

STAKEHOLDER MANAGEMENT AND QUALITY OF PROJECT MONITORING FOR COMMUNITY BASED DEVELOPMENT PROJECTS IN KENYA

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Abstract: Community based development projects accelerate development initiatives at the grassroots level. Such projects address immediate needs of the community in such areas as education, health, environmental conservation and provision of safe water. Because of their close association with the communities, organizations implementing community based development projects should have a sustained involvement of the communities and key stakeholders not only during planning but also through the implementation and monitoring stages of these projects. The primary objective of this research was to investigate the influence of stakeholder management practices on quality of project monitoring for community based projects in Lamu. The study analyzed stakeholder influence, stakeholder strategies and stakeholder dynamics for explanation on quality of monitoring for community based development projects. The target population comprised of staff from organizations implementing community based projects in Lamu, officers representing government agencies relevant to community development as well as beneficiaries of the projects from which a sample of 95 respondents was drawn and questionnaires administered to them. Secondary data was collected from journals, books, conference proceedings, institutions' databases, published and unpublished theses and analysed using content analysis method. Findings from the study show strong correlation for stakeholder influence, stakeholder strategies, stakeholder cooperation and stakeholder dynamics with project monitoring. The findings revealed that that all the independent variables combined could influence up to 69.1% of change in the model of project monitoring quality of community development based projects in Lamu. Correlation at 0.05 level of significance further showed strong correlation with the dependent variable with stakeholder dynamics ($r = -0.508$), stakeholder strategies ($r = 0.488$), stakeholder cooperation ($r = 0.207$) and stakeholder influence ($r = -0.485$). Regression analyses further revealed a significant linear relationship with β coefficients relating the independent variables with the dependent variables with stakeholder strategies ($\beta_1 = 0.612$), stakeholder cooperation ($\beta = 0.275$) showing a positive relationship while stakeholder influence ($\beta = -0.795$) and stakeholder dynamics ($\beta = -0.357$) showed a significant negative relationship with quality of project monitoring.

Keywords: stakeholder influence, stakeholder strategies, cooperation, stakeholder dynamics.

I. INTRODUCTION

1.1 Background of Study

PMI (2006) indicates coordinated activities, with distinguished beginnings and endings and which is ventured by and individual or by an organization to meet specific objectives but within a specific given time frame as key characteristics that distinguish a project from ordinary operations. Allen (2004) identifies a community based project simply as any venture that a community undertakes so that it can improve its wellbeing.

Community based as a term implies an activity that is organized and takes place locally (Oxford, 2018). Community based development projects therefore are initiatives to promote development at community level usually championed by local initiatives with support from non-governmental organizations, community based organizations, self-help groups and

local government funding. Community based projects focus on such areas as health, education, natural resource management because these are the immediate areas of concern for the community (Githinji, 2009). Community based projects also should reflect the social and economic development goals of the community, the cultural values, long-range governance and collective vision.

A stakeholder stands to be affected by decisions, activities or outcome of a project. In addition, "the individual stakeholder, group or organization may also affect, be affected by, or perceive itself to be affected by such a decision, activity or outcome of the project" (PMI, 2013). In their participation in the project stakeholders' levels of responsibility and authority vary and can change during the project life cycle through inception, planning, executing, monitoring and control and closure (Maina and Kimutai, 2018). This involvement may range from occasional contributions in focus groups and surveys to full sponsorship through financial, political, technical support.

APM (2016) defines stakeholder management as the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders. This is a process that involves identifying stakeholders, assessing their influence, developing communication management plans and engaging and influencing them. McElroy and Mills further define stakeholder management in projects as "*the continuing development of relationships among and with stakeholders for the purpose of achieving a successful project outcome*" (McElroy and Mills, 2003.pp103).

Project monitoring is as systematic process that consists of regular data collection, data processing, data analysis as well as reporting of the results from the analysis to the project management when the project is being implemented. The management of the project then analyzes and interprets the results presented to facilitate and trigger the necessary action in relationship to the findings. It is as such an integral process in project management. Monitoring policies that a project team may adopt include no monitoring at all, monitoring at random times, monitoring at equal times, monitoring more frequently at the start of a project and monitoring more frequently at the end of a project. (GoK, 2008).

1.1.1 Global perspective of Community Based Development

Globally, there have been expenditures to the tunes of billions of shillings with the aim of enhancing the living standards of people in various communities (Oino *et al*, 2015). However, a great obstacle in most of these community projects is their persistence even with the exit of donors while at the same time; the beneficiaries appreciate their participation and ownership role in the projects as well as reaping the dividends therein with some authors noting impact of community development projects to be below their potential or expected (Norman, 2012).

In Africa, development projects and project management problems fall into one or more of four main traps. These traps include: "*the one-size-fits-all, technical trap, the accountability-for-results trap, the lack-of-project-management capacity trap, and the cultural trap*" (Ika, 2012). There are various factors that contribute to the failure of sustenance of these projects namely; technical, financial, institutional, economic, and social factors if not well considered and taken care in the project management cycle (Oino *et al*, 2015).

This consistent poor performance of projects has resulted to disappointment of project stakeholders and beneficiaries hence making it seem to have become the rule and inevitable phenomena (Ika, 2012). Since the 1950s, this dissatisfaction with project results and performance has gradually grown as evidenced in John F. Kennedy's speech to Congress in 1961.

According to Hekala (2012), 64% of donor-funded projects fail. There are very many reasons which have been brought forth as the causes of these project failures. Such include but not limited to: poor stakeholder management, imperfect project design, an insensitivity of project supervisors and managers to the needs of beneficiaries a blurred delineation of objectives; a lack of consensus on project objectives; an inadequate beneficiary needs analysis; differing and somewhat contradictory agendas among stakeholders or even "dirty" politics; delays between project identification and start-up; delays during project implementation; a lack of project management skilled personnel; cost overruns; difficulties involving local beneficiaries due to literacy; poor risk analysis; distance, and other communication problems; monitoring and evaluation failure and finally poor coordination (Hekala, 2012).

1.1.2 Local Perspective of Community Based Development

Community based projects have had very great impact in Kenya with approximately two million people as benefiting from the same. These projects have mainly concentrated on but not limited to community capacity building as well as microenterprise development, interventions in education, sanitation, agriculture, water, spiritual nurture as well as health

care interventions (GoK, 2018). The planning of community based development projects are usually set to run for a particular period of time, normally called the life-span or the gestation period and once this period is over, it remains the responsibility of the community members to ensure that it runs and sustains itself. One of the greatest challenges that these projects face after its life-span expiry date is lack of funds since the donors withdraw. Even though the government, together with the NGOs in liaison with the community members establish the CBPs, sustaining it after the funder's withdrawal disadvantages its progress.

A research by the World Vision (2009) showed that most of these CBPs in Lamu have stalled following the withdrawal of the funders. With these projects being unable to sustain themselves together with the community and the government disability to fund the projects, most beneficiaries of the projects have had to find different means of support which includes sourcing for new other related projects among others. Political economy considerations and perverse incentives created by project performance requirements can also result in poor targeting. Weak pro-poor geographic targeting is usually a result of a desire to ensure a broad geographic spread of participants (Ravallion, 2000). In a research report published by Ravallion & Jalan (2003), it was noted that social networks determined greatly who benefited from the workforce program.

1.2 Statement of the Problem

Past researches have shown that there are billions of shillings being invested globally in community based development projects to uplift the living standards of the people with \$100 billion spent annually in foreign aid by international development partners (Oino *et al*, 2015; Easterly & Williamson, 2010; Gebrehiwot, 2006). The development aid in Kenya was at \$770 m in 2005 and this has been on the increase since 2002 (Ababa, 2013). Despite the fact that some funded projects have been reported successful, little or no evidence at all is available on how helpful the projects are to the normal poor Kenyan citizen who is the targeted beneficiary of the projects (Easterly & Williamson, 2010). More so, the sustainability of donor funded projects hangs on the balance with a number of these projects not able to continue in operation once the donors exit the scene (Oino *et al*, 2015; Plan Kenya, 2014; Onganga *et al*, 2017).

Researchers have generally been in agreement that community support as well as stakeholder involvement in projects impacts positively on project sustainability (Chappel, 2005; Okiah & Moronge, 2017; Gachui, 2017). Mwaura and Ngugi (2014) notes in their research report that the performance of community based projects is mainly influenced and made successful by community participation, proper financial management practices, together with governance and project management practices. This report was consistent with findings from Mwaniki and Were (2017). Participatory monitoring and evaluation is associated with promoting transparency as well as accountability (Sulemana, Musah & Simon, 2018).

However, participation of stakeholders in project cycle has been low (Tengan & Aigbavboa, 2017; Golicha, 2010; Mutua, 2015). In spite of this, there had been few or no studies at all conducted to address the link between stakeholder management and monitoring of community based development projects both at the republic and county perspectives with some researchers only noting 'a likely positive' impact of stakeholder management on the success of projects (Liang, Yu & Guo, 2017). This study therefore aimed at filling this research gap by establishing the role played by stakeholder management in monitoring of community based development projects implemented by development agencies in Lamu, Kenya.

1.3 Objectives of the Study

The objectives of this study were divided into two namely: the general and the specific objectives.

1.3.1 General Objective of the Study

The main objective of the study was to examine the role of stakeholders' management in monitoring of community based development projects in Lamu County.

1.3.2 Specific Objectives Objectives of the Study

1. To assess the role of stakeholder influence in quality of monitoring for community based development projects in Lamu County.
2. To examine the role of stakeholder strategies in quality of monitoring for community based development projects in Lamu County.
3. To examine the role of cooperation among stakeholders in quality of monitoring for community based development projects in Lamu County.

4. To examine the role of stakeholder dynamics in quality of monitoring for community based development projects in Lamu County.

1.4 Research Questions of the Study

1. What is the role of stakeholder influence in quality of monitoring for community based development projects in Lamu County?
2. What is the role of stakeholder strategies in quality of monitoring for community based development projects in Lamu County?
3. What is the role of cooperation among stakeholders in quality of monitoring for community based development projects in Lamu County?
4. What is the role of stakeholder dynamics in quality of monitoring for community based development projects in Lamu County?

1.5 Scope of the Study

This study mainly focused and was conducted in Lamu County, Kenya and engaged stakeholders involved in projects on community based development in the county. The target population of the research included staff from non-governmental organizations, community based organizations, faith based organizations and beneficiaries of community based development projects in Lamu out of whom a sample of 95 was drawn out for the study. Stakeholders from ministries, departments and agencies also provided useful information as key interview informants. With these technical persons, key informants interviews were carried out. The time frame for this study was 6 months.

2. LITERATURE REVIEW

2.1 Introduction

The underpinning theories of this study was based on on theories of social exchange, stakeholders' theory and the theory of stakeholder salience. These theories helped formulate constructs around management of stakeholder influence (power), stakeholder dynamics and stakeholder strategies. The theoretical framework highlighted constructs relevant to management of stakeholders and assumptions underpinning their interrelationships.

2.2.1 Social Exchange Theory

According to Homans (1959), social interaction and relationship between two people follows a cost benefit analysis. The theory is based on two elements: costs and benefits. Costs represent what an individual brings in to the relationship while benefits represent what the individual will gain out of the process. Persons participating in a social interaction expect as much if not more of what they put into the process. Accordingly, social behavior is an exchange process where persons' actions in a group are perceived to commensurate with the returns resulting from them participating. From the view of the participant, what he gives in the process is a cost and gets a reward or a loss in return from the process. Consequently the more the reward perceived the more reinforced the participation in the group process. A participant too is keener to compare his benefits across what others get from the process he is participating in and likely to withdraw or minimize his efforts or contributions should he sense some form of 'shortchanging'.

This theory will be useful in this study when treating stakeholders as groups of rational individuals who participate in the project monitoring to safeguard their interests. Stakeholders will tend to be positive and supportive when their interests are being taken care of by the project, less active when the benefits are not clear and defensive when their interests are being threatened by the project. Disequilibrium between costs and benefits therefore is predicative of conflicts among stakeholders while stakeholders' dynamics stem from changing perceptions of benefits by individual stakeholders.

2.2.2 Stakeholder's Theory

The concept of stakeholder which seeks to explain how organizations, institutes or projects should be and how it should be conceptualized was formulated by Freeman (1984). According to Friedman, (2006) organizations, institutes or projects should be as groupings of stakeholders with diverse range interests, should be in a position to manage the interests, opinions and needs of the stakeholders. Friedman, (2006) also argued that the management of stakeholders should be the responsibility of the project managers.

On the other hand, the project managers should manage the projects with stakeholders in mind and ensuring that the rights of the stakeholders and their participation in decision making are taken care of. He further argued that the management of the project or organization can ensure the survival of the projects or organizations by acting as the stakeholder's agent. This helps in safeguarding the long term stakes of each group and therefore enabling it to improve its performance.

2.2.3 Theory of Stakeholder Identification and Salience

The theory of stakeholder identification and salience was advanced by Mitchel, Agile and Wood (1997). This theory came to address the challenges inherent in the traditional stakeholders' theory proposed by Freeman (1994). Freeman (1994) offered a variety of ways of identifying and classifying stakeholders which is broad and nonspecific. "stakeholders identified as primary or secondary stakeholders; as owners and non-owners of the firm; as owners of capital or owners of less tangible assets; as actors or those acted upon; as those existing in a voluntary or an involuntary relationship with the firm; as rights-holders, contractors, or moral claimants; as resource providers to or dependents of the firm; as risk-takers or influencers; and as legal principals to whom agent-managers bear a fiduciary duty" (Mitchel et al, 1997).

The theory identifies *the following as the attributes that parties need to possess to qualify as stakeholders' firm:* stakeholders' power to influence the firm; the legitimacy of the stakeholders' relationship with the firm, and finally, the urgency of the stakeholders' claim on the firm. According to Mitchel *et al* (1997), salience is a reference of the degree to which managers prioritize the competing stakeholder claims. Stakeholder salience covers eight types or kinds of stakeholders which include: core, dominant, dependent, dangerous, latent, demanding, discretionary and non-stakeholders. The theory proposes strategies that should be used by the project management team while dealing with each category of stakeholders.

2.3 Conceptual Framework

The study was based on a conceptual framework showing the relationship between the variables. The independent variables to be investigated were stakeholder interest, stakeholder influence, stakeholder strategy, and stakeholder dynamics. The dependent variable was quality of monitoring for community based development projects..

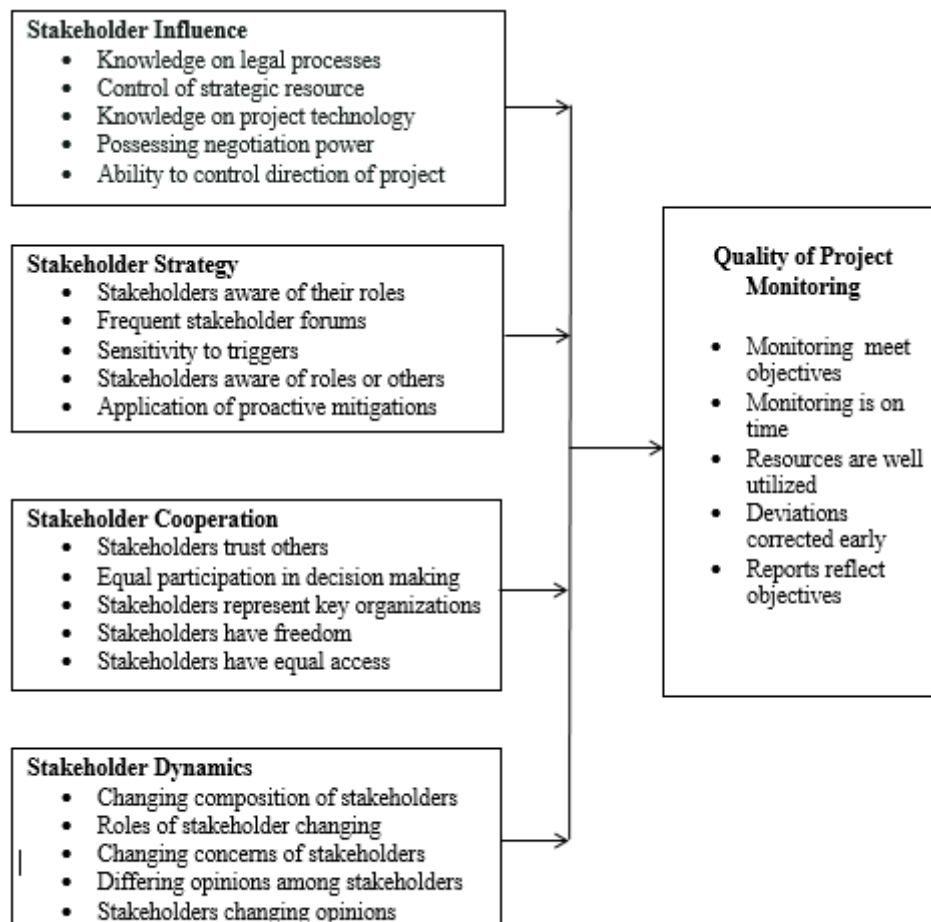


Figure 2.1 Conceptual Framework

2.3.1 Stakeholder Influence

In a research by Zidane *et al* (2015) it was noted that the influence and power of stakeholders can adversely affect the success or failure of a project. This influence therefore needs to be evaluated to enhance the likelihood of the project succeeding (Nauman & Piracha, 2016). According to Winkler (2009) power is the ability of the stakeholders, due to their ownership and or having access to relevant resources, to affect the survival of a firm. Power among stakeholders can cause interference and disturbances on the project (Nauman & Piracha, 2016).

Based on importance and stakeholders can be grouped into four categories: stakeholders with high importance but low influence, stakeholders with both high importance and high influence, stakeholders with both low importance and low influence and stakeholders with low importance but high influence. Each of these categories of stakeholders requires different levels of attention and has different roles in project monitoring. The third category of stakeholders however poses a great risk to the project and should thus have their interests closely monitored by the project team (WAC, 2003).

Bourne and Weaver (2009) classify power and proximity based on a five-level nominal scale with the lowest level being 1 and the highest level being 5. The sub-variables adopted for this study to investigate stakeholders' influence will be legal hierarchy, authority of leadership, control of a strategic resource, knowledge and negotiation position. Conflicts and controversies have always been realized whenever stakeholder groups in community development projects try to exert their influence on the design, implementation, monitoring and evaluation of community development projects (Gyan & Ampomah, 2016).

2.3.2 Stakeholder Strategy

Effective stakeholder management requires appropriate use of a strategy. The word strategy is derived from the Greek word "strategos", whose meaning stems from the word "army" implying the use of resources to destroy enemies effectively. Globally, since World War II, there has gradually arisen a need to have a business strategy. This has been a result of moving businesses from stable environments into dynamic environments which can only be well managed by use of a strategy.

Different researchers on this topic have however defined business strategy in different ways which all increase the knowledge of what exactly business strategy is. Nickolas (2016) agrees that the term strategy varies in meaning. Every firm has their own series of actions depending on the situation being undergone by the firm and which decision is termed as strategy (Neumann and Morgenstern, 1947). Analyzing the present situation and changing implementing change whenever it is necessary is one view of strategy according to Drucker (1954) while strategy can also be viewed as a guideline for decision making based on the determinants market scope, growth rate, competitive advantage, and synergy (Ansoff, 1969). Chandler (2013) defines strategy as a process of formulating basic long-term goals and objectives of an organization, deciding the course of action, and then moving forth to its implementation together with the allocation of necessary resources for such implementations.

These definitions identify the term 'strategy' as a broad phenomenon that is very helpful to an organization in competing, setting goals and deciding what policies will be needed to carry out those goals. In its specific description, a strategy can be a plan, a perspective, a position, a pattern, a ploy or a maneuver which is geared towards helping an organization avoid its competitors (Mintzberg, 1994). These, Nickolas sums together as 'a general plan of action for achieving one's goals and objectives'. Greenwood (2007) defines stakeholders' strategy as an engagement of project participants in project activities which is targeted towards bringing an expected outcome or a solution to a problem.

2.3.3 Stakeholder Dynamics

According to Postema *et al* (2012) stakeholder dynamics is the continuous changing configuration of stakeholder clusters or groups resulting from changes in stakeholder priority. Researches published by Burgelman & Syles, (1986); Pouloudi (1999); Pouloudi & Whitley (2000), show that viewpoints and wishes of stakeholders may change as time passes by and the behavior of stakeholders can be captured in a set of universal principles. The table below (Table 2.1) is a representation of these principles together with their respective implications for the proper identification and classification of stakeholders.

As time moves by some stakeholders leave the organization, assume different roles or face fluctuations in their power, interest and influence. This automatically brings a change of the nature and membership of the stakeholder community.

Nicholas (2000) identifies three types of stakeholders' dynamics at (i) individual, (ii) institutional and (iii) group level that significantly affect participation of stakeholders in project activities. Effectively stakeholders' participation should lead to creating linkages between the three dynamics, wider participation in policy formulation and adopting a participatory management approach for ensuring effective participation. As a result of diversities in ways of thinking, goals and needs among the stakeholders, conflict is usually an unavoidable menace (Gare and Feldman, 2009). These conflicts and controversies stem from stakeholder groups trying to influence the design, implementation, monitoring, and evaluation of projects (Gare and Feldman, 2009). Project managers have been gradually facing this conflicting range of needs and wishes among project stakeholders and have with time confirmed this challenge to be a fundamental one (Chakhar & Saad, 2004; Gariga, 2014; Bourne & Walker, 2005). Zhou and Lambertson (2011) identify that diversity of stakeholders arise from differences in interests; actions and views on sustainability issues.

In this research, the level of stakeholders' dynamics will be assessed by likert scale questions relating to changes in stakeholders configuration, conflicting interests and wishes among stakeholders as well as changing of views and opinions among stakeholders.

2.3.4 Stakeholder Cooperation

With its basis on the social capital theory, cooperation among stakeholder groups implies existence of a bridging social capital within the stakeholder base. Cooperation among stakeholders at its high level has been found to positively impact management of projects (Pjerotic, 2017). Lack of cooperation among stakeholders has been seen as the source of subordination among stakeholders (Bramwell & Sharman, 1999; Liu, 2003). This, according to Pjerotic (2017) calls for sustained efforts by the management to endeavor to create harmony that balances interests, and respects them through application of strategic development plans. On the other hand, cooperation among social groups results in enhanced trust and sustained communication between them (Villalonga-Olives *et al*, 2016).

To assess cooperation among project stakeholders, the researcher adopted questions assessing trust among stakeholders, perception that a stakeholder has equal right to participate in decision making, representation of key civil society organizations among the stakeholders, and equal access to information as well as freedom to express their views concerning the projects.

2.4 Empirical Review

The high rate of failures and challenges bedeviling projects and project management has become a major international concern to both industry and academia (Rajabu *et al*, 2014; Karuti, 2015). A report published by Plan International showed that there is a poor sustainability and performance of community development projects is a result of weak participation of stakeholders (Plan International, 2013). Conflicting views exist among researchers as regards stakeholder management in project management and in the project monitoring process posing a political challenge to all programs and project managers (Aaltonen *et al*, 2009).

While too much stakeholder engagement has been found to create unnecessary expectations, hamper project start, create expectations that are impossible or difficult to fulfill and be very tiresome for the stakeholders involved (Eskerod, 2013), stakeholder management has been recommended as a process that has the advantage of curbing conflicting interests among stakeholders, hence being able to reduce the pressure of management and consequently produce short-term results. This also helps in reducing the cost associated with a high turn-over among stakeholders and providing the project organization with committed stakeholders (Ayatah A. K., 2012).

Stakeholder management allows using the analysis to gain stakeholders support for implementing a strategy or an action (Florea & Florea, 2013). Adding to the same point as stated by Florea and Flore, Schwager (2004) points out that at the main issue in stakeholder management is the strategies used by organizations to deal with stakeholders. Karlsen (2002) also noted that even though the strategies may differ from one organization to another, what is basic for the stakeholder management is how the project management team handles deferent stakeholders. In their research, Aaltonen and Sivonen (2009), described the emergency and use of a 'response strategy' concept stating that such helps in identifying different kinds of strategies which are used by organizations to respond to stakeholders demands, through an empirical analysis of 4 different projects.

Freeman *et al*. (2007) discussed Stakeholders' reactions to the strategies as an important factor for project managers to consider when making decision about which is the best strategy to use in dealing with stakeholders. This implies therefore

that the project team should be able to predict and take note of the expected stakeholder's behavior in implementing strategy (Cleland & Ireland, 2002). According to Freeman, (1984) notes that stakeholders and their influence change over time depending on the strategic issue being considered. Elias *et al.* (2002) also stated that the dynamics of stakeholders is an aspect that is very vital in dealing with stakeholder's concept. This covers issues like "who the stakeholders are", their influence, their needs, not leaving out the implications of relationships among stakeholders (Ward & Chapman, 2008).

In their research, Briner *et al.*, (1996) noted that communication is essential for the sake of maintaining the support and commitment of all stakeholders. Briner also added that the most important thing in influencing stakeholders is showing them that the benefits of the undertaking are higher than the associated risks. This concept is obvious to any investor or stakeholder because the main motive for their participation is based on whether the benefits of being associated with the project and the risks associated with the project is acceptable or not. This therefore calls for the project management team to carefully communicate to every stakeholder group, letting them understand why the project is being undertaken and what the potential benefits are for the same.

Similarly of great vitality is for the project managers to be able to answer questions by stakeholder groups seeking to know the benefits and risks involved in the project undertaking. In their research, Aaltonen & Kujala (2010), stakeholders' attributes and their position keep changing in any one project undertaking though they have a dynamic nature. In addition to these, there are limited empirical examinations on project stakeholder dynamics (Aaltonen & Kujala, 2010; Olander, 2007; Olander & Landin, 2005). Stakeholders' influence strategies is an important way for stakeholders to make clear their position and hence making it possible that their claims will be considered in the process of decision making by the management (Aaltonen *et al.*, 2008; Frooman, 1999).

Meyer and Allen (2002) research findings bring a very important involvement where stake holders adopt the goals of the project as theirs, and conceive a passion to remain in the organization until such goals are realized. Cleland's (1999) also noted that willingness by stakeholders to carry out project magnifies their expectation and perceptions as far as the project is concerned which leads to a personal attachment to the project. Bourne (2008) notes, as is with most of other past researches, that the best way to a successful project commitment is to develop of stake holder involvement by ensuring that the main stakeholders are well related with.

2.5 Critique of Literature Review

Effective and formal stakeholder management has been identified as critical in achieving stakeholder needs and satisfaction (Esiyah-Botwe *et al.*, 2016). Past researches have mainly attributed failures of projects globally to absence of formal stakeholder management processes as well as poor stakeholder's performance (Wanjiru, 2016; Pandey & Okazaki, 2005). On the other side, stakeholder involvement has been found to positively contribute towards successful project management and enhanced project performance (Bashir, 2010; Wanjiru, 2016; Meyer & Allen, 2002).

The conventional literature in project management, stakeholder management and project monitoring however does not provide any information on stakeholder management's influence in monitoring and evaluation. Other studies (Kamau, 2017) identify stakeholder participation as integral to successful project management. Sattanno *et al* (2003) argue that community stakeholders should develop indicators of sustainability so that these indicators can be aligned with overall objectives and goals of the community. However there is no agreement by researchers on how stakeholder management should be conducted to ensure a successful project monitoring process. In project monitoring, stakeholders have been found useful to provide indicators that can be integrated with project level indicators which would bring into view the benefits and impacts (Njuki *et al.*, 2006).

2.6 Summary of Literature

The literature reviewed highlights theories adopted to guide this research; stakeholders' theory, theory of social exchange and the theory of stakeholder identification and salience as well as how project monitoring is influenced by stakeholders' interest, stakeholders' influence, stakeholder dynamics and stakeholder strategies. The empirical literature reviewed reveals studies that have been conducted by other researchers and scholars in the field of project monitoring and stakeholder management. In view of the findings of the reviewed literature, it is evident that stakeholders' management is much called for to establish and sustain linkages between project stakeholders and the project management more so in community development projects where sustainability of donor funded projects is quite low and wanting. The literature establishes the association between each of the independent variables i.e. stakeholder interest, stakeholder influence, stakeholder strategies and stakeholder dynamics influence project monitoring in community based development projects.

2.7 Research Gap

Existing literature in project management agree that stakeholders' involvement is key to project sustainability (Chappel, 2005; Okiah & Moronge, 2017; Gachui, 2017; Mwaura & Ngugi, 2014; Mwaniki & Were, 2017). However, there had been no consensus as to how stakeholder management should be conducted and more specifically during project monitoring where conflicts of interest are bound to arise (Gyan & Amponah, 2016). Most of the research work done on stakeholder participation has heavily discussed with focus to project cycle. This can be clearly seen in the works of Maina (2013) who investigated how participation of stakeholders influenced the success of ESP projects, Adan (2012) on role of stakeholders and its influence on how Constituency Development Funds were being used in Isiolo County, Mukunga (2012) who, focusing on the Kiserian Dam Project, looked at community participation and its influence, and Komalawati (2008) who investigated participatory intergrated development in rain-fed areas (PIDRA) project in East Java-Indonesia. Despite its importance as an area of research, no study had focused on the role management of stakeholders played in the monitoring of community based development projects and more so in Lamu County. Therefore, this study hoped to fill that gap.

3. RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research design of the study, Study population, the sample and sampling frame of the study, sampling techniques, covers the research instruments and data collection procedures, validity, reliability, and finally, the data processing analysis.

3.2 Research Design

This study used a descriptive survey design basically determines and reports the way things are as per the researcher (Mugenda & Mugenda, 2003). In his research findings Creswell, (2003) observed that a descriptive research design can be used in situations where data is collected to describe persons, organizations, settings or phenomena. This research design was preferred most because of its provision for protection of bias and maximized reliability (Kothari, 2004). Descriptive design uses a preplanned design for analysis (Mugenda & Mugenda, 2003). This study also made use of inferential statistics and measures of central tendency, dispersion and distribution.

3.3 Research Population

This research was focused and conducted within Lamu County. The study population comprised of 137180 people in Lamu County as per population projections for the year 2017 (LCG, 2016). Leaders of social movements, civil society organizations, and government employees comprised the unit of analysis in this study. Specifically, this population comprised community development officials from the national government, county government, NGOs, CBOs, FBOs implementing community based projects and the community project beneficiaries. For the purposes of stratification, the study adopted the provisional administration system which divided the county into divisions.

3.4 Sample and Sampling Technique

In definition, a sample is the segment of the wider population that will be used in the research survey while sampling is the process involved in identifying the individuals or respondents to contact from that population (MacDonald & Headlam, 2011). Applying population correction factor as per the formula below to adjust the sample size:

$$n_a = \frac{n}{1 + \frac{n-1}{N}}$$

where ; n_a = adjusted sample size, n = sample size and N =known population size

$$n_a = \frac{96}{1 + \frac{96-1}{137179}} = 95$$

According to Sekaran (2003), a sample size between 30 and 500 is appropriate for statistical analysis. The sample was further stratified based on administrative units with sub counties and divisions being the two levels of stratification that was applied. This resulted in redistribution of the sample as per Table 1 and Table 2 below.

Table 3.1: Strata 1- Lamu County

Sub County	Population	Distribution (%)	Sample
Lamu East	25,453	19	18
Lamu West	111,727	81	77
Grand Total	137,180	100	95

Table 1 above shows distribution of population in both Lamu East and West sub counties. Lamu East sub county which was the less populated had a total population of 25,453 as per 2017 projections while Lamu West had a population projection of 111,727 persons. The populations for both sub counties had been expressed as percentages of the total county population. This percentage had then been multiplied by the adjusted sample size of 95 to obtain the respective sample sizes of 18 and 77 for Lamu East and West sub counties. This had been cascaded further down to the second level of stratification at division levels as per Table 2 to obtain sample sizes for the seven divisions.

Table 3.2: Strata 2 - Divisions

	Division	Population	Distribution (%)	Sample
LAMU EAST	Kizingitini	11,275	44	8
	Faza	8,885	35	6
	Kiunga	5,293	21	4
	TOTAL	25,453	100	18
LAMU WEST	Amu	30,217	27	21
	Hindi	14,456	13	10
	Mpeketoni	49,349	44	34
	Witu	17,705	16	12
	TOTAL	111727	100	77

The sample also included leaders and project officers from project implementing organizations in Lamu County. This comprised of nine nongovernmental organizations, one international organization, nine community based organizations, two private entities and 15 MDAs from both the county and national governments.

3.5 Research Instruments

Data collection instruments to be used were the questionnaire. A questionnaire is a presentation of carefully selected and orderly questions to respondents who are expected to react usually in written to this collection of items (Nsubuga, 2000). Questionnaires were developed from the objectives of the study and administered to the community based projects' stakeholders.

3.6 Data Collection Procedure

Punch (2010) states that the procedures for data collection basically affects the quality of the data collected. Punch also added that and that the results of any empirical research are only justified by how good and accurate the data being used is. Sekaran (2006) enumerates interviews, questionnaires and observation as key data collection techniques. Each of these techniques however has its own advantages as well as disadvantages and sometimes a combination of methods and techniques can be adopted. Taking into consideration that the procedures for collecting both primary and secondary data vary, this research combined both procedures and techniques to collect both data types.

3.7 Pilot Test

According to Cooper and Schindler (2010), a pilot test is conducted to detect weaknesses in design and instrumentation to provide proxy data for selection of a probability sample. The questionnaires were tested for validity and reliability by administering to 30 respondents from the target population. The researcher relied on Likert-type scale and used Cronbach's Coefficient Alpha to evaluate internal consistency.

3.8 Data Analysis

Data analysis can be defined as a systematic process of transcribing, collating, editing, coding and reporting the data in a way that readers and researchers found it sensible and accessible hence creating an ease of interpretation and discussion (Jwan & Ong'ondo, 2011). Data analysis involved utilization of both quantitative and qualitative methods because the data collected comprised of these categories. The quantitative data collected was edited, coded and analyzed by use of the statistical package for social scientists (SPSS Version 20) for descriptive statistical analysis. To make likert data suitable for multiple linear regression, a total score for each of the five factors each variable was calculated using the SPSS transform function. This resulted in a score that was more or less continuous and thus amenable for performing multiple liner regression analysis.

The study made use of f-test to test for significance of coefficient of correlation. The study was represented as illustrated in the following multiple linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Where:

Y = Project Monitoring, X_1 = Stakeholder Influence, X_2 = Stakeholder Strategy, X_3 = Stakeholder Cooperation, X_4 = Stakeholder Dynamics, β_0 = Constant, $\beta_1, \beta_2, \beta_3$ & β_4 = Beta coefficients and μ = Error term

For the purpose of testing the significance of the model in stakeholders influence, stakeholder strategies, stakeholder cooperation and stakeholder dynamics and monitoring of community based development projects in Lamu, the study conducted multiple regression analysis at 95% confidence level and 5% significance level.

3.9 Data Presentation

The data collected and analysed was presented as per the objectives of the study. The researcher employed statistical tools such as graphs, tables, and charts to present the results. These were accompanied by structured descriptions of the research phenomena, trends, and deductions discovered guided by the objectives of the study and the data collected. Recommendations that were made aimed at building knowledge about the role played by stakeholders' management in the monitoring of community based development projects.

4. RESEARCH FINDINGS

4.1 Introduction

This section represents a discussion of the findings of research investigating the role of stakeholder management on monitoring of community development projects in Lamu, Kenya. The findings comprised descriptive and inferential statistics. The presentations of the findings were in tandem with the research objectives and study variables. The researcher essentially delved into the findings and discussions relative to the background information first, and then followed by descriptive and inferential statistics.

4.2 Descriptive Statistics

4.2.1 Response Rate

The researcher distributed questionnaires totaling to 95 to respondents to complete. Out of this, 86 were correctly filled and returned representing a response rate of 90.05 %. This response rate is an excellent indicator of externally valid research results and they can therefore be generalized as to infer of the characteristics of the population under study.

4.2.2 Background Information

The researcher asked of the respondents' questions seeking information on their gender, age, level of education and their affiliation with the community project under study.

4.2.3 Respondent's Distribution by Gender

The respondents were asked to indicate their gender as either male or female.

The results in Table 4.1 show the distribution of the respondents by gender. In the study there were 50 male and 36 females representing 58.1% and 41.9% respectively. This means that the majority of the individuals present during the

time of the interview were male. Also the distribution of respondents by gender complied with the gender rule requiring that neither male nor female should have representation exceeding 66.67% of the total sample.

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	50	58.1
Female	36	41.9
Total	86	100.0

4.2.4 Respondent's Distribution by Age

The researcher wanted to know the age distribution of the respondents. Results in Table 4.2 show the distribution of the respondents by age. 24 of the respondents were aged between 21-30 years representing 27.9%. Those aged between 31-40 years were 28 representing 32.6%, those aged between 41- 50 years were 19 representing 22.1% and 15 respondents, representing 17.4% aged above 50 years.

Table 4.2: Distribution of Respondents by Age

Age	Frequency	Percent
21-30 Years	24	27.9
31- 40 Years	28	32.6
41 - 50 Years	19	22.1
Above 50 Years	15	17.4
Total	86	100.0

4.2.5 Respondent's Distribution by Level of Education

The study also assessed the level of education of the respondents. Of the 86 respondents, 21 (24.4%) had studied up to primary level, 60 (69.8%) up to secondary level, 4 (4.7%) had certificate as the highest level of education and only 1 (1.2%) had a diploma.

Table 4.3: Distribution of Respondents by the Highest Level of Education

Highest level of education	Frequency	Percent
Primary	21	24.4
Secondary	60	69.8
Certificate	4	4.7
Diploma	1	1.2
Total	86	100.0

4.2.6 Distribution of Respondents by Stakeholder Type

Seeking to establish the connection the respondents had with the projects, a question was asked of each respondent requiring them to indicate the categories of stakeholders that best described them.

Table 4.4: Distribution of Respondents by Stakeholder Type

Highest level of education	Frequency	Percent
Beneficiary	46	53.5
Management	10	11.6
Project Execution/Implementation	23	26.7
Project Sponsor	3	3.5
Project Advisor/Regulation	4	4.7
Total	86	100.0

From Table 4.9 above, the number of respondents who were beneficiaries were 46 representing 53.5 %, 10 (11.6) were in the management positions, 23 (26.7%) were responsible for project implementation, 3 (3.5%) represented project sponsors and 4 (4.7%) were in the project regulation category. This shows the level of understaffing of the regulatory agencies for community development in Lamu.

4.2.7 Distribution of Respondents by Type of Project Organization

The study also assessed the type of the organization that was implementing the project for which the respondent was a stakeholder. 12 (14.0%) were government projects, 13 (15.1%) Nongovernmental organizations, 41 (47.7%) represented faith based organizations and 20 (23.3%) were from community based organizations.

Table 4.5: Distribution of Respondents by Type of Project Organization

Type of project organization	Frequency	Percent
Government	12	14.0
NGO	13	15.1
FBO	41	47.7
CBO	20	23.3
Total	86	100.0

According to the findings, majority of the organizations implementing community based development projects in Lamu were faith based organizations while government agencies had the least representation in the sample.

4.2.8 Distribution of Respondents by Sector of Project

The study also assessed the distribution of stakeholders per economic sector. Of the 86 respondents, 13 (15.1%) represented water, environment and sanitation projects, 8 (9.3%) populations' health and nutrition projects, 24 (27.9%) disaster preparedness projects, 25 (29.1%) agriculture, 3 (3.5%) community capacity development and 13 (15.1%) projects with focus on education.

Table 4.6: Distribution of Respondents by Sector of Project

Highest level of education	Frequency	Percent
Water, Environment & Sanitation	13	15.1
Populations' Heath & Nutrition	8	9.3
Disaster Preparedness	24	27.9
Agriculture	25	29.1
Community Capacity Development	3	3.5
Education	13	15.1
Total	86	100.0

4.2.11 Stakeholder Influence

The study sought to determine the level of influence stakeholders had for community based development projects in Lamu County. Using a Likert scale, each respondent was asked to rate questions related to stakeholder influence. The following table 4.7 shows a summary of the responses.

Table 4.7: Stakeholder Influence

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
I am conversant with legal process and can challenge project in court	86	3	5	3.53	0.59
I have control to strategic resource required by project	86	2	4	2.67	1.47
I am conversant with approaches used in project	86	3	4	3.22	0.42
I have reasonable negotiation power in decision making	86	2	4	3.00	0.53
I am capable of controlling direction of this project	86	1	5	3.19	0.39

As evident from Table 4.14 above, stakeholders of community based development projects in Lamu had moderate influence on project activities. They were conversant with legal processes and could challenge projects in court (Mean=3.53, SD=0.59), had control to strategic resources required by project such as land or forest (Mean=2.67, SD=1.47), were well conversant with approaches used in the project (Mean=3.22, SD=0.842), had reasonably high negotiation power during decision making (Mean=43.00, SD=0.53) and could consequently control the direction a project would take (Mean= 3.19, SD=0.39).

Control to strategic resources was however reported to have the highest standard deviation (SD=1.47) which reflects level of inequalities in the society.

4.2.12 Stakeholder Strategies

The study sought to determine the effectiveness of stakeholder management strategies employed by the project management for community based development projects in Lamu County..

Table 4.8: Stakeholder Strategies

Descriptive Statistics					
	N	Mini	Maxi	Mean	Std. Dev
I am aware of roles and responsibilities of other stakeholders	86	1	5	2.45	1.13
I am frequently invited to stakeholder forums	86	1	5	2.60	1.24
Project is sensitive to triggers	86	1	5	2.60	1.12
I am aware of my roles and responsibilities	86	1	5	2.72	1.57
Project uses proactive measures to avoid conflicts	86	1	5	2.23	1.33

As evident from Table 4.8 above, the project stakeholder management strategies were not adequately applied for community development projects in Lamu. Stakeholders disagreed on awareness of roles and responsibilities of other stakeholders (Mean=2.45, SD=1.13), being frequently invited to attend stakeholder forums (Mean=2.60, SD=1.24). They also disagreed that projects were responsive to triggers they as stakeholders reacted to (Mean=2.60, SD=1.12), on them being aware of their roles and responsibilities as stakeholders (Mean =2.72, SD=1.57) and that projects used proactive measures to avoid conflicts (2.23, SD=1.33). These results show poor adoption of stakeholder strategies by organizations implementing community based development projects in Lamu.

Awareness of roles and responsibilities for stakeholders had the highest measure of standard deviation (SD=1.57). This implied that stakeholders did not uniformly agree on this matter. This means that some disgruntled stakeholders still existed resulting in various wrangles and conflicts involving community based development projects in Lamu. Also organizations implementing these projects did not conduct proper stakeholder analysis to define roles and responsibilities of these stakeholders.

4.2.13 Stakeholder Dynamics

The study sought to determine the extent of dynamics among the different stakeholders for community based development projects in Lamu County..

Table 4.9: Stakeholder Dynamics

Descriptive Statistics					
	N	Mini	Maxi	Mean	Std. Deviation
Composition of stakeholders change during implementation	86	4	5	4.03	0.18
My role keeps changing during project implementation	86	4	5	4.93	0.26
My concerns in this project keep changing during implementation	86	4	5	4.06	0.24
My views are sometimes different from those of other stakeholders	86	4	5	4.08	0.28
I often change my opinion on issues related to project	86	4	5	4.92	0.28

As evident from Table 4.16 above, the project stakeholder base was highly dynamic for community development projects in Lamu. Stakeholders' composition kept changing during project implementation (Mean=4.03, SD=0.18), had their roles changing (Mean=4.93, SD=0.26), had concerns that kept changing (4.06, SD=0.24), had views and perspectives which occasionally differed (Mean =4.08, SD=0.28) and often changed their minds on issues related to the projects (Mean=4.92, SD=0.28). The standard deviation for all variables was found to be less than 0.3 implying that the respondents fully understood the concept of dynamism among stakeholders and that the dynamism was constant across the various community development projects. Stakeholders changing concerns was reported to be the most common scenario among the stakeholders.

4.2.13 Stakeholder Cooperation

The study sought to determine the level of cooperation among the different stakeholder groups for community based development projects in Lamu County. The results were as shown in Table 4.17.

Table 4.10: Stakeholder Cooperation

	Min	Max	Mean	Std. Dev
I have trust that other stakeholders mean good for me and the project	1	5	4.05	1.13
I have equal right to participate in decision making as any other stakeholder in this project	1	5	4.22	1.19
This project has representatives from key civil society organizations with interest in the project	1	5	3.95	1.12
Stakeholders are free to air their views on issues concerning this project	1	5	3.92	1.22
Stakeholders have equal access to all information relevant to the project	1	5	4.22	1.10

As evident from Table 4.17 above, the project stakeholder base strikingly cooperative for community development projects in Lamu. Stakeholders had trust amongst themselves (Mean=4.05, SD=1.13), felt they did not have equal right in participating during projects decision making (Mean=4.22, SD=1.19), were representatives of key civil society organizations (Mean =3.95, SD=1.12), felt they had their freedom to air their views concerning the projects (Mean=3.92, SD=1.22) and also about their having equal access to information about the projects and perspectives which occasionally differed (Mean =4.22, SD=1.10). Of importance here noting was that the standard deviations were above 1 implying the discrepancy on how the stakeholders conceived their cooperation was for the community development projects in Lamu.

4.2.19 Quality of Project Monitoring

The study sought to determine quality of project monitoring for community based development projects in Lamu as viewed by the stakeholders.. Table 4.18 shows a summary of the responses.

Table 4.11: Quality of Project Monitoring

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Monitoring activities meet objectives	86	3	5	3.87	0.665
Monitoring activities conducted within timeframe	86	1	3	2.01	0.728
There is proper utilization of resources during monitoring	86	2	5	3.57	0.848
Deviations corrected in good time	86	3	5	4.17	0.785
Monitoring reports reflect objectives of project	86	3	4	3.50	0.503

As evident from Table 4.18 above, the project monitoring was well conducted for the community development projects sampled for study by this research. The monitoring activities met their intended objectives (Mean=3.57, SD=0.665), could not properly meet stated timeframes (Mean=2.01, SD =0.778), resources were properly utilized during these monitoring activities (Mean=3.57, SD=0.848), deviations identified during project monitoring were corrected in good time (Mean=4.17, SD=0.785) and monitoring reports reflected objectives of the project (Mean 3.50, SD=.503).

While generally the project monitoring process met the threshold quality of time, scope and cost, the standard deviation for having been proper utilization of allocated resources was a bit high (SD=0.848) compared to the others. This could be due to varying viewpoints presented by the challenges of a dynamic stakeholder base. Also the respondents could not agree on whether activities met set timeframes. This scenario too was expected in a dynamic stakeholder environment because each stakeholder pressed for their own expectations thus delaying achievement of key project milestones.

4.3: Inferential Statistics

4.3.1 Correlation Analysis

Correlation coefficients were the statistical method utilized to explore the four variables: stakeholder strategies, stakeholder dynamics, stakeholder influence and project monitoring.

The results of the correlation analysis are presented in Table 4.19. The correlation between stakeholder strategies and quality of project monitoring was the most significant, $r = 0.488$, $P < 0.01$ while the correlation between stakeholder cooperation and quality of project monitoring had a low value of $r = .0207$ and was not significant at 0.01. Stakeholder influence had most negative correlation of $r = -0.485$ while stakeholder dynamics had a negative correlation with quality of project monitoring of $r = -0.071$ which was however not significant at 0.01 confidence interval.

Table 4.12: Correlation between Stakeholder Influence, Stakeholder Strategies, Cooperation among stakeholders, Stakeholder Dynamics and Project Monitoring

		Quality of Project Monitoring	Stakeholder Strategies	Stakeholder Cooperation	Stakeholder Influence	Stakeholder Dynamics
Quality of Project Monitoring	Pearson Correlation	1	.488**	.207	-.485**	-.071
	Sig. (2-tailed)		.000	.056	.000	.514
	N	86	86	86	86	86
Stakeholder Strategies	Pearson Correlation	.488**	1	-.598**	.217*	.330**
	Sig. (2-tailed)	.000		.000	.045	.002
	N	86	86	86	86	86
Stakeholder Cooperation	Pearson Correlation	.207	-.598**	1	-.720**	-.334**
	Sig. (2-tailed)	.056	.000		.000	.002
	N	86	86	86	86	86
Stakeholder Influence	Pearson Correlation	-.485**	.217*	-.720**	1	.136
	Sig. (2-tailed)	.000	.045	.000		.210
	N	86	86	86	86	86
Stakeholder Dynamics	Pearson Correlation	-.071	.330**	-.334**	.136	1
	Sig. (2-tailed)	.514	.002	.002	.210	
	N	86	86	86	86	86

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

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

These findings are in tandem with conclusions from Kamau and Mohamed (2015) who established a correlation between stakeholder influence and project monitoring. Similarly, findings from Aaltonen *et al* (2015) on how management strategies and stakeholder dynamics influence project management are verified by the above correlation findings.

4.3.2 Regression Analysis

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (project monitoring) that is explained by all the four independent variables (stakeholder dynamics, stakeholder cooperation, stakeholder strategies and stakeholder influence). The four independent variables that were studied, explain up to 69.1% of the effects of the independent variables on project monitoring as represented by the adjusted R^2 which means that other factors that are not the subject of this research contribute up to 30.9% of the effects of the independent variables on project monitoring. The constant however was not significant in this research.

Therefore, further research should be conducted to investigate the other factors influencing project monitoring (30.9%).

Table 4.13: Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
.831a	.691	.676	1.017

4.3.3 ANOVA Analysis

Study findings in ANOVA table 4.21 below showed coefficient of determination was significant as evidence of F ratio of 45.339 with p value $0.000 < 0.05$ (level of significance). Thus, the model was fit to predict quality of project monitoring using stakeholder strategies, stakeholder influence, stakeholder dynamics and cooperation among stakeholders.

Table 4.14: ANOVA Model

ANOVA ^a					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	187.741	4	46.935	45.339	.000 ^b
Residual	83.852	81	1.035		
Total	271.593	85			

a. Dependent Variable: Monitoring

b. Predictors: (Constant), Dynamics, Influence, Strategies, Cooperation

4.3.4 Regression Coefficients

Multiple linear regression analysis revealed was significant for all the four variables as illustrated in the table 4.22 below. The Beta coefficients revealed a positive relationship between stakeholder influence ($B = -.0294$), stakeholder strategies ($B = .534$), stakeholder dynamics ($B = .538$) and stakeholder cooperation ($B = .534$).

Table 4.15: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24.082	6.310		3.816	.000
Influence	-.795	.221	-.349	-3.605	.001
Strategies	.612	.059	.869	10.344	.000
Cooperation	.275	.079	.417	3.490	.001
Dynamics	-.357	.140	-.171	-2.552	.000

a. Dependent Variable: Monitoring

These results showed that there existed a strong positive linear relationship between stakeholder strategies, stakeholder cooperation and quality of project monitoring while stakeholder dynamics together with stakeholder influence had negative and weak positive relationship with the quality of project monitoring for community development projects in Lamu.

The results can thus be depicted in the following linear regression model

$$Y=24.082 - 0.357X_1+0.612X_2-0.795X_3+0.275X_4$$

Where Y = quality of project monitoring for community based development projects, X_1 =stakeholder dynamics, X_2 =stakeholder strategies, X_3 =stakeholder influence and X_4 =stakeholder cooperation. This implied that the stakeholder dynamics, stakeholder influence, stakeholder strategies and stakeholder cooperation each contributed 0.538, 0.534, -0.294 and 0.023 unit increases on quality of project monitoring for community based development projects in Lamu.

5. SUMMARY, CONCLUSIONS AND DISCUSSIONS

5.1 Introduction

The objective of this section is to highlight in summary form the findings of the research in line with the objectives that guided the study. Furthermore the chapter aims at providing a conclusion that was arrived at on the role of stakeholder management in monitoring community based development projects as well as providing recommendations which other researchers can adopt when carrying out studies on this area.

5.2 Summary of the Study

The study aimed at assessing the influence of stakeholders' management on monitoring of community based projects in Lamu. The independent variables adopted for the study included: stakeholder influence, stakeholder strategies, stakeholder cooperation and stakeholder dynamics. The study revealed that there was a significant relationship between stakeholder management and monitoring of projects.

5.2.1 Stakeholder Influence

The results on stakeholder influence revealed that stakeholders were conversant with legal processes required to challenge implementation of projects in court. The stakeholders had little control to strategic resources required for the success of projects had reasonable negotiation powers and thus able to control the direction of community development projects in Lamu. Influential stakeholders need to be carefully managed as their dissatisfaction can trigger sanctions against projects. Influential stakeholders battle projects in courts, block access to strategic resources required by project and mobilize locals against projects through staged demonstrations, and or go slows amongst project staff.

Influence of stakeholders is critical and means that influential stakeholders have power and ability to control how a project goes. Influential stakeholders should be constantly monitored to establish their views and always be invited to stakeholder forums where deliberations on projects are carried out. The stakeholders' access and control to strategies resources required by the projects was low and widely varied across the respondents. This is true of a developing country where resources are unequally distributed among the populations with a few controlling huge amounts or resources for many who do not have access leave alone control to these resources.

5.2.2 Stakeholder Strategies

Stakeholders were aware of their roles and responsibilities as well as those of other stakeholders, were frequently invited to attend stakeholder forums. The projects were sensitive to triggers stakeholders react and applied proactive mitigation measures towards conflict management.

Strategies implemented in stakeholder management included stakeholder mapping, proactive conflict management and routine stakeholder forums. These strategies are key for keeping stakeholders informed, satisfied and monitoring their level of interest for projects so that necessary adjustments can be made to accommodate them. The strategies were however not well applied in the projects as evidenced by the low values of mean for all constructs. The standard deviations for the constructs indicated a wide variation across the respondents meaning the respondents could not in unison agree as to whether these strategies were well applicable in the projects they were engaged in. Awareness of stakeholders on their roles and responsibilities had the highest measure of standard deviation. This could result from

absence or low application of strategies such as stakeholder mapping, stakeholder analysis and maintenance of up to date stakeholder registers by project management teams.

5.2.3 Stakeholder Dynamics

Research findings on stakeholder dynamics revealed that community based development projects had a relatively dynamic stakeholder base. Composition of stakeholders changed regularly, had their roles as well as their concerns changing during the project lifecycle and had wishes and perspectives which sometimes were not in harmony sometimes. Stakeholders also changed their opinions often regarding issues related to the projects.

Dynamic stakeholders are dangerous and pose a challenge to project management. This is because such stakeholders become increasingly unpredictable and difficult to please. Dynamics among stakeholders bring about conflicts that if not amicably resolved could lead to stalling project (Aapaoja & Haapasalo, 2014). Accordingly, these types of stakeholders, owing to their adversarial relationships, increasingly become difficult to manage.

5.2.4 Stakeholder Cooperation

Research findings on stakeholder cooperation revealed that community based development projects had a relatively less cooperative stakeholder base. The stakeholders generally felt their contributions were not fully met and that there was inequality when it came to access of information on the projects. This environment created a disharmony among stakeholders thus making them not fully cooperate in the project management.

A process reciprocal in itself, cooperation promote good working relations among stakeholders and remains a critical determinant of success for projects (Li *et al*, 2018). Low cooperation among stakeholders hinders project activities due to destructiveness of conflicts that arise therefrom.

5.2.5 Quality of Project Monitoring

Finally, study findings on quality of project monitoring revealed that monitoring activities met their intended objectives and were conducted within the expected timeframes. On utilization of resources during monitoring activities, it was established that the resources were properly utilized and deviations identified during project monitoring are corrected in good time. Monitoring reports reflected objectives of the projects. Quality attributes of project monitoring relate to for key aspects as utility, feasibility, prosperity and accuracy.

5.3 Conclusion

As evidenced by findings from the research study, conclusions can be drawn that the four independent variables (stakeholder influence, stakeholder strategies, stakeholder dynamics and stakeholder cooperation) that were being investigated in the study have an influence on quality of project monitoring for community based development projects (dependent variable). It can therefore be concluded that there was significant relationship with how stakeholders were being managed and especially with relation to the strategies applied, how the different stakeholder groups cooperated amongst themselves, how dynamic and influential they were with quality of project monitoring for community based development projects in Lamu. The association was evident in the results that were found when correlation and regression analyses were performed on responses that were interviewed by the researcher.

5.4 Recommendations

Based on the findings of this study the following recommendations were proposed in relation to each objective of the study. On the role of stakeholder influence, organizations implementing community based development projects in Lamu should be aware that stakeholders have potential influence and therefore address their issues in a way that would minimize conflicts court wrangles between stakeholders and project organizations. On stakeholder strategies, organizations implementing community based projects should adopt appropriate techniques and approaches towards management of stakeholders so that the projects are well monitored and succeed. It was noted that strategies such as stakeholder mapping, stakeholder analysis were not well applied by organizations implementing community based development projects in Lamu. The researcher therefore recommended that organizations involved with community based development projects in Lamu needed to strengthen their stakeholder management strategies. On stakeholder dynamics organizations implementing community based projects should make investments in management of group dynamics, adopt tested leadership skills as well as conflict resolution strategies that work within a dynamic environment because

stakeholders having changing dynamism in Lamu. Dynamic stakeholders tend to be less cooperative and contribute to challenges in project management. On cooperation among project stakeholders, the research recommended that project implementing organizations should endeavour to consistently build cooperation among the stakeholders so that they could realize better outcomes of project monitoring activities.

5.5 Areas for Further Research

The area of stakeholder management especially in the field of community development and management needs further investigation and research. The study found out that there was correlation between stakeholder influence, dynamics, stakeholder cooperation and stakeholder strategies with quality of project monitoring for community based development projects. There is need however to establish whether the relationship is causal because correlation does not necessarily imply causality. Additionally variation in responses across the four independent variables i.e. stakeholder influence, stakeholder strategies, stakeholder dynamics and stakeholder dynamics as well as the quality of project monitoring for the various sectors of economy relevant to community development whose projects were sampled need to be investigated. There is also the need to further establish the extent to which the independent variables individually influence quality of project monitoring taking into consideration the three constraints of time, cost and scope.

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