Int Journal of Social Sciences Management and Entrepreneurship 8(1): 226-240, 2024

ISSN 2411-7323

www.sagepublishers.com

STAKEHOLDER INVOLVEMENT AND IMPLEMENTATION OF DONOR FUNDED AGRICULTURAL PROJECTS IN KENYA

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ABSTRACT

Background: The purpose of this study was to examine the relationship between stakeholder involvement and implementation of donor funded agricultural projects in Kenya. The study was guided by three key theories: Suchman's Program Theory and Koskela & Howell's Management Theory of Project Management.

Methodology: The study employed a descriptive research design utilizing questionnaires as the primary data collection method, emphasizing a positivism philosophy grounded in quantifiable observations and statistical analysis. The target population encompassed various roles within donor-funded agricultural projects, totaling 383 individuals, with a sample size of 196 determined through simple random sampling. Reliability was assessed through a pilot test, utilizing Cronbach's Alpha, and statistical techniques were employed for data analysis, including descriptive statistics, multiple regression analysis, and statistical tests such as ANOVA. The study tested hypotheses related to the influence of stakeholder involvement on project implementation, as well as the moderating effect of the project environment.

Findings: The study identified a substantial positive influence of stakeholder involvement on the implementation of donor-funded agricultural projects in Kenya, as stakeholder engagement explained an impressive 72.1% of the variability in project outcomes ($R^2 = 0.721$, $F(1, 155) = 400.919$, $p < 0.001$). Furthermore, the research demonstrated the moderating effect of the project environment on this relationship, emphasizing the significance of factors such as political stability, government policies, and resource availability (R^2 change = 0.002, $p = 0.024$). In conclusion, the study emphasizes the crucial role of stakeholder involvement in the implementation of donor-funded agricultural projects in Kenya. The findings reveal a substantial positive correlation, indicating that active engagement with stakeholders significantly contributes to project success. Additionally, the moderating influence of the project environment underscores the diverse factors impacting successful project execution in the agricultural sector.

Recommendations: Based on the study findings, it is recommended that organizations and project managers prioritize and enhance stakeholder involvement strategies to ensure the successful implementation of donor-funded agricultural projects. This involves fostering transparent communication, conducting regular formal meetings, and addressing stakeholder concerns effectively.

Key words: Stakeholder involvement, Implementation, Donor-funded projects, Agricultural sector, Project success.

1.1 BACKGROUND OF THE STUDY

Project implementation, involving resource acquisition, organization, training, and execution, demands effective coordination and monitoring. Stakeholder involvement is pivotal, requiring a strategic blend of techniques and skilled individuals for project success (Mantel, Meredith & Shafer, 2010). It ensures a better outcome by organizing the team and aligning activities with the established plan. Hiring skilled personnel, providing necessary training, assigning responsibilities, and establishing performance standards are crucial elements. Globally, leading countries emphasize stakeholder involvement in monitoring project progress (Suskie, 2018). Studies on stakeholder involvement's impact on project performance in specific regions like Yemen remain limited (BIC, 2013). Donors play a critical role globally by channeling resources, necessitating proper stakeholder involvement practices (Ahsan & Gunawan, 2010). In African regions, policymakers introduced regional control and evaluation schemes, emphasizing stakeholder involvement (Nabulu, 2015). Rwanda's positive experience with stakeholder involvement in monitoring practices for NGO-funded projects emphasizes its impact regionally Amoah, Ahadzie & Dansoh, 2011).

At the local level, the Kenyan government emphasizes stakeholder involvement in project implementation, recognizing its contribution (Omunga & Gitau, 2019). Effective stakeholder involvement practices, including management support, skills development, and technology use, contribute to successful development objectives (Kamau & Bin Mohamed, 2015). However, misunderstanding stakeholder involvement often negatively impacts project success (Bosibori & Otieno, 2021). The funding of agricultural projects by donors globally underscores the crucial role of stakeholder involvement in clarifying goals and ensuring effective resource allocation (Ahsan & Gunawan, 2010). Stakeholder involvement becomes particularly significant in the economic importance of agriculture in Africa, emphasizing the need for increased funding (NEPAD, 2013; World Bank, 2021). In the realm of agricultural development, stakeholder involvement proves fundamental for socio-economic development, with women and youth playing central roles (Mosia, 2022). Financing agriculture ensures the livelihoods of many African women, and involving youth fosters interest and investment (IFC, 2021). The moderating role of the project environment shapes the effectiveness of stakeholder involvement, influencing project outcomes. Thus, stakeholder involvement is critical in project implementation, ensuring effective resource allocation. The global, regional, and local perspectives highlight its significance, particularly in donor-funded agricultural projects in Africa, with the project environment playing a moderating role.

1.2 STATEMENT OF THE PROBLEM

The agricultural sector is pivotal for sustainable development and economic growth in Africa, employing the majority of the population and contributing significantly to the GDP (Oxford Business Group, 2021). However, challenges persist, with approximately 256 million people facing hunger in Africa (FAO, 2019). Subsidy policies, crucial for food security, rely on the fiscal capacity of countries for effective implementation. In Kenya, where the agricultural sector directly contributes 25% to the GDP and influences other sectors (Republic of Kenya National Development Plan, 2002; KARI, 2014), donor-funded agricultural projects, especially those involving youth and women groups, encounter implementation challenges. Despite effective stakeholder involvement, these projects often fall short of expected performance levels (Ministry of Agriculture report, 2011).

The implementation of donor-funded agricultural projects in Kenya has shown instability, particularly after the 2008 post-election violence, leading to a decline in projects' success (Ministry

of Agriculture report, 2011). The country faced a maize deficit of 10 million bags during the 2010/11 financial year, revealing the limitations of short-term financial aid from donors and its impact on project sustainability.

Previous studies have not comprehensively explored the relationship between stakeholder involvement and the implementation of donor-funded agricultural projects. While some studies focus on specific aspects of stakeholder involvement (Anne and Paul, 2019; Musau, 2020), others lack a holistic examination of stakeholder involvement (Muler, Lai & Sorrenson, 2013; Shadrack, 2014). Additionally, the moderating role of the project environment has not been adequately considered. This research aims to address these gaps by examining the relationship between stakeholder involvement and the implementation of donor-funded agricultural projects in Kenya, considering the moderating influence of the project environment.

1.3 SPECIFIC OBJECTIVES

i). To determine the influence of stakeholder involvement on implementation of donor funded agricultural projects in Kenya.

ii). To establish the moderating effect of project environment on the relationship between stakeholder involvements on implementation of donor funded agricultural projects in Kenya.

1.4 RESEARCH HYPOTHESES

i). H_{01}: Stakeholder involvement does not influence the implementation of donor funded agricultural projects in Kenya.

ii). H_{02}: Moderating effect of project environment does not influence the relationship between stakeholder involvement and implementation of donor funded agricultural projects in Kenya.

2.1 THEORETICAL FRAMEWORK

The success of implementing donor-funded agricultural projects in Kenya is intricately linked to a profound comprehension of the organizational political landscape and effective communication at all levels (Oxford Business Group, 2021). The challenge lies in articulating the repercussions of impractical project timelines and budgets to corporate executives facing diverse pressures from stakeholders. Suchman's Program Theory, developed in the 1960s, serves as a valuable tool for evaluating projects by mapping out cause-and-effect relationships. In the context of the influence of stakeholder involvement on the implementation of donor-funded agricultural projects in Kenya, Suchman's Program Theory provides a structured approach to understanding how different stakeholder interactions impact project outcomes. It helps unravel the intricate web of relationships and dynamics involved in ensuring successful project implementation. The theory of change, emerging in the 1990s, shifts the focus to solving complex social issues and provides a model specifically relevant to the planning, implementation, and evaluation phases of projects (Omunga & Gitau, 2019). Applied to the present topic, this theory offers insights into how stakeholder involvement serves as a catalyst for change within the context of agricultural projects funded by donors. It highlights the need for a comprehensive understanding of the socio-economic landscape to drive effective project implementation.

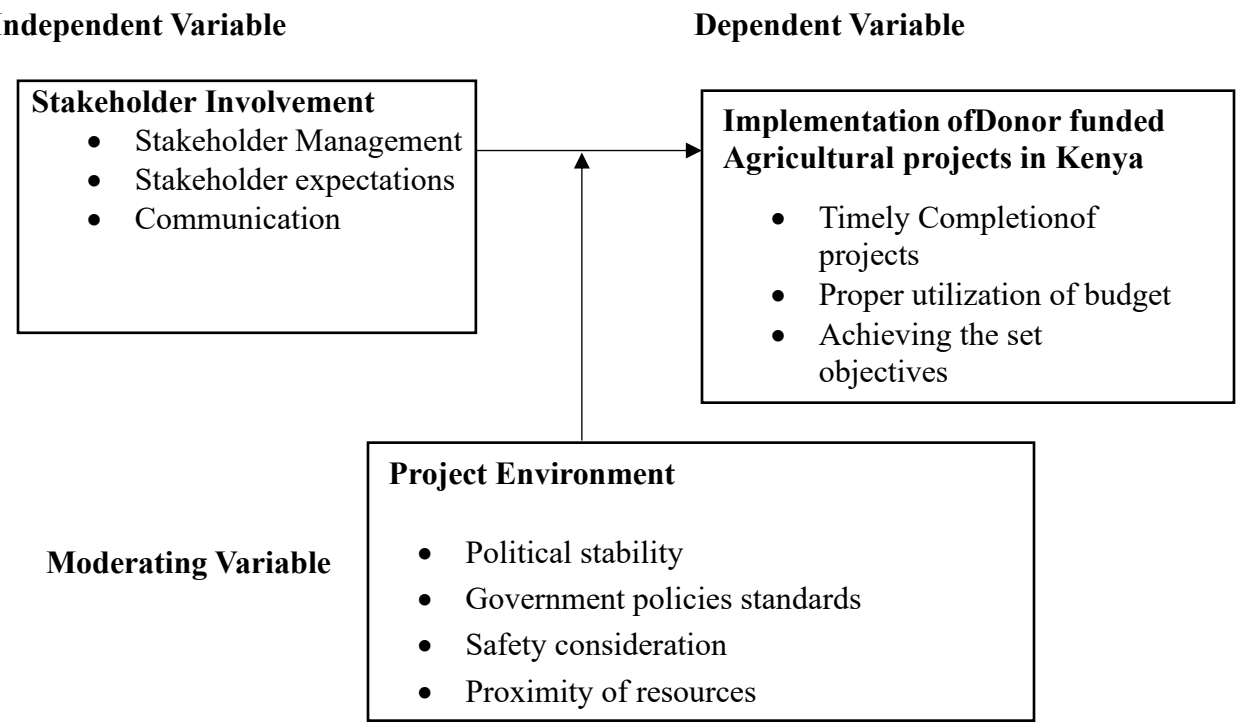
Koskela & Howell's Management Theory of Project Management (2002) emphasizes the execution and control aspects of project management. In the context of donor-funded agricultural projects in

Kenya, the theory underlines the significance of stakeholder involvement in the execution phase. Effective communication, feedback mechanisms, and control models become crucial in steering projects towards success. This theory helps illuminate the operational dimensions of stakeholder involvement and its impact on the actual implementation of agricultural projects. Therefore, these theories collectively contribute to our understanding of how stakeholder involvement shapes the trajectory of donor-funded agricultural projects in Kenya. By providing frameworks for evaluating cause-and-effect relationships, addressing complex social issues, and emphasizing the execution and control facets of project management, these theories enhance our insights into the dynamics at play in the successful implementation of such projects. The relevance lies in their ability to guide and inform strategies that harness stakeholder involvement for optimal project outcomes in the specific context of donor-funded agricultural initiatives in Kenya.

2.2 EMPIRICAL REVIEW

Stakeholder involvement is a critical aspect influencing the implementation of donor-funded projects, particularly in the context of construction and water projects in Kenya. Jackson (2010) emphasizes the significance of skilled and experienced project managers in estimating productivity and predicting project outcomes while the work is still in progress. Trivellas and Reklitis (2014) highlight the importance of leadership competencies, specifically associated with the innovator, director, and mentor roles, in enhancing managerial effectiveness. Anne and Paul (2019) find that stakeholder participation has a strong and crucial impact on project execution at Kenya Railways Corporation, emphasizing the importance of stakeholder involvement in project success. Musau, Bwisa, and Kihoro's (2018) study on borehole water projects in Makueni County further supports the notion that stakeholder involvement significantly influences the successful implementation of projects. Additionally, Nyabera's (2015) assessment reveals that stakeholder engagement in project initiation significantly impacts project execution, underlining the importance of incorporating stakeholders in the project governance framework. Burn (2008) and Gyula (2008) shed light on transactional leadership, emphasizing its suitability for short-term benefits in construction projects, while acknowledging the need for effective leaders to adapt decision-making styles in complex situations. Akello and Moronge (2023) sensitized the importance for enhanced stakeholder involvement in projects, enhanced stakeholder involvement in projects was seen to have a significant effect on completion of projects. Gatumi, Ngugi and Kinoti (2022) underscores the significance of stakeholder involvement in the sustainability of food security project. Involvement of stakeholder in food security programmes play key role in formulating policies that are key in the sustainability of the projects. Kadurira and Nayagah (2021) noted that monitoring and evaluation played a significant role in the sustainability of community projects. Stakeholder's involvement in monitoring and evaluation provide the stakeholder with important insights that help in identifying errors and resolving them at early stages. Micheni, Were and Namusonge (2023) reveal that stakeholders involvement has a significant effect in the sustainability of donor funded projects in the health sector. Agostino, Kyalo and Mulwa (2023) noted that the project environment has significant influence on the sustainability of community agricultural project. Project stakeholder were found to be the key players in selection of the project environment where a number of factors are put in to consideration.

2.3 CONCEPTUAL FRAMEWORK



3.0 RESEARCH METHODOLOGY

This study employed a descriptive research design utilizing questionnaires as the primary data collection method, emphasizing a positivism philosophy grounded in quantifiable observations and statistical analysis. The target population encompassed various roles within donor-funded agricultural projects, totaling 383 individuals, with a sample size of 196 determined through simple random sampling. Reliability was assessed through a pilot test, utilizing Cronbach's Alpha, and statistical techniques were employed for data analysis, including descriptive statistics, multiple regression analysis, and statistical tests such as ANOVA. The study tested hypotheses related to the influence of stakeholder involvement on project implementation, as well as the moderating effect of the project environment. Ethical considerations incorporated obtaining consent, ensuring confidentiality, and treating respondents with respect. These statistical methods provided a robust framework for analyzing the relationship between monitoring practices and the successful implementation of donor-funded agricultural projects in Kenya.

4.0 RESEARCH RESULTS AND DISCUSSION

The purpose of the study was to examine the influence of stakeholder involvement and implementation of donor funded agricultural projects in Kenya.

4.1 Descriptive statistics

4.1.1 Stakeholder Involvement

Stakeholder involvement was is the independent variable for the current study. It was based on how the respondent's organization identify stakeholder to execute the donor funded agricultural projects as well as respondents' rating of stakeholder involvement factors as presented in Figure 1

and Table 1. As shown in Figure 1, 20.4% of all the respondents were of the opinion that, their organizations do identify stakeholder to execute the donor funded agricultural projects based on experience while 14% rely on the level of education. Those with an opinion that both experience and level of education should be considered when identifying stakeholder to execute the donor funded agricultural projects were 26.8. A significant percentage (38.9%) were nonetheless of the opinion that neither experience nor the level of education should be relied on in the exercise of stakeholder's identification.

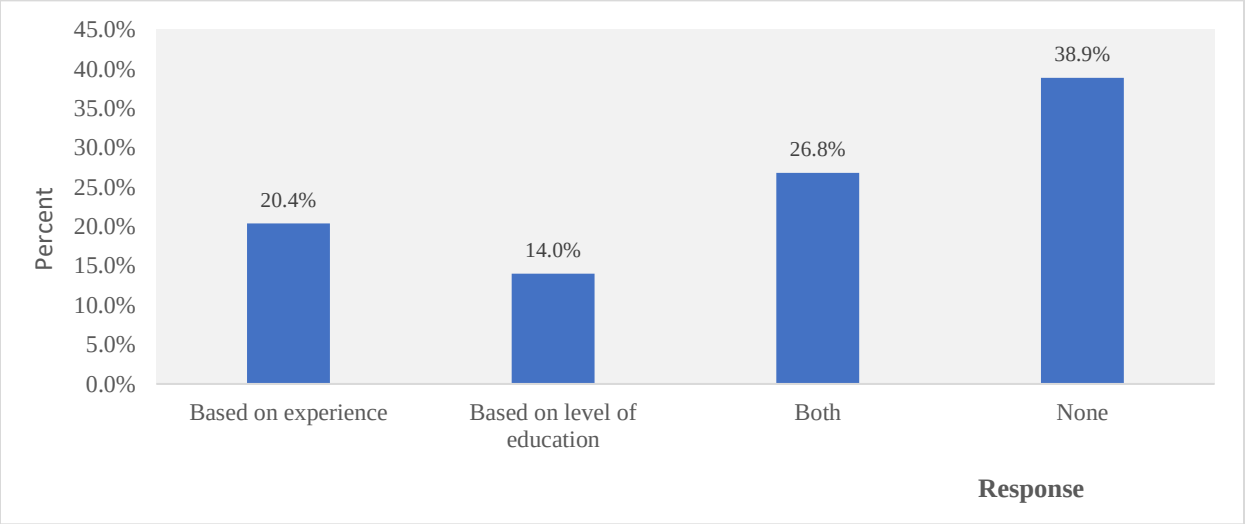


Figure 1: How the Respondent's Organization Identify Stakeholder to Execute the Donor Funded Agricultural Projects

These results implies that while there may be other criteria that can be used in identifying stakeholder to execute the donor funded agricultural projects, both experience and the level of education are crucial. These could be termed as the key ingredient for competence in project implementation (Fapohunda and Stephenson, 2010). The project manager is a key stakeholder in a construction project and his competence is a critical factor affecting project planning, scheduling, and communication. The project manager must remember the importance of team building and the phases of team development: forming, storming, norming, performing and adjourning. Other key areas to consider include the leadership quality, Pearman (2006) indicated that projects need project managers with qualities such as conscientiousness and transactional styles leadership. Besides, Fapohunda and Stephenson, (2010) state that to achieve the pre-determined project objectives, the project should have a significant influence over cost, time, scope and quality which make it paramount for the manager to have ability of exercising authoritative and absolute control. Trivellas and Reklitis (2014) also established that managers characterized with high levels of job performance excel in practicing all leadership competencies while gender does not exert significant impact on job performance.

Regarding the respondents' rating of stakeholder involvement factors (as shown in Table 1), communication with the stakeholders to a large extent do influence implementation of donor funded agricultural projects (mean = 4.2 median = 5.0 mode = 5.0 standard deviation = 1.0) equally as effectiveness of managing your project stakeholder involvement (mean = 4.2 median = 4.0 mode = 4.0 standard deviation = 0.8). Other highly important factors in influence projects implementation include how effective stakeholder involvement is in enhancing implementation of donor funded agricultural projects (mean = 3.9 median = 4.0 mode = 4.0 standard deviation = 0.7). Moreover, as presence of formal meetings between project managers and all other stakeholders for

decision making on donor funded agricultural projects (mean = 3.7 median = 4.0 mode = 4.0 standard deviation = 1.0). The overall mean was found to be 4.0 which is an indication that stake holder involvement is principally an important aspect in enhancing implementation of donor funded agricultural projects. Overall median and mode were 4.3 with standard deviation being 0.9.

Table 1: Respondents' Rating of Stakeholder Involvement Factors

Statement	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Median	Mode	Std. Deviation
a) Effectiveness of managing your project stakeholder involvement	0.0	3.8	15.3	42.7	38.2	4.2	4.0	4.0	0.8
b) Communication with the stakeholders influence implementation of donor funded agricultural projects	1.3	3.8	17.8	26.1	51.0	4.2	5.0	5.0	1.0
c) How effective stakeholder involvement is in enhancing implementation of donor funded agricultural projects	0.0	7.0	13.4	64.3	15.3	3.9	4.0	4.0	0.7
d) Project managers and all other stakeholders formally meet for decision making on donor funded agricultural projects	2.5	9.6	26.8	38.9	22.3	3.7	4.0	4.0	1.0
Average	**1.3**	**8.3**	**21.9**	**41.0**	**27.6**	**3.9**	**4.0**	**3.8**	**0.9**

These findings settle the importance of stakeholder engagement for successful implementation of donor funded agricultural projects. The findings are consistent with those of a study Anne and Paul (2019) who found that participation of stakeholders has a strong and important impact on project execution at the organization that they were studying (Kenya Railways Corporation in Kenya). The same results had been reflected by another study by Musau, Bwisa and Kihoro (2018) who found that stakeholder involvement highly influences successful implementation of water projects. Similarly, a study by Nyabera (2015) showed that stakeholder engagement in project initiation has had a significant impact on project execution in projects with stakeholders included in the project governance framework.

Further, this study approves the submissions by the stakeholder's theory that emphasizes on the significance of the relationship between the top management staff with the stakeholders. The managerial importance of stakeholder engagement has been that demonstrate that just treatment of stakeholders is related to the long-term survival of the organization (McManus, 2004). While having its origins in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2011).

4.1.2 Project Environment

Project environment was considered as a moderating variable in this study. The variable was

defined by four constructs rated on a 5-point Likert scale continuum scaled between 'not at all' to 'very large extent'. Based on the findings of the study the proximity and availability and geographical distribution of facilities, resources, infrastructure and materials had the highest moderating effect of the stakeholder involvement and the implementation of the donor funded agricultural projects (mean = 4.2 median = 4.0 mode = 4.0 standard deviation = 0.8). This was followed by government policies standards (mean = 4.2 median = 5.0 mode = 5.0 standard deviation = 1.0). Other factors that moderated the effect of government management practice and the implementation of donor funded agricultural projects were political stability within the economy where project is being carried out (mean = 4.0 median = 4.0 mode = 4.0 standard deviation = 0.7), as well as the safety considerations (mean = 3.8 median = 4.0 mode = 4.0 standard deviation = 0.9). The average mean was 4.0 while the median, mode and standard deviation were 4.3, 4.3, and 0.9 respectively. Table 2 presents the findings.

Table 2: Respondents' Rating of Project Resource Availability Factors

Statement	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Median	Mode	Std. Deviation
a) Political stability within the economy where project is being carried out	0.0	3.8	14.0	59.2	22.9	4.0	4.0	4.0	0.7
b) Government policies standards	1.3	3.8	17.8	26.1	51.0	4.2	5.0	5.0	1.0
c) Proximity and availability and geographical distribution of facilities, resources, infrastructure and materials	0.0	3.8	15.3	42.7	38.2	4.2	4.0	4.0	0.8
d) Safety considerations	0.0	8.3	31.2	36.9	23.6	3.8	4.0	4.0	0.9
Average	**0.3**	**4.9**	**19.6**	**41.2**	**33.9**	**4.0**	**4.3**	**4.3**	**0.9**

The results indicate that project environment largely moderated the effect of stakeholder involvement and the implementation of donor funded agricultural projects. In particular, proximity, availability, and geographical distribution of facilities, resources, infrastructure and materials has the highest influence same as government policies, political stability and safety considerations. The strong consensus among respondents regarding the influence of effective resource monitoring, timely material delivery, and strategic budget allocation further emphasizes the multifaceted nature of resource availability. Effective resource management planning, such as monitoring, play a pivotal role in optimizing the use of available resources, ensuring that they are allocated efficiently, and avoiding wastage. Timely delivery of project materials is crucial for maintaining project momentum and preventing unnecessary delays. Lastly, budget allocation for improved implementation highlights the need for organizations to allocate funds strategically to enhance the quality and impact of donor-funded agricultural projects.

It is therefore important to recognize that resource availability is often a complex and dynamic aspect of project management. While the study's respondents acknowledge the importance of adequate financial resources and effective resource management, it is equally important for organizations to adopt transparent financial planning, allocate budgets based on well-defined project goals, and continuously monitor resource utilization to address any discrepancies.

Additionally, the findings highlight the need for organizations to establish mechanisms for timely material procurement and delivery, as delays in this aspect can have cascading effects on project schedules and outcomes.

4.2 Inferential Statistics

The objectives for this study was to determine the influence of stakeholder involvement on implementation of donor funded agricultural projects in Kenya as well as establishing the moderating effect of project environment on the relationship between stakeholder involvement on implementation of donor funded agricultural projects in Kenya. To achieve these objectives, coefficient of determination (R^2), Change in R^2, analysis of variance (ANOVA) as well as model coefficients were generated.

4.2.1 Influence of Stakeholder Involvement on Implementation of Donor Funded Agricultural Projects in Kenya

The null hypothesis was stated as follows:

H_{01}: Stakeholder involvement does not significantly influence the implementation of donor funded agricultural projects in Kenya.

Table 3: R^2 (Stakeholder Involvement and Project Implementation)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.849a	0.721	0.719	0.169

a Predictors: (Constant), Stakeholder Involvement

Table 3 shows a strong R^2 of 0.721 (i.e 72.1%) with the standard error of estimate being 0.169. This implies that, at bivariate level, the model on the relationship between stakeholder involvement and implementation of donor funded agricultural projects was suitable for this study given that stakeholder involvement explain 72.1% of any variation in implementation of donor funded agricultural projects.

Table 4: ANOVA (Stakeholder Involvement and Project Implementation)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.515	1	11.515	400.919	.000b
Residual	4.452	155	0.029		
Total	15.967	156			

a Dependent Variable: Implementation of Donor Funded Agricultural Projects
b Predictors: (Constant), Stakeholder Involvement

As shown in Table 4, F-Calculated (1, 155) = 400.919 which is greater than F-Critical (1, 155) = 3.902 at 5% significant level (2-tailed test) and p-Value = 0.000. We therefore reject null hypothesis and conclude that stakeholder involvement has a significant influence on implementation of donor funded agricultural projects.

Table 5: Model Coefficients (Stakeholder Involvement and Project Implementation)

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.672	0.096		17.395	0.000
Stakeholder Involvement	0.478	0.024	0.849	20.023	0.000

a Dependent Variable: Implementation of Donor Funded Agricultural Projects

As indicated in Table 5, when the independent variable (stakeholder involvement) is held constant, implementation of donor funded agricultural projects will remain at 1.672 units. At the same time, an increase in stakeholder involvement by one unit would lead to an increase in implementation of donor funded agricultural projects by 0.478 units with a p-Value of 0.000<0.05. A positive beta coefficient implies that stakeholder involvement has a direct and positive influence on the dependent variable (implementation of donor funded agricultural projects). The model $Y= \beta_0 + \beta_1 X + e$ can therefore be estimated as:

$\boldsymbol{Y = 1.672 + 0.478X}$ Where: Y = Implementation of donor funded agricultural projects;

X = Stakeholder involvement

In summary, the statistical analysis presented in Tables 3, 4, and 5 provides compelling evidence that stakeholder involvement significantly influences the implementation of donor-funded agricultural projects in Kenya. These findings strongly support the hypothesis ($H0_1$) and underscore the pivotal role played by stakeholders in the success of such projects. The notably high R-squared value of approximately 0.721 suggests that stakeholder involvement accounts for a substantial portion (72.1%) of the variability in project implementation outcomes. This highlights the profound impact that the active engagement of stakeholders can have on the effectiveness of project execution. The adjusted R-squared value further confirms the robustness of the relationship, considering the model's variables. The low standard error of the estimate, at 0.169, indicates that the model's predictions closely align with actual data, reinforcing the accuracy of the relationship.

The highly statistically significant ANOVA results, with an F-statistic of 400.919 and a p-value of 0.000, leave no room for doubt regarding the crucial role of stakeholder involvement. This signifies that organizations and project managers must prioritize stakeholder engagement as a core component of project planning and implementation. It is through active involvement that stakeholders bring their knowledge, expertise, resources, and support to the table, all of which are vital for overcoming challenges, ensuring project sustainability, and achieving meaningful impacts in the agricultural sector. Thus, these findings emphasize that successful implementation of donor-funded agricultural projects in Kenya hinges on effective stakeholder involvement. As such, organizations and project managers should adopt inclusive and participatory approaches that foster collaboration and partnership with local communities, governmental bodies, non-governmental organizations, and other relevant stakeholders. By doing so, they can harness the collective wisdom and commitment of stakeholders to drive positive change, address agricultural challenges, and contribute to the long-term development and sustainability of the agricultural sector in Kenya.

4.2.2 Moderating Effect of Project Environment on The Relationship Between Stakeholder Involvements and Implementation of Donor Funded Agricultural Projects in Kenya.

The null hypothesis was stated as:

$H0_2$: There is no significant moderating effect of project environment on the relationship between stakeholder involvement and implementation of donor funded agricultural projects.

Table 6: Change in R^2 (Stakeholder Involvement, Project Environment and Project Implementation)

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.849a	0.721	0.719	0.169	0.721	400.919	1	155	0.000
2	.849b	0.721	0.718	0.170	0.000	0.085	1	154	0.041
3	.851c	0.724	0.718	0.170	0.002	1.366	1	153	0.024

a Predictors: (Constant), Stakeholder Involvement

b Predictors: (Constant), Stakeholder Involvement, Project Environment

c Predictors: (Constant), Stakeholder Involvement, Project Environment, Stakeholder Involvement * Project Environment

In Table 6, three models are presented to assess the moderating effect of the project environment on the relationship between stakeholder involvement and the implementation of donor-funded agricultural projects. Model 1 includes only the main effects, with stakeholder involvement as the independent variable predicting project implementation. This model achieves an R-squared value of 0.721, indicating that stakeholder involvement alone explains 72.1% of the variation in project implementation. Model 2 introduces the project environment as an additional predictor. The R-squared value remains unchanged at 0.721, suggesting that the inclusion of the project environment does not significantly improve the model's explanatory power. However, the F-statistic for the change in R-squared is 0.085 with a p-value of 0.041, suggesting a significant change in the model when project environment is added.

Model 3 incorporates the interaction term between stakeholder involvement and project environment to assess the moderating effect. The R-squared value increases slightly to 0.724, and the change in R-squared is statistically significant with an F-statistic of 1.366 and a p-value of 0.024. The results from Model 3 provide evidence for the moderating effect of the project environment on the relationship between stakeholder involvement and the implementation of donor-funded agricultural projects. While the change in R-squared is relatively small, the statistical significance of the interaction term indicates that the project environment influences how stakeholder involvement influences project implementation. This suggests that the effectiveness of stakeholder involvement may vary depending on the specific conditions and factors present in the project environment.

Table 7: ANOVA (Stakeholder Involvement, Project Environment and Project Implementation)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.515	1	11.515	400.919	.000b
	Residual	4.452	155	0.029		
	Total	15.967	156			
2	Regression	11.518	2	5.759	199.318	.000c
	Residual	4.45	154	0.029		
	Total	15.967	156			
3	Regression	11.557	3	3.852	133.649	.000d
	Residual	4.41	153	0.029		
	Total	15.967	156			

a Dependent Variable: Implementation of Donor Funded Agricultural Projects
b Predictors: (Constant), Stakeholder Involvement
c Predictors: (Constant), Stakeholder Involvement, Project Environment
d Predictors: (Constant), Stakeholder Involvement, Project Environment, Stakeholder Involvement * Project Environment

In Table 7, three models are presented to examine the analysis of variance (ANOVA) results for the relationship between stakeholder involvement, project environment, and the implementation of donor-funded agricultural projects. Model 1 includes only the main effects, with stakeholder involvement as the independent variable predicting project implementation. The ANOVA results show a significant relationship, with an F-statistic of 400.919 and a p-value of 0.000. Model 2 introduces the project environment as an additional predictor. The ANOVA results indicate a significant relationship as well, with an F-statistic of 199.318 and a p-value of .000. This demonstrates that the inclusion of the project environment as a predictor contributes significantly to the model. Model 3 incorporates the interaction term between stakeholder involvement and project environment. The ANOVA results continue to show a significant relationship, with an F-statistic of 133.649 and a p-value of 0.000. This suggests that the interaction term contributes to the model's explanatory power.

Therefore, the ANOVA results across all three models consistently demonstrate a significant relationship between the predictors (stakeholder involvement, project environment, and their interaction) and the implementation of donor-funded agricultural projects. The decreasing F-statistic values with the introduction of additional predictors indicate that each added variable contributes to the model's explanatory power. The p-values below .05 further confirm the statistical significance of these relationships, supporting the conclusion that both stakeholder involvement and project environment significantly impact the implementation of donor-funded agricultural projects.

Table 8: Model Coefficients (Stakeholder Involvement, Project Environment and Project Implementation)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.672	0.096		17.395	0.000
	Stakeholder Involvement	0.478	0.024	0.849	20.023	0.000
2	(Constant)	1.664	0.101		16.546	0.000
	Stakeholder Involvement	0.47	0.037	0.835	12.757	0.000
	Project Environment	0.11	0.035	0.019	3.143	0.041
3	(Constant)	2.096	0.383		5.473	0.000
	Stakeholder Involvement	0.354	0.106	0.629	3.340	0.001
	Project Environment	-0.309	0.107	-0.204	-2.888	0.013
	Stakeholder Involvement * Project Environment	0.091	0.027	0.406	3.370	0.024

a Dependent Variable: Implementation of Donor Funded Agricultural Projects

Table 8 presents the model coefficients for three different models examining the relationship between stakeholder involvement, project environment, and their interaction concerning the implementation of donor-funded agricultural projects. In Model 1, where only stakeholder involvement is considered, the constant is 1.672, and the coefficient for stakeholder involvement is 0.478. The positive beta coefficient for stakeholder involvement (0.849) indicates a direct and positive influence on the dependent variable, the implementation of donor-funded agricultural projects. The statistically significant t-value (20.023) further supports the significance of this relationship. In Model 2, the introduction of the project environment as an additional predictor shows changes in coefficients. The constant becomes 1.664, and the coefficients for both stakeholder involvement (0.47) and project environment (0.11) are positive. The beta coefficient for stakeholder involvement (0.835) remains positive, suggesting a continued positive impact. The statistically significant t-values for both predictors (12.757 for stakeholder involvement and 3.143 for project environment) indicate their individual significance in predicting the implementation of agricultural projects. The beta coefficient for project environment (0.019) is relatively low, suggesting a modest influence.

In Model 3, which includes the interaction term between stakeholder involvement and project environment, further changes are observed. The constant increases to 2.096, and the coefficients for stakeholder involvement (0.354) and project environment (-0.309) are both present. The positive beta coefficient for stakeholder involvement (0.629) suggests a positive direct impact, while the negative beta coefficient for project environment (-0.204) indicates a negative influence. The interaction term's beta coefficient (0.406) is positive, suggesting that the joint effect of stakeholder involvement and project environment has a positive impact on the implementation of donor-funded agricultural projects. The statistically significant t-values for all coefficients underscore their individual significance. In summary, these results suggest that stakeholder involvement significantly influences the implementation of donor-funded agricultural projects,

with a positive direct impact. The project environment, when introduced as an additional predictor, contributes positively, although to a lesser extent. The interaction between stakeholder involvement and project environment further enhances the positive impact on project implementation. The results emphasize the importance of considering both stakeholder involvement and the project environment for successful project implementation in the context of donor-funded agricultural projects.

5.0 CONCLUSION OF THE STUDY

In conclusion, this study underscores the pivotal role of stakeholder involvement in shaping the successful implementation of donor-funded agricultural projects in Kenya. The findings reveal a strong positive relationship between stakeholder involvement and project implementation, emphasizing the significance of engaging various stakeholders, including project officers, managers, contractors, consultants, financial managers, and auditors. Furthermore, the study introduces the moderating effect of the project environment, highlighting the importance of considering factors such as political stability, government policies, resource availability, and safety considerations. The positive interaction between stakeholder involvement and the project environment enhances the overall impact on project implementation. These insights contribute to a comprehensive understanding of the dynamics influencing the effectiveness of donor-funded agricultural projects, emphasizing the need for strategic stakeholder engagement and a supportive project environment for sustainable and successful outcomes in Kenya's agricultural sector.

6.0 RECOMMENDATIONS

Based on the study findings, it is recommended that organizations and project managers prioritize and enhance stakeholder involvement strategies to ensure the successful implementation of donor-funded agricultural projects. This involves fostering transparent communication, conducting regular formal meetings, and addressing stakeholder concerns effectively. Additionally, considering the moderating role of the project environment, policymakers should focus on creating stable political and economic conditions, implementing supportive government policies, and ensuring the availability of necessary resources to provide a conducive environment for stakeholder engagement in agricultural projects.

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