

Influence of Stakeholders Participation on Performance of Hunger Safety Net Project in Isiolo County

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ABSTRACT

For the past 10 years, the government of Kenya has been supporting hunger safety net programs as evidenced by the annual increment in budgetary allocation. By March 2019, a total of Kshs. 22 billion had been disbursed across the four counties with women directly accessing 60% of the amount. Yet, most initiatives have been found to be unsustainable, with just 10% of them succeeding in producing the anticipated results. Particularly, it is unclear whether living conditions have improved in Isiolo County despite the Hunger Safety program's operation since inception. The study aim was to determine the influence of stakeholders' participation on performance of hunger safety net project in Isiolo County. The study was guided by following specific objectives; to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County, to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County, to determine the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County and to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. The study was guided by three theories including Stakeholder Theory, Resource-based View Theory and System Theory. A descriptive research design will be used be followed by the study. The target population will be a total of 250 respondents including community members and project managers directly involved in the implementation of projects for at least the past three years who were selected using purposeful sampling. Data was collected using questionnaires and analyzed using inferential and descriptive statistics. In addition, documents were analyzed including: project reports, project independent evaluations, social protection policies, scientific journals, other related reports both international and local and websites. Tables and figures were be used in data presentation. This meant that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. The study findings were that stakeholder human resource management had negative influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County. Further Stakeholder communication management is crucial in ensuring that performance of hunger safety net project in Isiolo County is enhanced. This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County. Stakeholders participation practices were found to positively improve project performance for up to 39.8 percent. Thus, stakeholder participation is crucial in project performance management. This study concluded that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. The study also concluded that stakeholder human resource management has negative influence on performance of hunger safety net project in Isiolo County. Further, stakeholder communication management is concluded to positively improve performance of hunger safety net project in Isiolo County. The study recommended that project managers to ensure stakeholders capacity is enhanced since this will lead to improved project performance. For enhanced project performance, stakeholder human resource management function to be internal function since

stakeholder involvement is likely to increase conflict within the project team and thus reduce performance of the projects. The study recommends that stakeholder communication management and stakeholder monitoring and evaluation to be enhanced across all stages of implementation of the projects.

Key Words: *Human Resource Management, Stakeholder Communication Management, Stakeholder Monitoring and Evaluation, Stakeholders Participation*

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1.0 Introduction

Stakeholders can have an impact on whether or not a project and its managers achieve its objectives, according to studies conducted all around the world (Usadolo & Caldwell 2016). Therefore, stakeholders should be deliberately handled in order to improve project sustainability. It is thought that commitment to stakeholder concepts and practices is necessary for the attainment of traditional corporate project objectives. Mellahi and Wood (2018) contend that if project decisions have an effect on stakeholders' well-being, managers have a morally defensible normative duty to them. But despite the growing amount of knowledge regarding the application of project management approaches and the emphasis on the importance of projects' success, projects have been failing to meet their objectives and have relatively low sustainability levels (Peter, George, Kirui & Luvega, 2019).

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

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

The involvement of stakeholders has also been viewed as the most crucial factor that influences how projects turn out in Sri Lanka and India (Isham & Kahkonen, 2020). Another example is

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

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

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

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

Since 2009, individuals at risk of severe poverty and food insecurity have been assured consistent, timely, and multi-year handouts under the nationwide, poverty-based HSNP program. Lower poverty rates are anticipated as a long-term effect of the HSNP, as shown by higher consumer expenditure, asset retention and accumulation, financial inclusion, better livelihood, and women's empowerment. Kshs overall, in total. The amount invested from 2009 to 2019 is 22 billion. 2019 EDE Framework Data from the HSNP Management Information

System (2019) show that rural pastoralist women from impoverished backgrounds make up 60% of the primary recipients—those who get money for their houses. The government has provided Ksh1.1 billion via the Hunger Safety Net Program to poor and vulnerable families in the counties of Marsabit, Wajir, Mandera, and Turkana to shield them from the consequences of drought shocks (HSNP).

Additional 58,000 people in the four counties have received Ksh638.6 million from the Authority as part of the portfolio for drought shock responsive cash transfers. The target recipients needed to have been accurately identified for the Hunger Safety Net Programme to overcome the transparency and accountability problems that beset the food aid programs it was intended to replace. The initiative has been providing cash transfers every two months to over 100,000 families in the counties of Turkana, Marsabit, Wajir, and Mandera (FSD, 2022). The Hunger Safety Net Programme was created with the intention of building a long-lasting program that would eventually be turned over to the Kenyan government. Following four consecutive failed growing seasons that have damaged livelihoods and community coping strategies, the counties of Mandera, Marsabit, Turkana, and Wajir are among the hardest afflicted by the prolonged drought. With over 19,000 and 18,000 beneficiaries respectively, Mandera and Marsabit counties received Ksh108 million and Ksh101 million in 2020, while Wajir county had over 17,000 beneficiaries and received Ksh95 million. On the other hand, Turkana County received Ksh195 million in normal HSNP cash transfers and has the most recipients with over 35,000.

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

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

2.0 Literature Review

2.1 Theoretical Literature Review

2.1.1 Stakeholder Theory

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

shareholders, suppliers, employees, and clients. Secondary stakeholders include the public, non-governmental organizations, funding agencies, and other groups that indirectly influence or are impacted by an organization's actions.

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

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

2.1.2 Resource-based View Theory

According to Barney's Resource-Based View (RBV) thesis from 1991, an organization's resources can comprise financial, intangible, natural, and capital assets. The theory contends that a company can become competitive if its resources are many, priceless, distinctive, and irreplaceable. A company has a variety of manufacturing processes that call for input in the form of capital, knowledgeable workers, patents, competent management, equipment, and finances. Resources might be either tangible or intangible. The allocated resources increase together with the organization's effectiveness.

The RBV has become one of the most well-known project management theories in the literature because to its obvious face validity, compelling core message, and ease of understanding and teaching. However, there are some disadvantages to these advantages. With the help of this theory, one may grasp how to prioritize the project demands in order to properly use the available resources, identify our suppliers, and perform contract reviews (Truijens, 2013). Those who are against the use of RBT criticize the conceptual and empirical methods, as well as what are allegedly flaws in the idea. They focus on the status of the definitions that RBT is built on.

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

2.1.3 System Theory

Ludwig Von Bertalanffy's writings from the 1940s are when systems theory first emerged. Although the biological sciences were where the systems theory was initially used, other disciplines are now included. The idea holds that a system is composed of various systems that

live in a certain setting. These elements come together to form a bigger entity that differs from its individual elements. An interdisciplinary theory called systems theory looks at intricate societal structures. It serves as a starting point for study and analysis of cooperative groups that work to accomplish a shared objective.

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

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

2.2 Conceptual Framework

A conceptual framework is a framework for presentations that shows the relationship between the research variables and is taken from various relevant domains (Mugenda & Mugenda, 2008). Figure 1 shows the conceptual framework which will be adopted by the study.

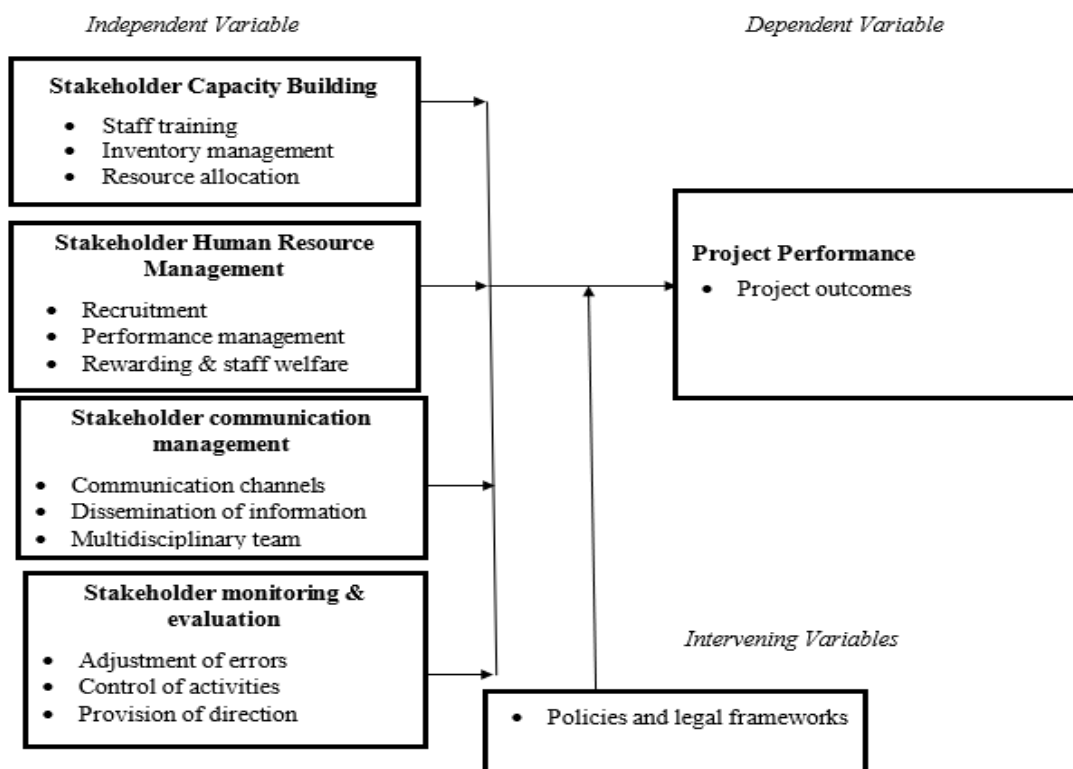


Figure 1 Conceptual Framework

3.0 Research Methods

The plan, process, or technique used to gather data or evidence for analysis in order to discover new knowledge or develop a better understanding of a topic is known as research methodology. It is the broad framework that a researcher employs to rationally and impartially bring together the many components of a research report (Polit & Beker, 2016). In order for the researcher to effectively and thoroughly handle the research issue, this is intended to strengthen the findings acquired. According to Cooper and Schindler (2014), research design represents the structure of the study topic and serves as a template for data collection, measurement, and analysis. By presenting important alternatives in methodology, it assists the researcher in the allocation of scarce resources. A descriptive research design was used be followed by the study. Kothari (2017) further posits that a descriptive research design is a technique to doing research that is designed to give a thorough profile of the study issue while characterizing the study constructs. The research design makes it possible to identify specific people, places, and things; as a result, it is thought to be the best strategy for achieving the study objectives.

The location of the study was Isiolo County. Isiolo County is a county in the former Eastern Province of Kenya. Its population is 268,002 (2019 census) and its capital and largest city is Isiolo. As of 2018, the County has two constituencies (Isiolo North Constituency and Isiolo South Constituency), three sub-counties (Isiolo, Merti and Garbatulla) and ten wards. The population comprised of all individuals involved either directly or indirectly with overseeing the implementation of hunger safety net project in Isiolo County. The target population was a total of 250 respondents including community members and project managers directly involved in the implementation of projects for at least the past three years. This population is targeted due to the fact that they are the ones directly involved in the projects in the region hence the most conversant for the study.

This study employed census sampling in selection of the participants for the study. Census sampling is an approach in research that involves studying every individual or element within a population of interest. This means that every member of the population is included in the study, and there is no sampling involved (Kothari, 2017). The sampling approach is used in small populations where it is feasible to include everyone and provides a comprehensive and accurate representation of the population. This is because every individual is included, which reduces the risk of sampling errors and biases that can occur in other sampling methods. Census sampling allowed for detailed analysis of subgroups within the population, as all members of these subgroups are included in the study hence appropriate for this study. In order to conduct the research, the researcher will seek approval from the university and the National Council of Science and Technology (NACOSTI) before commencement of the study. The researcher will also seek permission to conduct the study from Isiolo County Government. In conducting the study, the researcher will approach the respondents, explain the scope and relevancy of the study before administering the questionnaires. Depending on the schedule of the respondents, they will be allowed to either complete the questionnaires immediately or later on after which they will be collected.

4.0 Data Analysis

4.1 Correlational Analysis

Correlation analysis was done to assess the relationship between the study variables and dependent variable. The findings are presented in table 1.

Table 1 Model Summary

		performa nce of hunger safety net project in Isiolo County	stakehol der capacity building	stakehold er human resource managem ent	stakeholder communicat ion managemen t	monitori ng and evaluati on
performance of hunger safety net project in Isiolo County	Pearson Correlati on Sig. (2-tailed)	1				
stakeholder capacity building	Pearson Correlati on Sig. (2- tailed)	.446**	1			
stakeholder human resource management	Pearson Correlati on Sig. (2- tailed)	-.186**	-0.031	1		
stakeholder communication management	Pearson Correlati on Sig. (2- tailed)	.242**	.168*	.406**	1	
monitoring and evaluation	Pearson Correlati on Sig. (2- tailed)	.562**	.610**	0.061	.372**	1
	N	223	223	223	223	223

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

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

Source: Research Findings (2024)

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

The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a coefficient of -.186, $p < 0.05$. This indicated that stakeholder human resource management had negative influence on performance of hunger safety net project in Isiolo County. This meant that stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County.

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

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

4.2 Regression Analysis

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

Table 2 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.631 ^a	0.398	0.387	0.58906

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

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

Source: Research Findings (2024)

The findings in Table 2 indicates that influence of stakeholders participation on performance of hunger safety net project in Isiolo County had a coefficient of determination of 0.631, and coefficient of determination of 0.398. This implied that the studied stakeholders participation practices positively improves project performance for up to 39.8 percent. Thus, stakeholder participation is crucial in project performance management.

Table 3 presents the Analysis of variance results obtained by the study.

Table 3 Multiple Regression ANOVA

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

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

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

Source: Research Findings (2024)

The findings in Table 3 indicates that the relationship between stakeholders' participation on performance of hunger safety net project in Isiolo County is significant since the pvalue was 0.000 which is less than 0.05. Therefore, there is a significant underlying relationship between stakeholder participation and performance of projects.

Table 4 presents the model coefficient obtained by the study.

Table 4 Multiple Regression Coefficients

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

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

Source: Research Data (2023)

The findings presented in table 4 indicate that stakeholder capacity building had a coefficient of 0.178, $p < 0.05$, stakeholder human resource management -0.293, $p < 0.05$, stakeholder communication management coefficient 0.244, $p < 0.05$ and monitoring and evaluation coefficient of 0.444, $p < 0.05$. The findings indicated that there was a positive influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. Thus, improvement of stakeholder capacity building will improve performance of hunger safety net project in Isiolo County. There was a negative and significant influence of stakeholder human resource management on performance of hunger safety net project in Isiolo County. Thus, increased stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County. Further, the influence of stakeholder communication management on performance of hunger safety net project in Isiolo County is positive with improvement in stakeholder communication management improving performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation will also improve significantly performance of hunger safety net project in Isiolo County.

5.0 Conclusions and Recommendations

5.1 Conclusions

The study objective was to examine influence of stakeholder capacity building on performance of hunger safety net project in Isiolo County. The findings were that stakeholder capacity building and performance of hunger safety net project in Isiolo County had a positive and significant correlation. This position was supported by the existing empirical studies. This study therefore concluded that stakeholder influence has a positive and significant influence on performance of hunger safety net project in Isiolo County. Stakeholder capacity building thus will improve performance of hunger safety net project. The second objective was to establish the effect of stakeholder human resource management on performance of hunger safety net project in Isiolo County. The findings indicated that stakeholder human resource management had a negative and significant coefficient. The findings were in contrast to majority of existing studies. This study concluded that stakeholder human resource management has negative influence on performance of hunger safety net project in Isiolo County. Stakeholder human resource management will reduce performance of hunger safety net project in Isiolo County

due to increased interest in the project execution teams. Thus, human resource management should be an internal organization function.

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

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

5.2 Recommendations

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

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

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

recommends that stakeholder communication management be enhanced for improved project performance.

The fourth objective was to assess the effect of stakeholder monitoring and evaluation on performance of hunger safety net project in Isiolo County. Stakeholder monitoring and evaluation had a positive and significant coefficient. This implied that stakeholder monitoring and evaluation will positively improve performance of hunger safety net project in Isiolo County. The study therefore recommends that to ensure project success, stakeholder monitoring and evaluation to be enhanced across all stages of implementation of the projects. The study aim was to determine the influence of stakeholders' participation on performance of hunger safety net project in Isiolo County. This study therefore concluded that implied that stakeholder capacity building, stakeholder human resource management, stakeholder communication management and stakeholder monitoring and evaluation stakeholders' participation practices positively improves project performance. Thus, stakeholder participation is crucial in project performance management. The study recommends that project team members to take into consideration stakeholder capacity building, stakeholder human resource management, stakeholder communication management and stakeholder monitoring and evaluation stakeholders' participation with the target of improving project performance.

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