



**INFLUENCE OF STAKEHOLDERS MANAGEMENT ON PERFORMANCE OF COAST DEVELOPMENT AUTHORITY
PROJECTS IN KENYA**

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ABSTRACT

This study determined the influence of Stakeholders Management on the performance of Coast Development Authority projects in Kenya. This study adopted a descriptive research design with a target population of 171 key project technical members from seven CDA projects consisting of project managers, project team leaders, project officers and key beneficiaries representative. Yamane 1967 formula was used to calculate the sample size to 120. Purposive and simple random sampling techniques were used in the study. Quantitative data were analyzed using SPSS version 25 where relationships between the variables were assessed using correlation and regression analysis. Test of the hypothesis was done at a 95% confidence interval. The study found out that there was a positive and significant relationship between resource mobilization and performance of Coast Development Authority projects in Kenya, there was a positive and significant relationship between stakeholder planning and performance of Coast Development Authority projects in Kenya. Further, the results revealed that there was a positive and significant relationship between stakeholder communication and performance of Coast Development Authority projects in Kenya. Lastly, there was a positive and significant relationship between stakeholder monitoring and performance of Coast Development Authority projects in Kenya. Based on the findings, the study concluded that resource mobilization, stakeholder planning, stakeholder communication, and stakeholder monitoring have a positive and significant effect on the performance of Coast Development Authority projects in Kenya. The study recommended that there should be an increased frequency of meetings with stakeholders to satisfy stakeholders' perspective of being part and parcel of the project, the study recommended that project management should come up with policies regarding stakeholders communication since it is key to overcoming implementation challenges of Coast Development Authority projects in Kenya. The study recommended for use of participatory approaches during monitoring of projects, direct engagement of stakeholders rather than going through layers of groups is important for timely decision-making and lastly establish Resource Mobilization and Partnership Team at all Levels to facilitate the development of this strategy a regional and sub-regional resource mobilization focal points/board should be established.

Key Words: Resource Mobilization; Stakeholder Planning; Communication, Stakeholder Monitoring

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INTRODUCTION

Stakeholder management has gained considerable popularity and has become a key area of project management (Huemann & Zuchi, 2014; Wanjiru, 2016). Project stakeholders are individuals, groups, or organizations with a stake in a Project (Francisco de Oliveira & Rabechini Jr, 2018) and could influence or be influenced by the project (Eskerod, Huemann, & Ringhofer, 2015). Stakeholders' management is the process required to identify individuals, groups, or organizations that may influence or be influenced by the project, assess stakeholder perceptions and their impact on the project and develop appropriate management strategies to effectively engage stakeholders in project decisions and implementation (PMI, 2017).

In South Africa, Chigona, Roode, Nazeer, & Pinnock (2010) in their study on the investigation of stakeholder management's impact on a Public Access Project's implementation, concluded that while most of the stakeholders of the project were established, there were a variety of avoidable conflicts including the project's internal and external IT departments' conflicts, that had a negative effect on the project, which was attributed to lack of formal adoption of stakeholder management approaches. The study also pointed out the missed opportunities, including engagement of important stakeholders such as community volunteers and libraries, which was attributed to lack of formal application of stakeholder management techniques as well.

In Kenya, stakeholder management is well embraced as depicted by researchers who studied the subject previously. A study by Atamba (2016) on Stakeholder Management and Project Success: Case of Integrated Financial Management Information System Project in Kenya found that the adoption of stakeholder management had a great positive effect on the success of the project. According to Wanjiru (2016) on Influence of Stakeholder Engagement on street children rehabilitation programmes' Performance in Nairobi County, Kenya, indicated that increased involvement of

stakeholders allows better-designed projects thus better performance.

The Coast Development Authority is a State Agency established by an Act of Parliament No. 20 of 1990 (Cap 449), which was revised in 1992. The Authority was mandated to provide integrated development planning, coordination and implementation of projects and programmes within the whole of the Coast region, Southern part of Garissa and Kenya's Exclusive Economic Zone (EEZ) (Act of Parliament, 1990). It is one of the six Regional Development Authorities (RDAs) under the Ministry of East African Community and Regional Development. The other RDAs in Kenya include Tana & Athi Rivers Development Authority (TARDA), Ewaso Ngiro North Development Authority (ENNDA), Lake Basin Development Authority (LBDA), Ewaso Ngiro South Development Authority (ENSDA) and Kerio Valley Development Authority (KVDA).

In the projects/programmes' planning, formulation, implementation, monitoring, and evaluation, CDA works with stakeholders (Coast Development Authority, 2018). According to the CDA (2018) report, The CDA area of jurisdiction covers 103,326 Sq. km and the EEZ (200 Nautical Miles of the Indian Ocean). The report further highlights that the population in the region was 3.4 million (2009 census) and is estimated to be 3.5 in 2019 (using the intercensal growth rate of 3.8 %).

The majority of the population (70.8%) live in rural areas and engage in subsistence farming in high and medium agricultural potential areas of the total land area, only 34,314 Sq. km (31%) is suitable for crop production and the remaining 69% is Arid and Semi-Arid Land (ASAL) supporting mainly livestock production and wildlife. CDA has been planning, coordinating and implementing integrated development projects and programmes to support the socio-economic development of coastal regions as well as Kenya as a whole. The integrated development projects get funding from Kenya's government and international donors. The Economic Development of the region includes the implementation of programmes and projects in line

with the functions set out in the fourth schedule of the Constitution of Kenya 2010 (Coast Development Authority, 2019).

Statement of the problem

CDA being a state corporation mandated to plan, coordinate and implement integrated development projects involve stakeholders in all its projects. It maintains a liaison between the Government, the private sector, and other interested agencies in the matter of the development of the area to limit the duplication of effort and ensure the best use of the available technical resources (Coast Development Authority, 2019). The key sectors from which CDA involves stakeholders include tourism, fisheries, agriculture, forestry, and mining. According to the KNBS (2016), the activities contribute differently to the coastal economy i.e. tourism (45%); agricultural industry (8%); Fishing (6%); Agriculture (5%); forestry (4%); and mining (2%). The Authority has been facing challenges in the execution of projects leading to delay and even stalling of projects (Coast Development Authority, 2018).

According to Timothy (2019), the project team failed to identify and involve key stakeholders in the initiation stage of the project life cycle, which necessitated redesigning the project later hence leading to time and cost overrun. Atamba (2016) examined stakeholder management and project success: Case of Integrated Financial Management system project in Kenya, whereby it was concluded that aspects of stakeholder management, such as identifying all stakeholder groups and project knowledge gaps, should be reviewed. Maina & Kimutai (2018) on investigating the influence of Stakeholder Management and Project Performance of Open-Air Market Projects in Nyeri County, Kenya established that there is the need to look at ways of strengthening engagement with project target groups to enhance their involvement in the implementation of the donor-funded projects.

A study by Macharia (2013) on the influence of stakeholder involvement on project outcome attributed project delay to lack of key stakeholder involvement in the initiation and planning phases of

the project life cycle, which eventually lead to the increased cost of project relocation and redesigning. Findings from Dancan (2016) on factors influencing the implementation of donor-funded projects indicate that the target group's level of involvement was small. From the previous studies its evident that there is limited study on stakeholders' management and performance in public institutions' projects. Therefore, this study sought to assess the influence of stakeholders' management on the performance of Coast Development Authority projects to fill the previous gaps within a Kenyan context.

Objectives of the Study

This study's general objective was to assess the influence of Stakeholder Management on the performance of Coast Development Authority projects. The specific objectives were;

- To determine the influence of resource mobilization on the performance of Coast Development Authority projects.
- To assess the influence of stakeholder planning on the performance of Coast Development Authority projects.
- To examine the influence of stakeholder communication on the performance of Coast Development Authority projects.
- To assess the influence of stakeholder monitoring on the performance of Coast Development Authority projects.

The study was guided by the following research hypothesis

- H0₁ Resource mobilization has no significant influence on the performance of Coast Development Authority projects
- H0₂ Stakeholder planning has no significant influence on the performance of Coast Development Authority projects
- H0₃ Stakeholder communication has no significant influence on the performance of Coast Development Authority projects
- H0₄ Stakeholder monitoring has no significant influence on the performance of Coast Development Authority projects

LITERATURE REVIEW

Theoretical Review

Stakeholder Theory

Friedman (2006) states that the organization itself should be viewed as a community of stakeholders and the organization's aim should be to handle their priorities, needs, and perspectives (as cited in Ocharo & Kimutai, 2018). A study by Freeman, Harrison, and Wicks (2007) asserted that Stakeholder theory promotes a practical, efficient, effective, and ethical way to manage organizations in a highly complex and turbulent environment (as cited in Harrison, Freeman, & Sá de Abreu, 2015). Managers find it necessary to balance the needs of different stakeholders in order to create value sustainably and ethically (De Gooyert, Rouwette, Van Kranenburg, & Freeman, 2017). According to Bryson (2004), studies on Stakeholders theory shown that there may be a significant gap between what a focal organization sees as its stakeholders' interests and what stakeholders themselves believe to be their interests (as cited in De Gooyert, Rouwette, Van Kranenburg, & Freeman, 2017).

Stakeholders are individuals, groups, or organizations that may influence, be influenced by, or considered to be influenced by a decision, action, or results of a project (PMI, 2013). Stakeholders include beneficiaries, donors, employees, the performing organization, project manager, the public, suppliers, and customers. Stakeholders' theory has been applied in fields such as law, project management, and human resource where it succeeded in challenging the usual analysis framework by prioritizing stakeholders' needs at the beginning of any action (Gitamo, 2018).

Therefore, the stakeholder theory was relevant in this study because it demonstrated the Influence of stakeholder management on the performance of Coast Development Authority projects.

Communication Theory

Communication theory involves the principles of conveying information and the systems through which it is relayed (Amudavalli, 2014). Its origin is

linked to the development of information theory in the 1920s. Since the mid-twentieth century, information has been an essential building block for research in communication and the development of communication theory (Atieno, 2012). Communication involves the transmission of information verbally and non-verbally from a sender to a receiver through a communication medium (Ayusa, 2016). Communication with stakeholders is an important component in stakeholder management whereby it helps in the identification of stakeholders' concerns and issues (Cooper, 2003). Maxwell & Carboni (2014) stated that communication is an important tool that helps in managing relationships among stakeholders.

Projects are characterized by uniqueness and being temporary endeavors and therefore they require different ways of communicating (Prencipe and Tell, 2001 as cited in Butt, Naaranoja, & Savolainen, 2016). Communication is a key element in stakeholder relationships (Foster & Jonker, 2005). Not all project stakeholders can be communicated with but it is important to communicate with key stakeholders. This theory was important in this research because it deals with communication between individuals or groups.

Theory of Change

According to Weiss (1995), the Theory of Change's concept have first emerged in the 1990s in the United States, in order to improve evaluation theory and practice in the community initiatives' field (as cited in Stein & Valters, 2012). Theory of change is a continuous process of reflection to explore change and how it happens – and what that means in a certain sector or group of people (Jameel, 2014).

In the Theory of Change, the basic components include an overview of how change happens with respect to a specific thematic area; programme direction's articulation relative to this; and an impact assessment process designed to determine both the course of action and the assumptions made about how change occurs (Intrac, 2012). Theory of Change's approaches can be understood

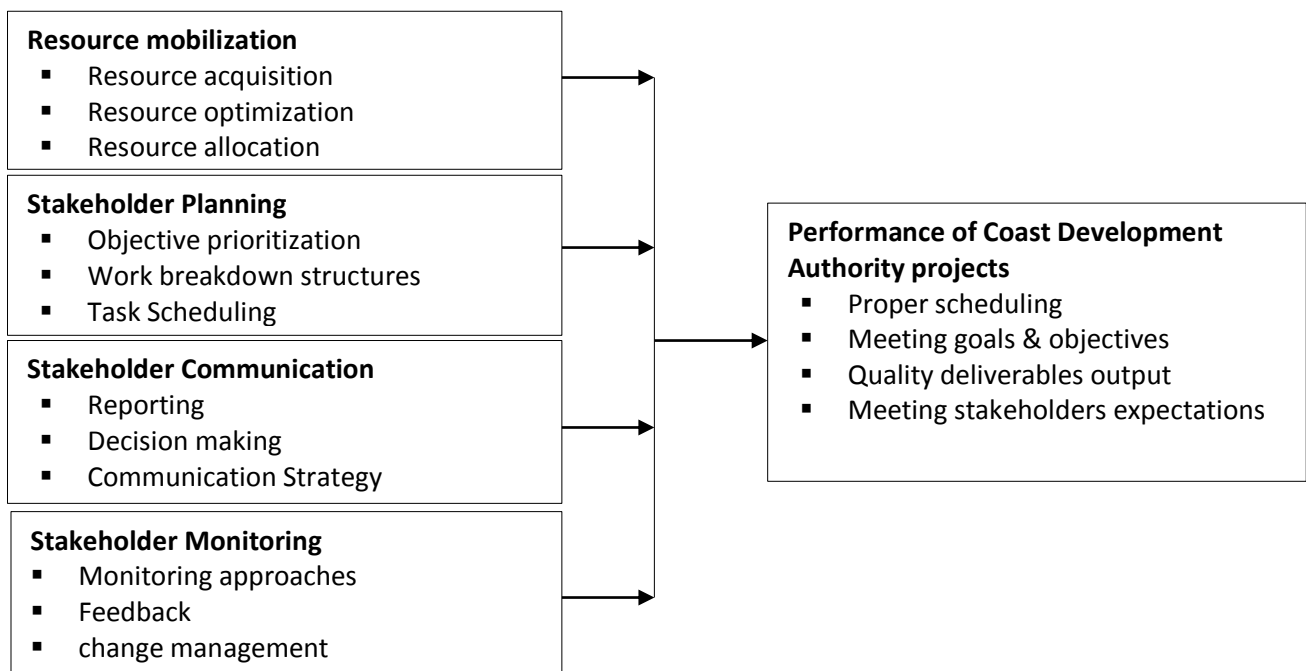
on a scale, considering that it is viewed as multi-purpose by organizations and development partners.

The Theory of Change is relevant to this study in that it enables organizations to characterize the change process and its desired outcome and helps the project to be implemented (Stein & Valters, 2012). It is used in planning in conjunction with log frame approaches. Monitoring and evaluation allow organizations to evaluate the benefits of the changes.

Triple Constraint Theory

The triple constraint is a fundamental concept in project management and includes one of the project plan's primary components and is very important for the monitoring and control process

(Van Wyngaard , Pretorius, & Pretorius, 2012). It is widely agreed that the objectives must be achieved in order for a project to be considered successful. The triple constraints in Project Management, also known as the iron triangle, address the concept of accomplishing the project within a specified time, cost and specification. Performance assessment is conducted in a project based on the conventional approach as to whether the project was completed in time, budget and specification, and if the project was completed within those parameters, it is considered a success (Bannerman, 2008). Of these three elements, project specification also known as project scope is undoubtedly the quintessential factor and often drives the achievement among the schedule and cost targets (Catanio, Armstrong, & Tucker, 2013).



Independent Variables

Dependent Variable

Figure 1: Conceptual framework

Resource mobilization is a management process involving the identification and management of stakeholders' relationships (IDRC, 2010). According to APM, (2012), it involves identifying the resources needed to meet the objectives of the project, including stakeholders, materials and machinery. Resource mobilization involves the identification of

financial and non-financial resources, such as human resources, technology and physical resources, which contribute to the successful implementation of the project (Crivelli & Gupta, 2013 as cited in Densford, James, & Ngugi, 2018). Human resources involve developing team skills and expertise while improving team satisfaction and

motivation. The physical resource involves assigning and using the physical resources such as material, equipment, and supplies required for the successful completion of the project (PMI, 2017). These resources can be acquired within the organization's assets or sourced from outside through a procurement process.

According to PMI (2017), stakeholder planning is the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. Planning is a progressive and dynamic process with continuous adjustment to respond to any emerging opportunities and threats in various stages of a life cycle of a project. A good and clear stakeholder involvement programme is of great importance in ensuring the smooth implementation of donor-funded projects (Ngugi & Wanyonyi, 2018). Atiibo (2016) stated that if not properly planned, stakeholders could stagnate a project or even result in its failure. Stagnation or failure can occur by delaying approval processes, lack of providing direction, making a public case against the project, or starting a competing project.

Stakeholder Communication entails establishing the stakeholder information, requirements and determining a communication approach (Omolo, 2015). Communication is essential and common in any project because the project is a social activity, which involves people either directly or indirectly (Francisco de Oliveira & Rabechini Jr, 2018). Communication can either break or make a project (Wang & Qiang, 2012 as cited in Maina & Kimutai, 2018). According to Ulrich & Fisher (2010), Communication enhances stakeholders to effectively participate in decision-making processes (as cited in Atamba, 2016). Omolo (2015) argued that communication with stakeholders leads to the success of the project due to stakeholder participation. Pheng (2017) argued that there must be a regular flow of appropriate and suitable information for all project stakeholders so as to integrate their concerted effort. Communication is essential in project success. Maina & Kimutai (2018)

argued that an increased frequency of the meetings with stakeholders would satisfy stakeholders' perspective of being part and parcel of the project.

Stakeholder monitoring involves tracking the relationship between project stakeholders and modifying stakeholder engagement strategies (PMI, 2017). It also involves collecting data, assessing the level of engagement and using data collection results to tailor strategies for effective stakeholder engagement. According to Kyalo *et al.*, (2012), monitoring entails continuous and periodic review and overseeing of the project to ensure that input deliveries, work schedules, target output, and other required actions proceed according to the project plan (as cited in Kuria & Wanyoike, 2016). Monitoring and Evaluation is a key component of any program that aims to continuously improve and provide better outputs and outcomes for its beneficiaries (Ministry of Health, 2017). The project stakeholders need to be involved in the monitoring process so that they get the chance to determine the criteria of success.

Empirical Review

Stakeholder Management has substantially gained attention and became an important key area in project management (Huemann & Zuchi, 2014). Nearly all projects happen in contexts where stakeholders play a major role in the accomplishment of tasks (Umumararungu & Mulyungi, 2018). Different researchers undertook studies related to stakeholders. Maina & Kimutai, (2018) studied stakeholder management and performance of Open Air Market Projects in Nyeri County, Kenya. The research examined the influence on project performance of stakeholders' need and expectation, stakeholder involvement, conflict management and communication. The research adopted both descriptive and explanatory research design. The results of the study established that the independent variables were positive, and significant and thus determined project performance.

Muli, Bwisa, & Kihoro, (2016) examined the role of Stakeholder management on projects' performance

of Constituency Development Fund (CDF) in Kenya. The study used a cross-sectional survey research design to the role of supplier evaluation on the performance of projects funded by CDF. From the findings, it was eminent that project end-users contractors and suppliers were closely involved in the execution of most of the projects funded by the Constituency Development Fund.

Atamba, (2016), research on stakeholder management and project success: Case of Integrated Financial Management Information System (IFMIS) project in Kenya tried to assess the level of Stakeholder Management adoption in the IFMIS project and its impact on the project success. The study used Descriptive Research Design. The study highlighted that the IFMIS project has largely adopted stakeholder management and the engagement of stakeholders has the greatest impact on project success.

Njogu, (2016) examined the influence of stakeholder involvement on project performance: A case of NEMA Automobile Emission Control project in Nairobi County, Kenya. The aims were to assess the effect of participation of stakeholders in project identification, project planning, project execution and monitoring on project performance. The study employed a descriptive survey research design. The study findings established that involvement of stakeholders in project planning, execution and monitoring substantially influences performance of Automobile Emission Control project.

Wanjiru, (2016) analyzed the effect of stakeholder engagement on street children's rehabilitation programme in Nairobi County, Kenya. The study's objectives were to assess the effect of stakeholder engagement on street children rehabilitation programme performance in project identification, project planning, project monitoring and risk management. A descriptive research design was the research design used in the study. It was concluded that stakeholder engagement is an essential business management practice.

Umumararungu & Mulyungi, (2018) assessed the influence of stakeholder involvement on successful implementation of housing projects in Rwanda: A case study of Gate Real Estates project. The research examined the influence of stakeholder involvement in project planning, project implementation and project monitoring in Kigali City, Rwanda, on the successful implementation of the Gate Real Estates project. The study used a descriptive case study design based on a qualitative and quantitative approaches. It was established from the findings that stakeholder involvement in project planning, implementation and monitoring has a significant effect on project success.

METHODOLOGY

This study adopted a descriptive research design. Both primary and secondary data were utilized in this study. The collection of Primary data was done using a questionnaire, while secondary data was obtained from government publications, journals, books, internal records, and project documents. The target population for the study was 171 key respondents in the project comprising of project managers, project team leaders, project officers and key beneficiaries representatives of seven (7) CDA projects. The unit of observation included Mwache Multi-purpose Dam Project in Kwale County, Kenya Climate Change Adaptation Programme (KCCAP) in Kwale and Taita Taveta Counties, Malindi Integrated Social-Health Programme (MISHDP) in Kilifi County, Kenya Coastal Development Programme (KCDP) in Kwale and Taita Taveta Counties, Drought Mitigation Programme in Coastal region of Kenya, Boji Irrigation project in Tana River County Coast Development Authority(2019). Yamane 1967 formula was used to calculate the sample size of the study since it is simple and the population was less than 10,000 (Yamane, 1967). The study used purposive and simple random sampling techniques. This study collected both primary and secondary data. A structured questionnaire with a Likert scale was used as a data collection instrument, which was administered to the respondents. A total of 120

Questionnaires with closed-ended questions was distributed to respondents. Data collected was checked for completeness and consistency. This ensured that the data was processed in some manner to correct any error that may have influenced data analysis. The data was then coded and stored before keying into the Statistical Package of Social Sciences (SPSS) version 25 for analysis. Descriptive and inferential statistics were used to analyze the data on each variable. The regression model used was as shown below:

$$Y = \alpha_i + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where;

Y = Performance of CDA projects;

α_i = Constant;

β_n = Coefficient of the independent variables;

X_1 = Resource mobilization;

X_2 = Stakeholder planning;

X_3 = Stakeholder communication;

X_4 = Stakeholder monitoring;

ϵ_i = Error term

FINDINGS AND DISCUSSIONS

Resource Mobilization

The study sought to establish the influence of resource mobilization on the performance of CDA

projects in Kenya. Table 1 summarized respondents' level of agreement on how resource mobilization affects the performance of CDA projects in Kenya. Most of the respondents agreed that the project resources were allocated efficiently as shown by a mean of 4.35. Most of the respondents also agreed to the fact that there were workshops for training project staff on resource mobilization as shown by a mean of 4.26. Respondents also agreed that the scarce project resources available were optimally utilized as shown by a mean of 4.22. Respondents also agreed that adequate resources are availed for every project as shown by a mean of 4.20. Respondents also agreed that the required project resources were acquired on time as shown by a mean of 4.18. These results were in agreement with Odongo and Ombui, (2019) who opine that resource mobilization is the process by which project inputs constantly flowing in a project endeavor to aid achieve the project's requirement by making the best use of the available resources. They further argued that Project success is associated with the availability of enough resources. They also stated that making appropriate use of the various available resources for the project makes up the resource mobilization.

Table 1: Resource Mobilization

| | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| The required project resources are acquired on time | 105 | 4.18 | .383 |
| There are workshops for training project staff on resource mobilization | 105 | 4.26 | .441 |
| The scarce project resources available are optimally utilized | 105 | 4.22 | .419 |
| The project resources are allocated efficiently | 105 | 4.35 | .481 |
| Adequate resources are availed for every project | 105 | 4.20 | .402 |
| Valid N (listwise) | 105 | | |

Stakeholder Planning

The study sought to establish the influence of stakeholder planning on performance of CDA projects in Kenya. Table 2 summarized respondents' level of agreement on how stakeholder planning affects performance of CDA projects in Kenya. Most of the respondents agreed that Stakeholder's objectives were prioritized and ranked as shown by 4.33. Most of the respondents

also agreed to the fact that there is the identification of stakeholder's roles and responsibilities as shown by a mean of 4.31. The statement that organization used Work Breakdown Structure had a mean of 4.28. The statement that there was a better allocation of time and cost to projects depicted a mean of 4.24. The statement that stakeholders planning was performed periodically throughout the project a mean of 4.18.

These findings concurred with Atiibo (2016) that if a project not properly planned in terms of stakeholders, stakeholders could stagnate a project or even result in its failure. Stagnation or failure

can occur by delaying approval processes, lack of providing direction, making a public case against the project, or starting a competing project.

Table 2: Stakeholder Planning

| | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| The organization use Work Breakdown Structure | 105 | 4.28 | .321 |
| Stakeholder's objectives are prioritized and ranked | 105 | 4.33 | .497 |
| Stakeholders planning is performed periodically throughout the project | 105 | 4.18 | .383 |
| There is a better allocation of time and cost to projects | 105 | 4.24 | .427 |
| There is the identification of stakeholder's roles and responsibilities | 105 | 4.31 | .517 |
| Valid N (listwise) | 105 | | |

Stakeholder Communication

The study sought to establish the influence of stakeholder communication on performance of CDA projects in Kenya. Table 3 summarized respondents' level of agreement on how stakeholder communication affects performance of CDA projects in Kenya. Most of the respondents agreed that all key stakeholders were involved in the decision-making processes as shown by a mean of 4.36. Most of the respondents also agreed that regular stakeholder reviews, which promote communication with stakeholders are conducted as shown by a mean of 4.35. The statement that

evolving and emerging details from the project environment are reported frequently and quickly had a mean of 4.21. The statement that project meetings involve all key stakeholders had a mean of 4.18. The statement that there is an effective and appropriate communication strategy based on the needs of the project and the project stakeholders had a mean of 4.16. The results were in agreements with the literature review that states that identifying communication enhances stakeholders to effectively participate in decision-making processes (Atamba, 2016).

Table 3: Stakeholder Communication

| | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| There is an effective and appropriate communication strategy based on the needs of the project and the project stakeholders | 105 | 4.16 | .373 |
| Evolving and emerging details from the project environment are reported frequently and quickly | 105 | 4.21 | .411 |
| Regular stakeholder reviews, which promote communication with stakeholders are conducted | 105 | 4.35 | .481 |
| All key stakeholders are involved in the decision-making processes | 105 | 4.36 | .531 |
| Project meetings involve all key stakeholders | 105 | 4.18 | .383 |
| Valid N (listwise) | 105 | | |

Stakeholder Monitoring

The study sought to establish the influence of stakeholder monitoring on performance of CDA projects in Kenya. Table 4 summarized respondents' level of agreement on how stakeholder monitoring affects performance of CDA projects in Kenya. Most of the respondents agreed that all key stakeholders

are involved in the change management as shown by a mean of 4.36. Most of the respondents also agreed that the organization has an M&E template as shown by a mean of 4.33. The statement that the organization has better strategies on adopting monitoring practices had a mean of 4.32. The statement that participatory monitoring approach is

used to determine performance had a mean of 4.20. The statement that the information from the M&E system is reliable for decision-making had a mean score of 4.18.

This finding concurred with Ngugi and Wanyonyi (2018) who found that regular monitoring should be understood as a management tool and should be carried out for learning, documentation, control, transparency, and legitimization and improve decision-making. Project managers through regular monitoring will help improve decision making through the provision of immediate feedback of performance-related information into the management process. The statement that there is

the provision of project progress feedback had a mean of 4.18. These findings concur with Kuria and Wanyoike (2016), monitoring entails continuous and periodic review and overseeing of the project to ensure that input deliveries, work schedules, target output, and other required actions proceed according to the project plan. Monitoring and Evaluation is a key component of any program that aims to continuously improve and provide better outputs and outcomes for its beneficiaries (Ministry of Health, 2017). The project stakeholders need to be involved in the monitoring process so that they get the chance to determine the criteria of success.

Table 4: Stakeholder Monitoring

| | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| Participatory monitoring approach is used to determine performance | 105 | 4.20 | .402 |
| The organization has better strategies on adopting monitoring practices | 105 | 4.32 | .468 |
| The organization has an M&E template | 105 | 4.33 | .497 |
| The information from the M&E system is reliable for decision-making | 105 | 4.18 | .383 |
| All key stakeholders are involved in the change management | 105 | 4.36 | .531 |
| There is the provision of project progress feedback | 105 | 4.18 | .383 |
| Valid N (listwise) | 105 | | |

Performance of CDA Projects in Kenya

The respondents were requested to state their individual opinions on five specific statements regarding performance of CDA projects in Kenya. The results were as shown in table 5. The statement that the project has been scheduled properly had a mean score of 4.16. The statement that the project has been delivered within budget and scope depicted a mean of 4.21. The statement that project meet the intended goals and objectives had

a mean score of 4.35. The statement that the project has been delivered with the standards required (quality) had a mean score of 4.36. The statement that the project meet the stakeholders expectations depicted a mean score of 4.18. These results concurred with Segismundo and Miguel (2015) study that found that projects are considered successful when delivered within scheduled duration, allocated budget, and specified quality.

Table 5: Performance of CDA Projects

| | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| The project has been scheduled properly | 105 | 4.16 | .373 |
| The project has been delivered within budget and scope | 105 | 4.21 | .411 |
| Project meet the intended goals and objectives | 105 | 4.35 | .481 |
| The project has been delivered with the standards required (quality) | 105 | 4.36 | .531 |
| The project meet the stakeholders expectations | 105 | 4.18 | .383 |
| Valid N (listwise) | 105 | | |

Correlation Analysis

Correlation analysis was important in this study as it formed the basis for the relationships between

variables of the study. Correlation would however not be final as it does not infer causation / influence of which this study had an interest. From table 6,

the results generally indicated that independent variables (resource mobilization, stakeholder planning, stakeholder communication and stakeholder monitoring) were found to have positive significant correlations on performance of Coast Development Authority Projects in Kenya at 5% level of significance. There was a strong positive and highly significant correlation between resource mobilization and performance of Coast Development Authority Projects in Kenya ($r = 0.520$, $P < 0.05$). There was a strong positive and highly

significant correlation between stakeholder planning and performance of Coast Development Authority Projects in Kenya ($r = 0.628$, $P < 0.05$). There was a strong positive and highly significant correlation between stakeholder communication and performance of Coast Development Authority Projects in Kenya ($r = 0.624$, $P < 0.05$). There was a strong positive and highly significant correlation between stakeholder monitoring and performance of Coast Development Authority Projects in Kenya ($r = 0.741$, $P < 0.05$).

Table 6: Pearson Correlations

| | | RM | SP | SC | SM | PCDAP |
|-------|---------------------|--------|--------|--------|--------|-------|
| RM | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 105 | | | | |
| SP | Pearson Correlation | .379** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| | N | 105 | 105 | | | |
| SC | Pearson Correlation | .301** | .412** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| | N | 105 | 105 | 105 | | |
| SM | Pearson Correlation | .473** | .631** | .540** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| | N | 105 | 105 | 105 | 105 | |
| PCDAP | Pearson Correlation | .520** | .628** | .624** | .741** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 105 | 105 | 105 | 105 | 105 |

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

Key: RM=Resource Mobilization, SP=Stakeholder Planning, SC=Stakeholder Communication, SM=Stakeholder Monitoring, PCDAP=Performance of Coast Development Authority Projects in Kenya

Standard Multiple Regression Analysis

In order to test the research hypotheses, a standard multiple regression analysis was conducted using performance of CDA projects as the dependent variable, and resource mobilization, stakeholder planning, stakeholder communication and stakeholder monitoring as the predicting variables. Tables 7, 8 and 9 presented the regression results.

From the model summary, it was clear that the adjusted R^2 was 0.661 indicating that a combination of stakeholder monitoring, resource mobilization, stakeholder communication and stakeholder planning explained 66.1% of the variation or changes in the performance of CDA projects in Kenya.

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .823 ^a | .677 | .661 | .17188 |

a. Predictors: (Constant), Stakeholder monitoring, resource mobilization, Stakeholder communication, Stakeholder planning

From the ANOVA table 8, it was clear that the overall standard multiple regression model (the model involving constant, stakeholder monitoring, resource mobilization, stakeholder communication and stakeholder planning) was significant in predicting the influence of stakeholder monitoring,

resource mobilization, stakeholder communication and stakeholder planning on performance of CDA projects in Kenya. The regression model achieves a high degree of fit as reflected by an R^2 of 0.661 ($F = 41.233$; $P = 0.000 < 0.05$).

Table 8: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 4.948 | 4 | 1.237 | 41.233 | .000 ^b |
| | Residual | 2.363 | 101 | .030 | | |
| | Total | 7.311 | 105 | | | |

a. Dependent Variable: Performance of CDA Projects

b. Predictors: (Constant), Stakeholder monitoring, Resource mobilization, Stakeholder communication, Stakeholder planning

Table 9 presented the Regression Coefficients and the Significance of the Regressions (p-value). The results findings for the hypostasized regression model, and the interpretation of the results findings was as indicated below.

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

Therefore, from the regression findings, the research model becomes;

$$Y = 0.322 + 0.154X_1 + 0.180X_2 + 0.267X_3 + 0.312X_4$$

Whereby Y = Performance of CDA Projects

X_1 = Resource Mobilization, X_2 = Stakeholder Planning, X_3 = Stakeholder Communication, X_4 = and Stakeholder Monitoring.

From the regression result, the coefficient of resource mobilization was 0.154. This implied that one unit change in resource mobilization, increases performance of CDA projects by 0.154 units holding

other factors constant. The coefficient of stakeholder planning is 0.180. This implies that one unit change in stakeholder planning, increases performance of CDA projects by 0.180 units holding other factors constant.

The coefficient of stakeholder communication was 0.267. This implied that one unit change in stakeholder communication, increases performance of CDA projects by 0.267 units holding other factors constant. The coefficient of stakeholder monitoring was 0.312. This implied that one unit change in stakeholder monitoring, increases performance of CDA projects by 0.312 units holding other factors constant. Kuria and Wanyoike (2016) indicated that monitoring entails continuous and periodic review and overseeing of the project to ensure that input deliveries, work schedules, target output, and other required actions proceed according to the project plan.

Table 9: Multiple Regression (Coefficients)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | t | |
| 1 | (Constant) | .322 | .322 | | .999 | .321 |
| | Resource Mobilization | .154 | .063 | .180 | 2.448 | .002 |
| | Stakeholder Planning | .180 | .071 | .209 | 2.532 | .001 |
| | Stakeholder Communication | .267 | .072 | .284 | 3.708 | .000 |
| | Stakeholder Monitoring | .312 | .078 | .371 | 3.990 | .000 |

a. Dependent Variable: Performance of CDA Projects

Test of Hypotheses

It was evident that the predictor coefficient is statistically significant since their p-values were less than the alpha level 0.05.

H₀₁ postulated that resource mobilization has no significant influence on the performance of Coast Development Authority projects in Kenya, while H_{A1} postulates that resource mobilization has a significant influence on the performance of Coast Development Authority projects in Kenya. The results failed to provide support for H₀₁ hence the H₀₁ was rejected and instead the H_{A1} was accepted. Therefore, resource mobilization was found to have statistically significant influence on performance of Coast Development Authority projects in Kenya ($\beta = 0.180$; $t = 2.448$; $p < 0.05$).

H₀₂ postulated that stakeholder planning has no significant influence on the performance of Coast Development Authority projects in Kenya, while H_{A2} postulated that stakeholder planning has a significant influence on the performance of Coast Development Authority projects in Kenya. The results failed to provide support for H₀₂ hence the H₀₂ was rejected and instead the H_{A2} was accepted. Therefore, stakeholder planning was found to have statistically significant influence on performance of

Coast Development Authority projects in Kenya ($\beta = 0.209$; $t = 2.532$; $p < 0.05$).

H₀₃ postulated that stakeholder communication has no significant influence on the performance of Coast Development Authority projects in Kenya, while H_{A3} postulates that stakeholder communication has a significant influence on the performance of Coast Development Authority projects in Kenya. The results failed to provide support for H₀₃ hence the H₀₃ was rejected and instead the H_{A3} was accepted. Therefore, stakeholder communication was found to have statistically significant influence on performance of Coast Development Authority projects in Kenya ($\beta = 0.284$; $t = 3.708$; $p < 0.05$).

H₀₄ postulated that stakeholder monitoring has no significant influence on the performance of Coast Development Authority projects in Kenya, while H_{A4} postulates that stakeholder monitoring has a significant influence on the performance of Coast Development Authority projects in Kenya. The results failed to provide support for H₀₄ hence the H₀₄ was rejected and instead the H_{A4} was accepted. Therefore, stakeholder monitoring was found to have statistically significant influence on performance of Coast Development Authority projects in Kenya ($\beta = 0.371$; $t = 3.990$; $p < 0.05$).

Table 10: Summary of Regression Coefficient and Test of Hypothesis

| Model | Standardized Coefficients | | | Deductions | |
|-------|---------------------------|------|-------|------------|------------------------|
| | Beta | t | Sig. | | |
| 1 | | | .999 | .321 | |
| | (Constant) | | | | |
| | Resource Mobilization | .180 | 2.448 | .002 | Reject HO ₁ |
| | Stakeholder Planning | .209 | 2.532 | .001 | Reject HO ₂ |
| | Stakeholder Communication | .284 | 3.708 | .000 | Reject HO ₃ |
| | Stakeholder Monitoring | .371 | 3.990 | .000 | Reject HO ₄ |

a. Dependent Variable: Performance of CDA Projects

Discussion of the Key Findings

Pearson Bivariate correlation was used to compute the correlation between resource mobilization and the performance of CDA projects in Kenya. The results indicated that there was a strong positive and highly significant correlation between resource mobilization and performance of CDA projects in

Kenya ($r = 0.520$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of resource mobilization on performance of CDA projects in Kenya ($\beta = 0.180$; $t = 2.448$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide

support for H_{O1} hence the H_{O1} was rejected and instead the H_{A1} was accepted. Therefore, resource mobilization was found to have statistically significant influence on performance of Coast Development Authority projects in Kenya ($\beta = 0.180$; $t = 2.448$; $p < 0.05$).

Pearson Bivariate correlation was used to compute the correlation between stakeholder planning and the performance of CDA projects in Kenya. The results indicated that there was a strong positive and highly significant correlation between stakeholder planning and performance of CDA projects in Kenya ($r = 0.628$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of stakeholder planning on performance of CDA projects in Kenya ($\beta = 0.209$; $t = 2.532$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{O2} hence the H_{O2} was rejected and instead the H_{A2} was accepted. Therefore, stakeholder planning was found to have statistically significant influence on performance of Coast Development Authority projects in Kenya ($\beta = 0.209$; $t = 2.532$; $p < 0.05$).

Pearson Bivariate correlation was used to compute the correlation between stakeholder communication and the performance of CDA projects in Kenya. The results indicated that there was a strong positive and highly significant correlation between stakeholder communication and performance of CDA projects in Kenya ($r = 0.624$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of stakeholder communication on performance of CDA projects in Kenya ($\beta = 0.284$; $t = 3.708$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{O3} hence the H_{O3} was rejected and instead the H_{A3} was accepted. Therefore, stakeholder communication was found to have statistically significant influence on performance of Coast

Development Authority projects in Kenya ($\beta = 0.284$; $t = 3.708$; $p < 0.05$).

Pearson Bivariate correlation was used to compute the correlation between stakeholder monitoring and the performance of CDA projects in Kenya. The results indicated that there was a strong positive and highly significant correlation between stakeholder monitoring and performance of CDA projects in Kenya ($r = 0.741$, $P < 0.05$). Standard multiple regression was conducted and there was positive and significant influence of stakeholder monitoring on performance of CDA projects in Kenya ($\beta = 0.371$; $t = 3.990$; $p < 0.05$). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for H_{O4} hence the H_{O4} was rejected and instead the H_{A4} was accepted. Therefore, stakeholder monitoring was found to have statistically significant influence on performance of Coast Development Authority projects in Kenya ($\beta = 0.371$; $t = 3.990$; $p < 0.05$).

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concluded that resource mobilization has a positive and significant influence on performance of Coast Development Authority projects. It is important for project managers to look closely at some factors, which can lead to success, or failure as far as resource mobilization is concerned. These factors include but not limited to, the adequacy of the resources to see if they are sufficient to meet the project's objectives, technical soundness, and cost-effectiveness. A thorough analysis of the mentioned factors helps in the maximization of the resources. Enriched resource mobilization increases the ability of stakeholders to achieve long-term development goals and objectives.

The study concluded that stakeholder planning has a positive and significant influence on performance of Coast Development Authority projects in Kenya. A stakeholder management plan is developed during stakeholder planning. The management plan lays down the measures that will support positive

impact and minimize the negative effects of stakeholders throughout the project life cycle. Different stakeholders have different demands and interests in a project. Developing a robust Stakeholder Engagement Plan is crucial in order to combat these different demands and expectations and improve the efficiency and effectiveness of the project

The study concluded that stakeholder communication has a positive and significant influence on performance of Coast Development Authority projects in Kenya. Communication with stakeholders leads to the success of the project due to stakeholder participation. There must be a regular flow of appropriate and suitable information for all project stakeholders so as to integrate their concerted effort. Communication is essential in project success.

The study also concluded that stakeholder monitoring has a positive and significant influence on performance of Coast Development Authority projects in Kenya. Monitoring should be improved at all the stages of the project. Monitoring helps in the identification of deviation from the project plan to enable corrective action. Monitoring of project progress helps in keeping the priorities in check and make sure that the stakeholders are fully involved and not overlooked. The involvement of stakeholders in monitoring helps in the promotion of transparency and satisfaction of stakeholders. Involvement of stakeholders in the project monitoring results in an increase in the projects execution.

The study findings recommended that there should be an increased frequency of the meetings with stakeholders in order to satisfy stakeholders' perspective of being part and parcel of the project. Further, direct engagement of stakeholders rather than going through layers of groups is important for timely decision-making. A well-established

stakeholder engagement relationship could assist to foster trust among all the stakeholders, and hence increase the likelihood of creating successful relationships.

Project management should come up with policies regarding to stakeholder's communication since it is key to overcoming implementation challenges of Coast Development Authority projects in Kenya.

The use of participatory approaches during monitoring of projects. The study also recommends that training needs should be regularly assessed for the organization projects with regard to monitoring.

Establishment of Resource Mobilization and Partnership Teams at all Levels: For the purposes of facilitating the development of this strategy a regional and sub-regional resource mobilization focal points/board should be established.

Areas for Further Research

The study sought to investigate the influence of stakeholders' management on performance of Coast Development Authority projects in Kenya. This called for the analysis of coast region only, thus area for further studies could consider other regions in Kenya for purpose of making a comparison of the findings with those of the current study.

The study used only four variables that is resource mobilization, stakeholder planning, stakeholder communication and stakeholder monitoring as the only variables that influences performance of Coast Development Authority projects in Kenya therefore future studies can incorporate other variables.

The current study did not use neither a moderating nor an intervening variable. There are other factors that can affect by mediating or intervening which could be researched further for example government policies. Therefore, future studies can introduce a moderating or an intervening variable in their models.

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