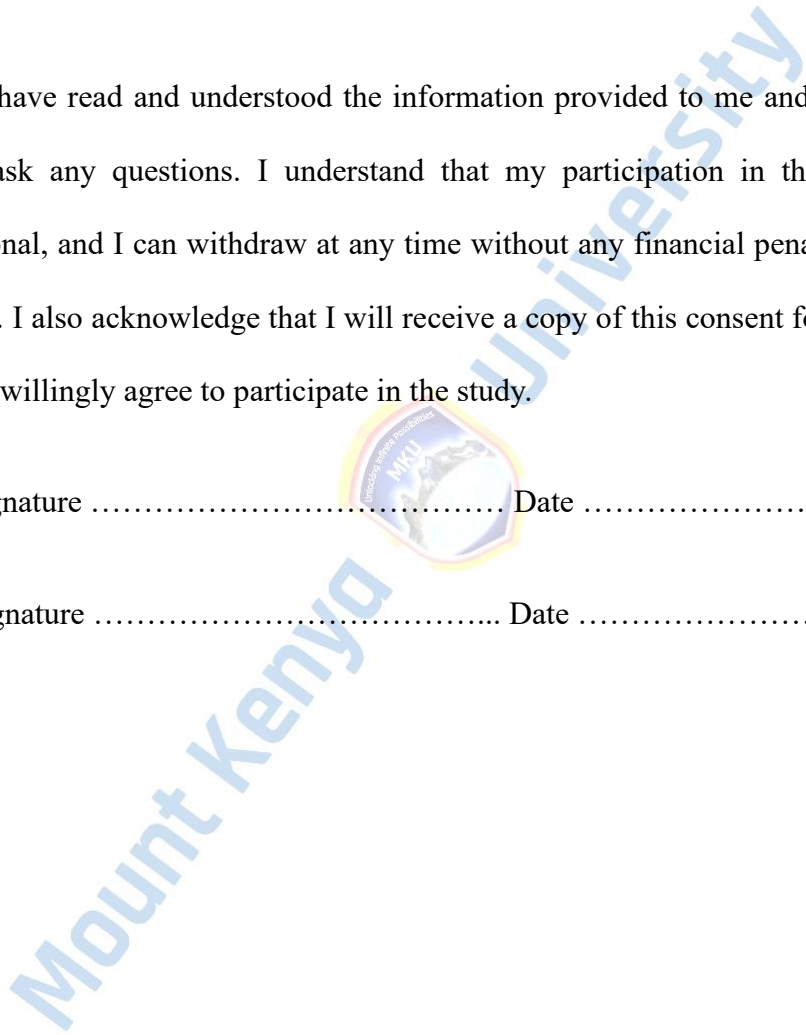
Should you have any inquiries regarding this study, please feel free to reach out to the principal investigator, Josiah K. Wainaina, at 0707-655-899 & 0732-404-778, or my academic advisor, Dr. Njeri S. Ngacha, at the provided contact +254 720 393738. For any concerns regarding your rights as a participant in this research, please contact the Ethical Review Committee chair at Mount Kenya University, P.O Box 342-01000, Thika.

CONSENT

I confirm that I have read and understood the information provided to me and have had the opportunity to ask any questions. I understand that my participation in this research is completely optional, and I can withdraw at any time without any financial penalty or need to provide a reason. I also acknowledge that I will receive a copy of this consent form. With this understanding, I willingly agree to participate in the study.

Respondent's signature Date

Investigator's signature Date



Appendix II: Questionnaire

My name is Josiah K. Wainaina, a student at Mt. Kenya University pursuing Master of Science in Project Management and Planning (MSCPM). As part of degree requirement, I am required conducting a research project titled **“Stakeholders' Management and Performance of the Right Coffee Project, Embu County, Kenya”**. You have been selected as the key stakeholder in this project. I kindly request that you take a few minutes to complete the questionnaire below.

I confirm that the information you provide will be strictly for academic research and will be treated with utmost confidentiality. Your cooperation is highly appreciated.

<https://ee.kobotoolbox.org/x/saBkGACI>

SECTION A: Respondent Details and Bio Data

A1. **Gender:** Male Female

A2. **Age group in years:** ≤ 40; 41 – 50; 51+

A3. **Highest level of education:** High School; Certificate; Graduate; Postgraduate

A4. **Which group best represents you:** Right Coffee Project Staff; Cooperative Management/Staff; Cooperative members (farmers); County government (Department of Agriculture and Livestock).

SECTION B: Stakeholders identification and performance of the Coffee Project

Please use the Likert scale below to select the option that best reflect your opinion: **(please tick)** (Strongly Disagree (SD) = 5, Disagree (D) = 4, Neutral (N) = 3, Agree (A) = 2, Strongly Agree (SA) = 1).

Statement	SD	D	N	A	SA
-----------	----	---	---	---	----

The project management acknowledges the stakeholders in the Right Coffee project					
Stakeholders need and expectation were identified prior the initiation of the Right Coffee Project					
Baseline survey was carried out prior to the commissioning of the Right Coffee Project					
Stakeholders are ranked according to their level of influence on the Right Coffee Project					
Stakeholder relationships are closely monitored					

Do you believe that your needs and expectation are being addressed in the Right Coffee project?

(Please tick one); Yes No

.....

SECTION C: Communication and Performance of Coffee Project

Please use the Likert scale below to select the option that best reflect your opinion: **(please tick)** (Strongly Disagree (SD) = 5, Disagree (D) = 4, Neutral (N) = 3, Agree (A) = 2, Strongly Agree (SA) = 1).

Statement	SD	D	N	A	SA
Project progress reports are accessible					
Stakeholders meetings are conducted regularly					
Feedback mechanism is sufficient and suitable					

Stakeholders are informed about the project's progress					
--	--	--	--	--	--

In your view, do you believe that the communication strategy implemented in the project is sufficient?

(Please tick one); () Yes () No

Please provide a briefly explain your response.

.....

.....

.....

SECTION D: Stakeholders Participation and Performance of Coffee Project

Please use the Likert scale below to select the option that best reflect your opinion: **(please tick)** (Strongly Disagree (SD) = 5, Disagree (D) = 4, Neutral (N) = 3, Agree (A) = 2, Strongly Agree (SA) = 1).

Statement	SD	D	N	A	SD
The community participated is selecting the project through their respective cooperative leaders					
Right Coffee projects engage all relevant stakeholders throughout the implementation process					
Is management involving you in the decision-making process for project implementation					
Adequate budget is allocated to the project to allow comprehensive stakeholder participation throughout the project					

Are you satisfied with the extend of your involvement in the Right Coffee Project?

(Please tick one): () Yes () No

If NOT, please provide a briefly explain.

.....

.....

.....

SECTION E: Monitoring and Performance of Coffee Project

Please use the Likert scale below to select the option that best reflect your opinion: **(please tick)** (Strongly Disagree (SD) = 5, Disagree (D) = 4, Neutral (N) = 3, Agree (A) = 2, Strongly Agree (SA) = 1).

Statements	SD	D	N	A	SA
Project progress is monitored and controlled throughout the project concerning defined costs, timelines and scope.					
Project monitoring tools have been established to aid in this process.					
Effective project monitoring enhances the successful implementation of the Right Coffee Project					
Mitigating measures are implemented for metrics, indicators, or milestones that are off track.					
Monitoring reports includes all the indicators/metrics/milestone identified					

SECTION F: Performance of Coffee Project

Please use the Likert scale below to select the option that best reflect your opinion: **(please tick)** (Strongly Disagree (SD) = 5, Disagree (D) = 4, Neutral (N) = 3, Agree (A) = 2, Strongly Agree (SA) = 1).

Statement	SD	D	N	A	SA
Right Coffee Project is completed on time					
Right Coffee Project is executed within the defined scope					
Right Coffee Project is completed within cost					
Quality of the project output meets acceptable standards.					

In your opinion, what measures should be taken to enhance the performance of the Right Coffee Project? Please be briefly

SECTION F: Additional Information

What other factors do you feel significantly influence the performance of the Right Coffee Project life cycle?

Thank You for Your Honest Response.

Appendices iii. Ethical Research Council Letter



REF: MKU/ISERC/4756

Date: 10 February 2025

TO: WAINAINA KANG'ETHE JOSIAH

REG: MSCPM/2023/55724

Dear Sir/Madam,

**RE: STAKEHOLDERS' MANAGEMENT AND PERFORMANCE OF RIGHT COFFEE PROJECT
IN EMBU COUNTY, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3478**. The approval period is **10/02/2025 - 09/02/2026**.

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,

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



Appendices iv: Introduction Letter form MKU



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/55724

10th February, 2025

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

Dear Sir/Madam,


RE: WAINAINA KANG'ETHE JOSIAH- REGISTRATION NO. MSCPM/2023/55724

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 **"Stakeholders' Management and Performance of Right Coffee Project in Embu County, Kenya."** 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 **February, 2025 and April, 2025**.

Any assistance accorded to the student will be highly appreciated.






Thank you.

For

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

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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendices v: NACOST Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 319622	Date of Issue: 21/February/2025
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. Josiah Kang'ethe Wainaina 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 Embu on the topic: STAKEHOLDERS' MANAGEMENT AND PERFORMANCE OF RIGHT COFFEE PROJECT IN EMBU COUNTY, KENYA for the period ending : 21/February/2026.</p>	
License No: NACOSTI/P/25/416145	
319622	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

Appendices vi: Turnitin Report

Final Project

by Josiah Wainaina



Submission date: 15-May-2025 03:05PM (UTC+0300)

Submission ID: 2676548056

File name: Josiah_Kang_ethe_Wainaina_-_Research_Project_Doc_Final.docx (11.16M)

Word count: 24875

Character count: 152496

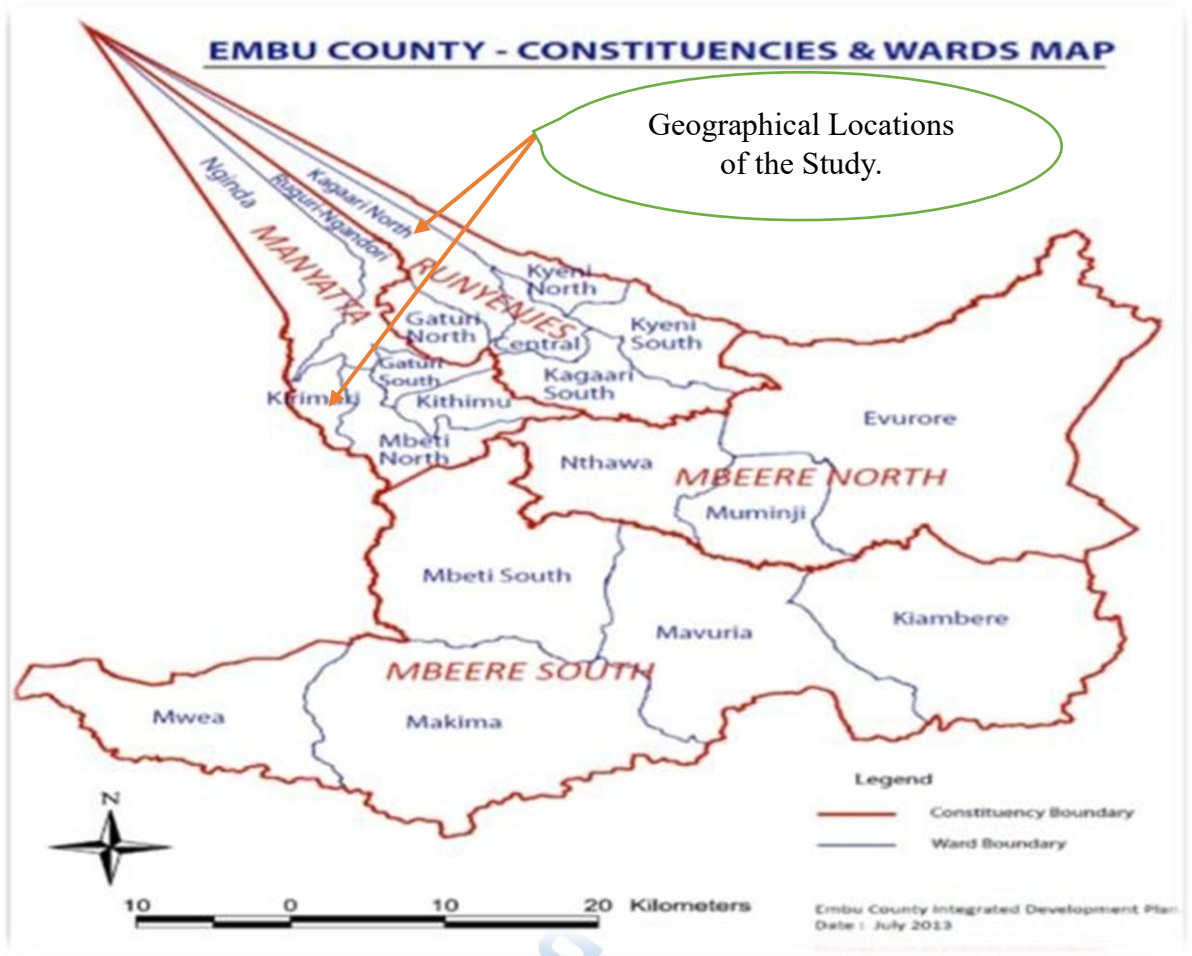
**STAKEHOLDERS' MANAGEMENT AND PERFORMANCE OF RIGHT COFFEE
PROJECT IN EMBU COUNTY, KENYA**

WAINAINA KANG'ETHE JOSIAH

A REASERCH PROJECT SUBMITTED ¹⁴ IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER DEGREE OF SCIENCE IN PROJECT
MANAGEMENT AND PLANNING OF
MOUNT KENYA UNIVERSITY

May, 2025

Appendix vii: Map of Embu County



The Coffee Growing areas Manyatta and Runyenjes Sub-Counties