



## STAKEHOLDER MANAGEMENT AND IMPLEMENTATION OF NGO'S PROJECTS IN NAIROBI COUNTY

<sup>1</sup> Chepkemoi Joan, <sup>2</sup> Dr. Musembi K. Annastacia

<sup>1</sup>Masters Student, Jomo Kenyatta University of Agriculture and Technology

<sup>2</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology

### ABSTRACT

Non-governmental organizations have in the past been involved in relief, emergency or longer-term development work or a mixture of all three. It has been asserted that often NGOs fail to achieve the target objectives of their projects or even leave before task completion despite the role that they play. This study therefore sought to examine stakeholder management and implementation of NGO's projects in Nairobi County. Specifically, this study sought to determine the stakeholder identification and implementation of NGO's projects in Nairobi County, to examine the level of stakeholder involvement and implementation of NGO's projects in Nairobi County. This study used a descriptive research design. According to the Kenya Business Directory, there are 201 NGOs working in Nairobi City County which was the study population. All the 201 NGO's operating within Nairobi County comprised the target population of this study. According to Kothari (2012), a representative is one that is at least 10% of the population of interest. Therefore, from each stratum NGOs were selected to make a sample of 100 NGOs project managers which represented 50% of the population. Primary data was used in this study. The study's primary data was obtained using structured questionnaires. The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. Quantitative data was generated from the structured questionnaire. Before the data can be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Data analysis was done using descriptive statistics and inferential statistics. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The study results were presented in tables and figures. The study concludes that stakeholder identification has a positive and significant influence on the implementation of NGO's projects in Nairobi County. In addition, the study concludes that stakeholder involvement has a positive and significant influence on the implementation of NGO's projects in Nairobi County. The study recommends that the management of NGOs should prioritize and invest in comprehensive stakeholder mapping and engagement strategies. In addition, the management of NGOs should develop and implement communication strategies that are tailored to the diverse stakeholder groups involved.

**Key Words:** Stakeholder Management, Stakeholder Identification, Stakeholder Involvement And Implementation of NGO's projects

## Background of the Study

Globally the implementation of NGO projects is largely faced with overruns in time and resources resulting from multiple barriers responsible for the delays and extended costs during the performance of NGO projects. The success of these projects can be guaranteed by identifying and managing the adverse effects of barriers to project success. Babu (2015) identified competence, funding, constraints, management support, stakeholder participation, and skills shortage of revenue management as critical factors for project success. But the extent and challenges also differ from one country to another. A study by Basheka and Tumutegyeze (2011) observed that financial constraints affect the timely acquisition of necessary tools and equipment for NGO projects. Babu and Sudhakar (2015) argued that inadequate or delayed financing results in project delays hence overrun in costs. The conflicting interests of key players can lead to project failure (McKinsey, 2013). Incompetent personnel cause project costs and time overruns and even the delivery of poor-quality projects (Babu & Sudhakar, 2015). Related to competency stretches to the poor project design due to lack of the required skills by the designers necessitating alterations leading to change of project scope as well as cost and time overrun.

Olander and Landin (2012) realized that stakeholder involvement is important to project outcomes and recognition. This is especially so when it comes to industry regulators as they set the policies and regulations for which the project must be carried out. Stakeholders' involvement ensures that the project is conducted within the provisions of the law, hence improving public acceptance. Hughes (2015) argues that timely and broad-based stakeholder involvement is a vital ingredient for effective project performance, as it is for project planning, appraisal, and development in general. The involvement of suppliers is crucial for project implementation as they are the ones who supply the inputs for project implementation. The involvement of suppliers ensures that the lead times are considered when preparing for project timelines, especially on deliverables.

Globally, the implementation of NGO projects is the most indispensable part of today's world that is getting more global and competitive. In this context, the quality and quantities of NGO activities dramatically increase and turn into different forms. Increasing human necessities, new inventions, technology, and techniques foment stakeholders' complications of NGO's project management. The main problem is how stakeholders of NGOs can be managed (Omondi & Kimutai, 2018)

Like elsewhere in the world, Africa projects are often not completed in time and experience inadequate scope definition & cost overruns, their failure rate is more than 50%; World Bank private firm IFC (International Finance Corporation) has half of its projects succeed while half fail (Associated Press, 2017). Rwelamila and Puurushottam, (2018) claimed that stakeholder management may be improved for better project outcome; they also attributed lack of full stakeholder involvement in stakeholder management as a major drawback to Africa development.

A study by Abdi (2014) established that in Kenya, over 50% of the projects have been pronounced non-performing or unsatisfactory. This figure happens to be even larger when the NGOs projects are added. All the different geographical approaches affirm that NGOs projects have their challenges that affect them in every region of the world. Omwaka and Wanyoike (2016) argued that executive project support, sufficient resources for some execution is of immense significance in showing characteristics between their final successes and failures.

## Statement of the Problem

Non-governmental organizations have in the past been involved in relief, emergency or longer-term development work or a mixture of all three. It has been asserted that often NGOs fail to achieve the target objectives of their projects or even leave before task completion despite the role that they play. There have been cases of NGOs terminating their contracts while others are reluctant to renew their contracts. In Kenya, Jhuthi (2015) indicates that more than half of all projects carried out by non-governmental organizations are not sustainable and collapse in less than one year after the exit of the donors. For example, the NGOs coordination board (2015) closed about 956 nongovernmental organizations due to project malpractices. According to Nyanje and Wanyoike (2016), poor project performance and low sustainability of NGOs' projects can be explained by poor stakeholder management. For instance, 40% of the projects implemented by NGOs were facing time overrun due to poor stakeholder management. In addition, the NGOs Coordination board (2015) indicated that out of Ksh140 billion from donors, Ksh. 25.7 billion cannot be accounted for. Therefore, it is essential to establish the role of stakeholder management on successful implementation of NGO's projects in Nairobi County.

Acquah (2018) investigated the various factors causing project failure in Finland and found that project managers do not prioritize stakeholder management. Banda and Pretorius (2019) study on the nexus between scope definition and success of projects established a positive correlation between scope definition and performance of infrastructure development in Malawi. Uwiragiye (2018) assessed the impact of stakeholder management on the success of water projects in Rwanda and found that lack of stakeholder involvement led to project failure. Leonancy (2017) examination on impact of the Project stakeholder management on IT projects achievement discovered that success of IT projects depends on laid out deliverables in terms of set objectives. Raza (2019) study on the effect of stakeholder management on project success in Islamabad revealed that stakeholder management influence project performance.

Although various studies have been conducted on stakeholder management and project implementation, none of these studies focused on stakeholder management and implementation of NGO's projects in Nairobi County. Further, most of the studies were not conducted in Kenya hence the study findings cannot be generalized. To fill the highlighted research gaps, the current study sought to assess stakeholder management (stakeholder identification, stakeholder involvement, stakeholders' influence on monitoring and stakeholder level of decision and implementation of NGO's projects in Nairobi County.

## Objectives of the Study

This study's general objective is to examine stakeholder management and implementation of NGO's projects in Nairobi County

### Specific Objectives of the Study

- i. To examine stakeholder identification and implementation of NGO's projects in Nairobi County.
- ii. To examine stakeholder involvement and implementation of NGO's projects in Nairobi County.

## Theoretical Review

### Theory of Project Management

The theory of project management developed by Koskela and Howell (2002) consists of two theories: the theory of project and the theory of management. The theory of project is modeled from the theory of products derived from the manufacturing industry and it is built on three concepts (Kraemer, Henrich, Koskela, & Kagioglou, 2014; Rooke, Koskela, Howell,

&Kagioglou,2012), transformation, flow, and value also referred to as the transformation-flow-value (TFV) theory (Kraemer, *et al.*, 2014; Rooke, *et al.*, 2012). The TFV theory is needed in understanding the nature and requirements along the project conversion (transformation) path and, for the TFV theory to be effective and efficient; it must be used at the same time in a complementary way (Kraemer, *et al.* (2014). The theory of management by Koskela and Howell (2015) is explained by three theories: management-as-planning, the dispatching model, and the thermostat model. The theory of execution is based on the context of the dispatching model and the language/action perspective. The dispatching model conceptualizes, that, managerially, execution is dispatching tasks to workstations, and this is regarded as the classical communication theory (Koskela & Howell, 2017).

While the theory of control consists of two models: the thermostat model and the scientific experimentation model (Koskela & Howell, 2017). The project control involves gauging performance, identifying deviations, and learning what are the causes of deviations, their effects, and the best means of countering them. The learning process is an avenue that can be used by contractors to improve their project management potential (Inuwa & Kunya, 2015). Projects undergo project initiation, planning, execution, monitoring, and closure process. They were initiated, designed, and planned with the participation of all stakeholders. The current study will adopt the theory of project management to examine the relationship between stakeholder identification and implementation of NGO's projects in Nairobi County.

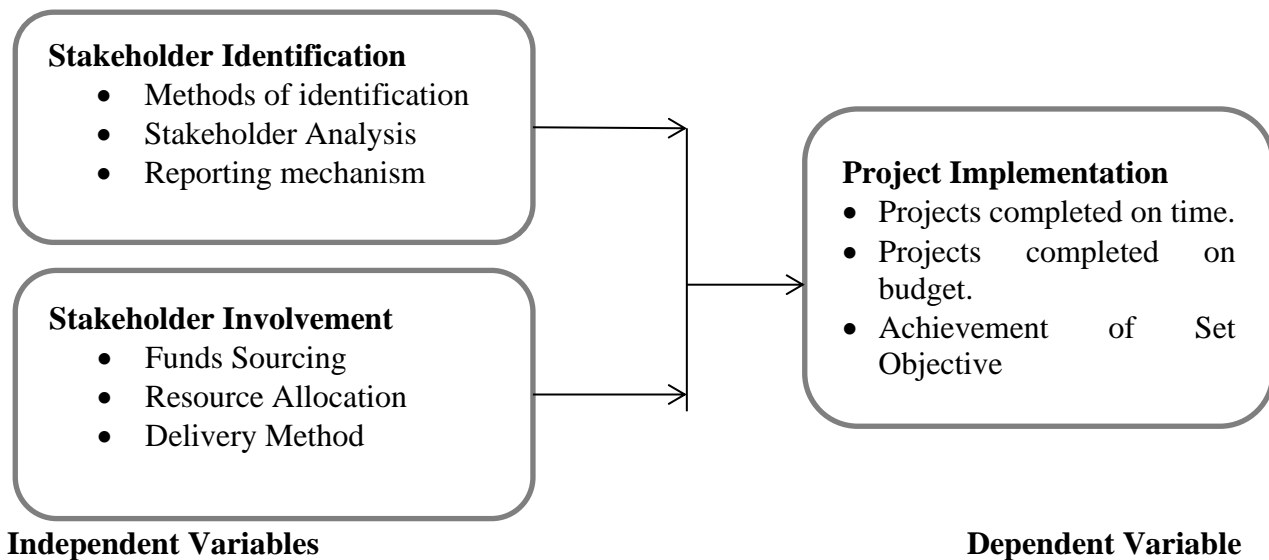
### **Resource-Based Theory**

In the context of project management, Mintzberg, Ahlstrand, and Lampel (2000) consider Wernerfelt Birger (1984) as being the first person to develop the idea of a resource-based view. It is indeed one of the most widely used theoretical frameworks in management literature. However, the credits for the development of the Resource-Based View were given to Jay Barney who transformed it into a complete theory. The theory has earned a reputation as a promising contemporary theory that integrates strategic insights on competitive advantage as well as organizational insights into the existence of the firm. The resource-Based View remains outstanding because of how it focuses on the internal forces of the firm. Ndayisaba and Mulyungi (2018) stipulate that the Resource-Based View (RBV) of a firm's internal strengths and weaknesses largely depends on two fundamental assumptions. First, it assumes that work firms can be described in terms of bundles of productive resources which are different for each specific firm. Each firm can be thought to possess different bundles of these resources. This assumption is termed firm resource heterogeneity. The second assumption is drawn from Selznick (1957), Schuler, and McMillan (1984), is such that one assumes that some of the organization's resources are either inelastic to supply or just very costly to copy, thus regarded as the assumption of resource immobility.

Barney (2001) argued that the value of resources such as stakeholder management depends on the market context in which they are applied. These valuable resources must be described if they are going to be sources of sustained strategic implementation of projects for firms (Aliyu, Modu, & Tan, 2018). The main argument of Resource-Based Theory (RBT) is that project implementation is determined by the resources it owns and that the project with more valuable scarce resources is more likely to generate a sustainable competitive advantage (Alsulaimi & Abdullah, 2020). It is on this basis that the Resource-Based Theory is relevant to project implementation. Projects are used as a vehicle for delivering services or goods to the customers and thus enhancing competitive advantage. Implementation of project benefits must be emphasized to achieve the desired outcome thus the relevance of Resource-Based Theory to the study. This theory will guide the study to establish the relationship between stakeholder involvement and implementation of NGO's projects in Nairobi County.

## Conceptual Framework

The conceptual framework provides a diagrammatic representation of the relationship between the independent and the dependent variables. The independent variable in this study is stakeholder management operationalized into stakeholder identification, stakeholder involvement, stakeholders' influence on monitoring and stakeholder level of decision. The dependent variable for the study is implementation of NGO's projects in Nairobi County measured in terms of completion of the project within time, cost, and achievement of set objectives. This is illustrated in Figure 2.1.



**Figure 2. 1: Conceptual Framework**

### Stakeholder identification

Regardless of the type of project, the degree of participation from various stakeholders is a significant issue that project management should consider (Usadolo & Caldwe, 2016; Nalweyiso *et al.*, 2015). According to different types of relationships, the value of links can be defined using different meanings, for example, the tightness of collaboration, degree of influence, and power in decision making. Major projects are those with significant traffic or environmental impact, of strategic and regional significance, and high sensitivity. The stakeholder identification process of schemes of this type is becoming ever more complicated, especially with the increasing number of stakeholders involved and their growing tendency to defend their varied interests. Failing to address and meet the concerns and expectations of stakeholders may result in project failures. To avoid this necessitates a systematic participatory approach to facilitate decision-making.

Relational project delivery methods (RPDMs) have been widely offered as a solution to increasing holistic project value creation. Furthermore, early stakeholder involvement in stakeholder identification has been emphasized as one of the cornerstones of RPDM. The stakeholders in project identification, their roles in the renovation project, and at which stage they should each be involved in the project definition process are determined (Riziki, Atera, & Juma, 2019). The projects cover different levels of stakeholders, whose requirements and purposes must be considered and managed. The stakeholders in the project identification in the early involvement allow room for creative solutions and the intensive exchange of ideas. Thus, it leads to procedures that run-in phases, which in turn change the project's value creation to holistic value co-creation to improve the implementation of the project (Aapaoja & Haapasalo, 2014).

## **Stakeholder involvement**

Stakeholder involvement encompasses the mechanism adopted in participating stakeholders in an organization and sharing and disseminating information to stakeholders. Batti (2014) observed that stakeholder involvement in projects is not planned in many organizations. (John & Mayer, 2017), found that the two Project Management Body of Knowledge areas that project managers invested the least amount of time in relative to their importance were quality and communication (PMI, 2008). Carmeli and Freund (2011), advocate for involving stakeholders as this leads them to own the project. Meyer and Allen (2012) also note that stakeholders who are highly involved in turn have positive engagement with the firm. Mowday (2018) stated that there is a positive link between job involvement and the choice to commit to the project.

Ketchand and Strawser (2011) linked high job involvement to output. Abraham (2005) research established that highly involved employees positively displayed a link to the organization, and this was due to the good standing of the organization in the public eye as well as their job satisfaction. Edwards (2013) provided a scale guiding the level of involving stakeholders according to their significance. The scale is guided by the various phases of a project's lifecycle. compete with others in the same field and how well it can find a new source of funds in the environment (John & Mayer, 2017). Project funding involves the acquisition of financial resources, organization of fundraising, income-oriented projects, mapping of resources, volunteer support, and collecting in-kind (Densford, James & Ngugi, 2018).

Stakeholder participation in project funding is closely linked to the question of project ownership and sustainability (Atamba, 2016). Projects require resources that are needed to meet the recurrent costs of running and maintaining the system. Project funding could take many forms depending on the different shades and capacities of different project stakeholders, this assertion is in line with the arguments of White, (2018) who asserts that depending on individual circumstances; project funding need not always be financial, but could either be in-kind, labor, and local materials. Literature on the infrastructure has shown that stakeholders' contributions might take the form of money, labor, material, equipment, or participation in project-related decision-making and meetings (Alsulaimi & Abdullah, March 2020). In the same vein, Muniu, Gakuu, and Rambo (2018) observed that as a condition breaking the patterns of dependency and passivity project beneficiaries needed to provide labor, time, money, and materials. Water is a shared resource and as such individual should cooperate in its exploitation, this view is also shared by Riziki, Atera, and Juma (2019) who emphasized that since infrastructure project is a shared common property resource and services have basic investment costs it is imperative that public work together to manage the resources and the services accruing. That notwithstanding they could engage financiers and donors to encourage existing incentives for shared action or co-production of the services.

## **Empirical Review**

### **Stakeholder Identification and Project Implementation**

Kisimbi and Mwangi (2020) study sought to examine the critical success factor influencing the performance of revenue projects in Kenya. The study adopted a quantitative method to examine critical success factors for the performance of airline revenue on projects in Kenya. A descriptive case study research design was adopted and self-administered questionnaires were used to collect quantitative for analysis. The variables of interest included the participation of stakeholders. It was also noted that participation of key stakeholders in projects identification and decision-making can enhance the success of airline revenue management projects.

Li, Thomas Ng, and Skitmore (2016) sought to conduct modeling multi-stakeholder multi-objective decisions during public participation in major revenue projects: A decision rule approach. To resolve this, the decision rule approach was employed for modeling multi-stakeholder multi-objective project decisions. Through this, the result is obtained naturally according to the rules accepted by any stakeholder involved. In this sense, the consensus is more likely to be achieved because the process is more convincing and the result is more easily accepted by all concerned. Appropriate rules, comprehensive enough to address multiple objectives while straightforward enough to be understood by multiple stakeholders, are set for resolving conflict and facilitating consensus during the project decision process. The West Kowloon Cultural District (WKCD) project is used as a demonstration case and a focus group meeting is conducted to confirm the validity of the model established. The results indicate that the model is objective, reliable, and practical enough to cope with real-world problems.

Gumbe(2016) study sought to investigate the influence of stakeholders' involvement and the implementation of projects in the airline industry taking the case of Kenya Airways. The study aimed to achieve the following objectives: to determine the influence of customer's employees, regulators, and supplier's involvement in the implementation of projects at Kenya Airways. The study adopted a descriptive survey research design. The study results showed that the various stakeholders have an influence on project implementation at Kenya Airways. The study concluded that all stakeholders ought to be readily involved in project design, implementation, evaluation, and enhancement. This ensures that such projects are accepted by these stakeholders without showing any dysfunctional behavior that may seriously impede their success.

Lekunze, (2021) conducted a study on stakeholder involvement in integrated water resource management in community water management projects in Cameroon. The study analyzed the commitment of youth to water resource management by comparing the results of the different approaches used. The study revealed that the organizations that practiced a stakeholder participatory approach while involving the youth had greater chances to succeed than others that did not consider an approach.

### **Stakeholder involvement and Project Implementation**

Tsuma, Siringi, and Wambua (2020) evaluated the moderating effect of stakeholder involvement in the relationship between stakeholder engagement and sustainability of Anglican Church-funded projects in Kenya. The study adopted a cross-sectional research design aimed at collecting a large number of quantitative data to establish patterns of value addition in the church projects. The third step which regressed stakeholder involvement, project funding, and the interaction term against the sustainability of projects had 58.3%. The R squared for the model increased from 51.3% to 54.8% and 58.3% after the interaction term and thus we conclude that there is a significant moderating effect of stakeholder involvement on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. The results show that the regression model of Stakeholder involvement, project funding, and the interaction term on the sustainability of projects was significant.

Riziki, Atera, and Juma (2019) carried out a study on the influence of stakeholder involvement on the sustainability of community water projects in Kakamega County, Kenya. The study used the Resource Mobilization theory. The study employed an explanatory survey design. The targeted population was four hundred and seventy-four respondents from two hundred and thirty-seven registered community water projects. The study's Primary data was collected using structured questionnaires. The study established that stakeholder involvement has a positive and

significant influence on the sustainability of community water projects in Kakamega County, Kenya.

Grace, Odhiambo, and Amolo's (2020) study sought to examine the Influence of Stakeholder involvement on the Mobilization of Resources for Science Activities in Early Years' Education Programmes in Kisumu West Sub-County, Kenya. The study adopted a cross-sectional design. The target population for the study was 1227 respondents, composed of County Executive committee members, County Chief Officers, Departmental directors, Project management committee members, Sub-County Administrators, Ward administrators, EYE coordinators, and EYE instructors. From the Pearson correlation( $r$ ) and coefficients of determination ( $R^2$ ), computed to assess the association between stakeholder empowerment and resources mobilization for science activities in early years' education program, it was established that there was a significant positive association between stakeholder involvement and resources mobilization for science activities in early years' education program ( $r=0.462$   $P<0.01$ ).

Muniu, Gakuu, and Rambo (2018) studied the moderating effect of stakeholder involvement and resource mobilization on the sustainability of community water projects in Kenya. The theory guiding the study was the System theory which was developed by Ludwig von Berlanffy (1968). The study adopted a mixed-method research approach to carry out a cross-sectional, correlation and descriptive survey. The choice of a mixed approach allowed for both descriptive and inferential methods in data collection, analysis, and interpretation. The study established a moderate correlation between participation stakeholder involvement and sustainability of community water projects.

## RESEARCH METHODOLOGY

### Research Design

This study used a descriptive research design. Mugenda and Mugenda (2018) explained the descriptive design is a process of collecting data to test a hypothesis or to answer the questions of the status of the subject under study. Its advantage is that it is used extensively to describe behavior, values, attitude, and character.

### Target Population

Target population is the entire set of individuals (or objects) having the same characteristics as pointed out in the sampling criteria used for the study (Bryman, 2016). The target population makes up a part of the universal population (Creswell, 2018). The unit of analysis is what is being targeted in the research. According to the Kenya Business Directory, there are 201 NGOs working in Nairobi City County which will be the study population. Thairu (2018) opined that "the major sectors in which NGOs operate include Education, Health, Environment, Relief, and Economic Empowerment". All the 201 NGO's operating within Nairobi County comprised the target population of this study. In each project, the study targeted the project manager.

**Table 3. 1: Target Population**

| Sector               | Number of NGOs |
|----------------------|----------------|
| Education            | 36             |
| Health               | 54             |
| Environment          | 29             |
| Relief               | 45             |
| Economic Empowerment | 37             |
| <b>Total</b>         | <b>201</b>     |



## Sample and Sampling Techniques

Sample refers to a part of or fraction of the population that is being investigated upon. It can also be defined as a group of individuals who are engaged or participating in a study. Wilson (2010) defined it as selected elements such as objects, subjects or people that participate in a particular study. Samples are used to reflect the entire attributes of a given population under investigation such that the study's findings can be generalized to the entire population. A good sample size should be enough to adequately represent the characteristics of the population being studied. Sahu (2017) notes that the best sample should give enough data on the population and this data should be adequate and capable of being analyzed easily.

From the list of 201 NGOs, the organizations range from one-man organizations to NGOs employing hundreds of employees. Since it is not possible to study all the NGOs operating in Nairobi City County, and since they have a vastly differing number of projects handled each year, the study adopted stratified random sampling to select the respondents. The stratified sampling technique implied that several organizations will be picked from each of the strata namely, health, economic, relief, education, environment, and women. According to Kothari (2012), a representative is one that is at least 10% of the population of interest. Therefore, from each stratum NGOs were selected to make a sample of 100 NGOs project managers which represented 50% of the population.

**Table 3. 2: Sample Size**

| <b>Sector</b>        | <b>Number of NGOs</b> | <b>Sample Size</b> |
|----------------------|-----------------------|--------------------|
| Education            | 36                    | 18                 |
| Health               | 54                    | 27                 |
| Environment          | 29                    | 14                 |
| Relief               | 45                    | 22                 |
| Economic Empowerment | 37                    | 19                 |
| <b>Total</b>         | <b>201</b>            | <b>100</b>         |

## Data Collection Instruments

Primary data was used in this study. Greener (2018) indicates that primary data is made up of first-hand information that has not been processed or analyzed. A questionnaire which is a form of quantitative data collection tool was used to collect primary data. The study's primary data was obtained using structured questionnaires.

The structured questions are useful as they enable easy analysis of data and reduce the time and resources needed for data collection. Kultar (2017) points out that a questionnaire is a cheap tool for data collection and is very effective in collecting information from a large population. Further the data would not be biased as the questionnaire guarantees anonymity.

## Pilot Test Study

A pilot study, or pilot test or pre-test is defined as small-scale preliminary research that is conducted to evaluate time, cost, and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2017). The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. The pilot test helped correct some of the challenges encountered before undertaking the final study. According to Lancaster, Dodd, and Williamson (2019), the sample size for high precision pilot studies should be between 1% and 10%. The pretesting sample was made of 10 respondents,

representing 10% of the sample size. The results from the pilot test were not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study.

### **Data Analysis and Presentation**

Quantitative data was generated from the structured questionnaire. Before the data can be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 28). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacharjee, 2016).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics therefore enable researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2017). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis.

## **RESEARCH FINDINGS AND DISCUSSIONS**

### **Descriptive statistics**

#### **Stakeholder Identification and Implementation of NGO's Projects**

The first specific objective of the study was to determine the stakeholder identification and implementation of NGO's projects in Nairobi County. The participants were requested to indicate their level of agreement on various statements related to stakeholder identification and implementation of NGO's projects in Nairobi County. A five point Likert scale was used whereby 1 represent strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. The results were as shown Table 1.

From the results, the respondents agreed that stakeholder analysis is conducted to identify key individuals, organizations, and communities. This is shown by a mean of 3.915 (std. dv = 0.776). As shown by a mean of 3.908 (std. dv = 0.836), the respondents agreed that categories are assigned based on influence, interest, and potential contribution. Further, with a mean of 3.870 (std. dv = 0.972), the respondents agreed that regular updates ensure the stakeholder list remains dynamic.

The participants agreed that tailored strategies involve diverse stakeholders in project planning. This is shown by a mean of 3.812 (std. dv = 1.005). As shown in the results, the respondents agreed that inclusive communication considers diverse backgrounds and preferences. This is shown by a mean of 3.802 (std. dv = 0.608). As shown by a mean of 3.786 (std. dv = 0.897), the respondents agreed that expectations and concerns are proactively addressed during implementation. The participants agreed that mechanisms detect and address potential conflicts among stakeholders. This is shown by a mean of 3.721 (std. dv = 0.812).

**Table 1: Stakeholder Identification and Implementation of NGO's Projects**

|  | <b>Mean</b>  | <b>Std. Deviation</b> |
|--|--------------|-----------------------|
| Stakeholder analysis is conducted to identify key individuals, organizations, and communities. | 3.915        | 0.776                 |
| Categories are assigned based on influence, interest, and potential contribution.              | 3.908        | 0.836                 |
| Regular updates ensure the stakeholder list remains dynamic.                                   | 3.870        | 0.972                 |
| Tailored strategies involve diverse stakeholders in project planning.                          | 3.812        | 1.005                 |
| Inclusive communication considers diverse backgrounds and preferences.                         | 3.802        | 0.608                 |
| Expectations and concerns are proactively addressed during implementation.                     | 3.786        | 0.897                 |
| Mechanisms detect and address potential conflicts among stakeholders.                          | 3.721        | 0.812                 |
| <b>Aggregate</b>   | <b>3.814</b> | <b>0.819</b>          |

### Stakeholder Involvement and Implementation of NGO's Projects

The second specific objective of the study was to examine stakeholder involvement and implementation of NGO's projects in Nairobi County. The participants were requested to indicate their level of agreement on various statements related to stakeholder involvement and implementation of NGO's projects in Nairobi County. A five point Likert scale was used whereby 1 represent strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. The results were as shown Table 2.

From the results, the respondents agreed that stakeholder engagement plans are developed to involve diverse participants in project planning. This is shown by a mean of 3.955 (std. dv = 0.172). As shown by a mean of 3.855 (std. dv = 0.839), the respondents agreed that Input from stakeholders is actively sought at various project stages to ensure inclusivity. Further, with a mean of 3.842 (std. dv = 0.898), the respondents agreed that regular forums, surveys, and workshops facilitate ongoing communication and collaboration. The participants agreed that collaborative partnerships with stakeholders are fostered to leverage collective expertise. This is shown by a mean of 3.815 (std. dv = 0.112).

As shown in the results, the respondents agreed that joint decision-making processes ensure stakeholders play a role in shaping project outcomes. This is shown by a mean of 3.758 (std. dv = 0.969). As shown by a mean of 3.723 (std. dv = 0.732), the respondents agreed that transparent communication channels build trust and enhance collaboration with stakeholders. The respondents also agreed that communities are empowered through active involvement in project design and decision-making. This is shown by a mean of 3.698 (std. dv = 0.875).

**Table 2: Stakeholder Involvement and Implementation of NGO's Projects**

|   | Mean         | Std. Deviation |
|---|--------------|----------------|
| Stakeholder engagement plans are developed to involve diverse participants in project planning. | 3.955        | 0.872          |
| Input from stakeholders is actively sought at various project stages to ensure inclusivity.     | 3.855        | 0.839          |
| Regular forums, surveys, and workshops facilitate ongoing communication and collaboration.      | 3.842        | 0.898          |
| Collaborative partnerships with stakeholders are fostered to leverage collective expertise.     | 3.815        | 0.112          |
| Joint decision-making processes ensure stakeholders play a role in shaping project outcomes.    | 3.758        | 0.969          |
| Transparent communication channels build trust and enhance collaboration with stakeholders.     | 3.723        | 0.732          |
| Communities are empowered through active involvement in project design and decision-making      | 3.698        | 0.875          |
| <b>Aggregate</b>  | <b>3.795</b> | <b>0.598</b>   |

### Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis were used to assess the relationships between the independent variables (stakeholder identification and stakeholder involvement) and the dependent variable (implementation of NGO's projects in Nairobi County).

### Correlation Analysis

This research adopted Pearson correlation analysis to determine how the dependent variable (implementation of NGO's projects in Nairobi County) relates with the independent variables (stakeholder identification and stakeholder involvement). The findings were as depicted in Table 3.

From the results, there was a very strong relationship between stakeholder identification and the implementation of NGO's projects in Nairobi County ( $r = 0.828$ ,  $p \text{ value} = 0.001$ ). The relationship was significant since the  $p \text{ value} 0.001$  was less than  $0.05$  (significant level). The findings are in line with the findings of Muhoya (2016) who indicated that there is a very strong relationship between stakeholder identification and project performance.

Moreover, there was a very strong relationship between stakeholder involvement and the implementation of NGO's projects in Nairobi County ( $r = 0.838$ ,  $p \text{ value} = 0.001$ ). The relationship was significant since the  $p \text{ value} 0.001$  was less than  $0.05$  (significant level). The findings are in line with the findings of Koech, Boit and Maru (2015) who indicated that there is a very strong relationship between stakeholder involvement and project performance.

**Table 3: Correlation Coefficients**

|                                   |                     | <b>Project Performance</b> | <b>Stakeholder Identification</b> | <b>Stakeholder Involvement</b> |
|-----------------------------------|---------------------|----------------------------|-----------------------------------|--------------------------------|
| <b>Project Performance</b>        | Pearson Correlation | 1                          |                                   |                                |
|                                   | Sig. (2-tailed)     |                            |                                   |                                |
|                                   | N                   | 96                         |                                   |                                |
| <b>Stakeholder Identification</b> | Pearson Correlation | .828**                     | 1                                 |                                |
|                                   | Sig. (2-tailed)     | .001                       |                                   |                                |
|                                   | N                   | 96                         | 96                                |                                |
| <b>Stakeholder Involvement</b>    | Pearson Correlation | .838**                     | .297                              | 1                              |
|                                   | Sig. (2-tailed)     | .001                       | .060                              |                                |
|                                   | N                   | 96                         | 96                                | 96                             |

**Regression Analysis**

Multivariate regression analysis was used to assess the relationship between independent variables (stakeholder identification and stakeholder involvement) and the dependent variable (implementation of NGO’s projects in Nairobi County).

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.851. This implied that 85.1% of the variation in the dependent variable (implementation of NGO’s projects in Nairobi County) could be explained by independent variables (stakeholder identification and stakeholder involvement).

**Table 4: Model Summary**

| <b>Model</b> | <b>R</b>          | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1            | .923 <sup>a</sup> | .851            | .853                     | .10482                            |

a. Predictors: (Constant), stakeholder identification and stakeholder involvement,

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 75.18 while the F critical was 2.472. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of stakeholder identification and stakeholder involvement on implementation of NGO’s projects in Nairobi County.

**Table 5: Analysis of Variance**

| <b>Model</b> | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>       |
|--------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 Regression | 12.028                | 2         | 6.014              | 154.21   | .002 <sup>b</sup> |
| Residual     | 3.668                 | 93        | .039               |          |                   |
| Total        | 115.695               | 95        |                    |          |                   |

a. Dependent Variable: implementation of NGO’s projects

b. Predictors: (Constant), stakeholder identification and stakeholder involvement,

The regression model was as follows:

$$Y = 0.342 + 0.397X_1 + 0.387X_2 + \varepsilon$$

According to the results, stakeholder identification has a significant effect on implementation of NGO’s projects in Nairobi County ( $\beta_1=0.397$ , p value= 0.003). The relationship was considered

significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Muhoya (2016) who indicated that there is a very strong relationship between stakeholder identification and project performance

The results also revealed that stakeholder involvement has a significant effect on implementation of NGO’s projects in Nairobi County ( $\beta_1=0.387$ , p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Koech, Boit and Maru (2015) who indicated that there is a very strong relationship between stakeholder involvement and project performance

**Table 6: Regression Coefficients**

|                            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|----------------------------|-----------------------------|------------|---------------------------|-------|-------|
|                            | B                           | Std. Error | Beta                      |       |       |
| (Constant)                 | 0.342                       | 0.089      |                           | 3.843 | 0.002 |
| Stakeholder Identification | 0.397                       | 0.097      | 0.398                     | 4.093 | 0.003 |
| Stakeholder Involvement    | 0.387                       | 0.097      | 0.389                     | 3.990 | 0.002 |

**Conclusions of the Study**

The study concludes that stakeholder identification has a positive and significant influence on the implementation of NGO’s projects in Nairobi County. Findings revealed that methods of identification, stakeholder Analysis and reporting mechanism influence the implementation of NGO’s projects in Nairobi County.

In addition, the study concludes that stakeholder involvement has a positive and significant influence on the implementation of NGO’s projects in Nairobi County. Findings revealed that funds Sourcing, resource Allocation and delivery Method influence the implementation of NGO’s projects in Nairobi County

**Recommendations of the Study**

The management of NGOs should prioritize and invest in comprehensive stakeholder mapping and engagement strategies. Conduct a thorough analysis to identify and categorize all relevant stakeholders, including local communities, government agencies, businesses, and other NGOs. Understand their interests, influence, and potential impact on the NGO's projects.

In addition, the management of NGOs should develop and implement communication strategies that are tailored to the diverse stakeholder groups involved. Clearly articulate project goals, milestones, and potential impacts, ensuring that information is accessible and understandable to all stakeholders.

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