



STAKEHOLDER MANAGEMENT AND PERFORMANCE OF COUNTY GOVERNMENT FUNDED PROJECTS IN NYERI COUNTY, KENYA

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ABSTRACT

This study determined what effect stakeholder management has on project performance. The focus was to specifically assess the effect of contract management, communication management and conflict management on performance of projects funded by County Government in Nyeri County. The theory of performance, expectancy theory and stakeholder theory anchored the study. Related literature was reviewed. The study targeted population comprising all the projects funded by County Government of Nyeri County for the years 2016/2017 and 2017/2018 which are 53 according to data from County Government of Nyeri. A sample size of 212 respondents comprising 53 members of general public, 53 project officers, 53 project staffs and 53 contractors were drawn using cluster sampling technique. Descriptive research design was used. Data collection was done by way of a questionnaire and Cronbach's Coefficient Alpha computation done to test for reliability with validity test done through seeking the opinion of the supervisor. For data analysis, SPSS software was used and both inferential and descriptive analysis conducted. Presentation of findings was through tables. The findings revealed that all the three independent variables namely contract management, communication management and conflict management positively and significantly influenced performance of projects funded by County Government in Nyeri County. Communication management had the greatest influence on projects funded by County Government in Nyeri County, followed by Conflict management and finally Contract management. It was recommended that stakeholder management is critical and hence the government must ensure the aspect of stakeholder involvement is adequately covered during the feasibility study of the intervention. To boost transparency and accountability of the project management the study recommended that the channels, format, frequency and responsibility of sharing of the progress report to the stakeholders be well defined during the conception stages of the intervention. The study further recommended that project management must change their reactive approach on occurrence of conflict but rather adopt a proactive approach in determining the highly susceptible issues and identify possible solution.

Key Words: Contract Management, Communication Management, Conflict Management

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INTRODUCTION

Projects are short-term organizations for the original body. Projects operate within certain budgets, timeframes and they usually follow a sequential procedure from inception to implementation (Woldie, 2016). Different approaches to managing projects such as lean, iterative, incremental and phased approaches could be used. Effective approach used must consider the project overall objectives, time, cost as well as stakeholder roles and responsibilities (Alsulamy, 2015; Smith, 2016). According to Ahmed and Fazel (2016) the project objectives and goals are fixed on the onset of project and whereas some goals are quantifiable, others like soft project reputation and quality are difficult to quantify

Project goals help in defining the perceived benefits the project has and also the project purpose. The main challenge concerning management of project is goal's achievement within the constraints inherent in form of quality, time, scope and budget. Project objectives and goals may be seen as a contractual relationship between the managers of the project and the project sponsors (Smith, 2016). Projects attract various stakeholders with differing expectations regarding the project outcome. The degree of stakeholders' urgency and priorities tend to vary during the project lifecycle thereby compounding the challenge of managing projects. Most project delays and the overruns in costs result from project management issues rather than due to technical attributes (Ayatah, 2012).

Performance with regards to a project emphasize on influence that the projects have at certain points or for given time frames (Njogu, 2016). Value of project impact should surpass the intervention cost. Project performance and potential project success are directly related. Success factor for projects rely on the principles adopted in management of the project, the control mechanisms used and the project team's expertise. (Samuel, 2012). Projects are considered to have been successfully implemented when they fulfill the project triangle, that is, performed in compliance with the schedule,

attains its purpose as designed and completed in line with its budgets (Hammad, 2013).

Stakeholder management in the success of project is treasured with regards to quality and costs (Njogu, 2016). Therefore, for project success, stakeholder management is very instrumental and also determines whether a project succeeds or fails. Public involvement in implementation of a project is very crucial (Ketoyo, 2017). Significant participation can occur only when the stakeholders are knowledgeable regarding the prominence of projects that they are supposed to take part in (Marzuki, 2009).

County Government funded projects perform a substantial role of strengthening citizens' livelihood by contributing immensely towards the development of the residents' economy. These projects focus on addressing the development challenges which the Government must answer to so as to realize vision 2030 economic pillar which seeks to enhance wealth for all Kenyans in all regions (Republic of Kenya, 2008). These projects provide a platform for numerous economic activities which create wealth and consequently improves living standards of households.

This County of Nyeri is situated in Kenya central region and covers approximately 3,300 square kilometers. Nyeri County is in the south of Laikipia County, west of Kirinyaga County, north of Murang'a County and east of Nyandarua County (RoK, 2018).

The projects in this County are founded on the expansive strategic objectives which include improvement of production in agriculture, to promote common economic growth, to improve good governance and to develop basic infrastructure geared towards effective service delivery. Other objectives include promotion of sustainable utilization of natural resources, improvement of financial sustainability and flexibility, provision of quality and accessible health care services and to speed institutional development, innovation and transformation (RoK,

2018). For the year 2016/2017 and 2017/2018, County Government sponsored projects in Nyeri County totaled to fifty three (RoK, 2018).

Statement of the Problem

County Government funded projects have a momentous role in strengthening citizens' livelihood by contributing immensely towards the development of the residents' economy (RoK, 2018). These projects provide a platform for numerous economic activities which create wealth and consequently improves living standards of households.

Despite the importance of these projects, public projects in Nyeri County are characterized by poor performance and dissatisfaction of stakeholder has been highlighted as the order of the day (Maina, 2015). Auditor-general report regarding County executive of Nyeri financial statements for year 2017 reveal that 38 street lighting projects had not been undertaken 10 months after payment to the contractor (RoK,2017). In addition 4 irrigations projects had their pipes and fittings supplied to the projects but the pipe laying and implementation of projects had not yet commenced 10 months later (RoK,2017). Further a plant for treatment of water under Water and Sanitation Company, Tetu whose records indicate that the contract was awarded to a construction company in March 2017 for a contract period of 6 months commencing March 2017 to September 2017 was incomplete, seven months after the expiry of the contract period (RoK, 2017). Overall, other than 12 projects related to murraming and graveling of markets and roads, only 10 out of the other 41 projects undertaken by Nyeri County government in 2017/2018 and 2018/2019 financial years had been completed representing less than 25% success rate.

Several studies have examined management of stakeholders in international Projects (Olander, 2006; Hammad, 2013; Kelbessa, 2016). However their setting is different from the local context in terms of governance, cultural and social settings. Locally, project performance and stakeholder participation has been explored by studies including

Agyei, (2014) and Njogu, (2016). These studies focus was on participation of stakeholders. However no sufficient evidence exists to describe the influence that stakeholder management has in regards to performance of County Government financed projects in Nyeri County. Thus, the current study dwelled on stakeholder management and performance of County Government financed projects in Nyeri County.

Research objectives

The general objective of this study was to evaluate the effect that management of stakeholders has on the performance of County Government financed projects in Nyeri County. The study was guided by the following specific objectives;

- To assess the effect that contract management experts on performance of projects financed by County Government in Nyeri County
- To evaluate the effect of communication management on performance of projects financed by County Government in Nyeri County
- To analyse the effect that conflict management wields on performance of projects financed by County Government in Nyeri County

LITERATURE REVIEW

Theoretical Review

Theory of Performance

Don Elger (2011) proposed this theory. According to this theory, performance is viewed as a journey whereas level of performance is the location. The player can either be specific or can be group of different entities involved in a collective effort (Elger, 2011). Additionally, this theory outlines the indicators of greater performance levels as Quality increment, Extent of skills and knowledge, Capacity, Motivation and Identity, Capability and also Cost effectiveness.

The theory additionally stresses that certain elements affecting performance cannot be influenced while others could be influenced, for example by involving stakeholders in negotiation and implementation so as to produce favorable

results. Moreover, according to this the theory, performance at high level yields quality results which effectively meets or surpasses the stakeholders' needs and expectations. Supporting this theory, (Neu, 2013) offer that human beings have capability of achieving extraordinary accomplishments by way of high-level of performance and thus the need for stakeholders involvement. With higher performance levels cost decreases due to wastage reduction and also reduction in resources required for production of a product. Also, at high performance level, firm's capability and capacity to produce extra output is increased (Neu, 2013). With regards to current study, this theory applies in that involving stakeholders in contract management, that is, negotiation, decision making and implementation, project performance will be enhanced through higher level performance.

Expectancy Theory

Theory of Expectancy was proposed by Victor Vroom (1964). According to the theory, people choose how to behave on the basis of their estimation regarding how the behaviour will affect their cherished outcomes. This motivational theory explains that it is possible to motivate people to select some behavioural choice when the perceived consequence is worth the effort. Vroom expectancy theory advances three main motivation components namely expectancy, valence and instrumentality.

Expectancy means conviction that the effort devoted to some involvement would lead to some desired performance. Instrumentality refers to believing that there will be a reward on achievement of desired performance. Valence means the worth attached to the reward for desired result. Supporting this theory, Elger (2011) offer that expectations about the future influence performance. In relation to this study, the project stakeholders such as project officers, staff and contractors' efforts must be commensurate to their desired performance and the desired performance must be seen to relate to their gains. Thus there is

need for communication management in form of information sharing and informed decisions so that the stakeholders can believe their efforts will lead to desired performance and desired performance result into rewards.

Stakeholder Theory

This theory of Stakeholder progressed from the work of Freeman known as a stakeholder approach (Freeman, 1984). This theory, according to Donaldson (1995) has developed to various groupings namely normative, instrumental and descriptive stakeholder theory. Normative theory of stakeholders comprises the ideologies regarding stakeholder model and highlights the way stakeholders and managers should look at the aim of organization existence guided by certain ethics. Instrumental theory consists of theories on how managers ought to act when they need to pursue organization interest. Descriptive theory is concerned with the actual managers' behaviour in addition to the way they take their actions and roles (Mahmoud, 2014).

The motive of every intervention is benefit delivery to its stakeholders (Freeman, 1984). This theory thus explains that stakeholders are instrumental to the project performance as they are the main purpose of the projects and hence stakeholder management will affect project performance.

Empirical Review

Researchers have recognized the participation of stakeholders in any project as vital in achievement of sustainable developments, positive impact and project success. Njogu (2016) studied the influence which stakeholder's participation had on performance National Environment Management Authority automobile discharge projects in Kenya. He observed that the participation of stakeholders in a project can be of various forms ranging from identification, sharing of information, contribution of inputs, making decision making, partnership and consultation. This participation of stakeholder occurs during different stages of the project lifecycle. The results of that study were that stakeholder management wielded great influence

on projects performance. Thus stakeholder management in projects was recommended.

Wang and Qiang (2012) on a study regarding Project Communication and Project Performance in China present that the failure of projects happens in the planning stage and execution stage but not during last stage. Further, communication has the effect of either saving or ruining a project. The managers of projects thus have a key role regarding communication. The management of project succeeds due to team work among different stakeholders. The research found out that communication exerted great impact on project calendar and various project communication issues impacted differently on project performance.

Alatalo (2012) who carried out a study on strategy of communication in projects HAMK University offer that projects are all about communication. The utilised methodology was qualitative research with interviews being chosen for examining the diverse aspects of communication practices. He observed that project supplies various types of information to various stakeholders and that communication ought to be adequate. Additionally, the process of communication involves both the sender and the receiver where the message is transmitted through a communication channel. The message only adds value when the receiver decodes and understands the intended meaning.

Normally, conflict involving projects is inevitable. Conflicts are caused by the difference expectations levels, perceptions, needs, personalities, values and attitudes. Kinnander (2011) in a study on managing functional conflicts in project teams in Sweden offer that constructive conflict can help in the individual development thus enhancing the project organization. Due to constructive conflicts, people could be forced to seek better solutions to their issues and can also make people learn and grow from the conflict. Certain extent of conflict is thus necessary in an environment of project so as to improve performance. Kinnander (2011) present that performance initially improves with conflict

then declines with unsolved conflict. Where management of conflict is not well done, it threatens the attainment of the project objectives thereby becoming destructive.

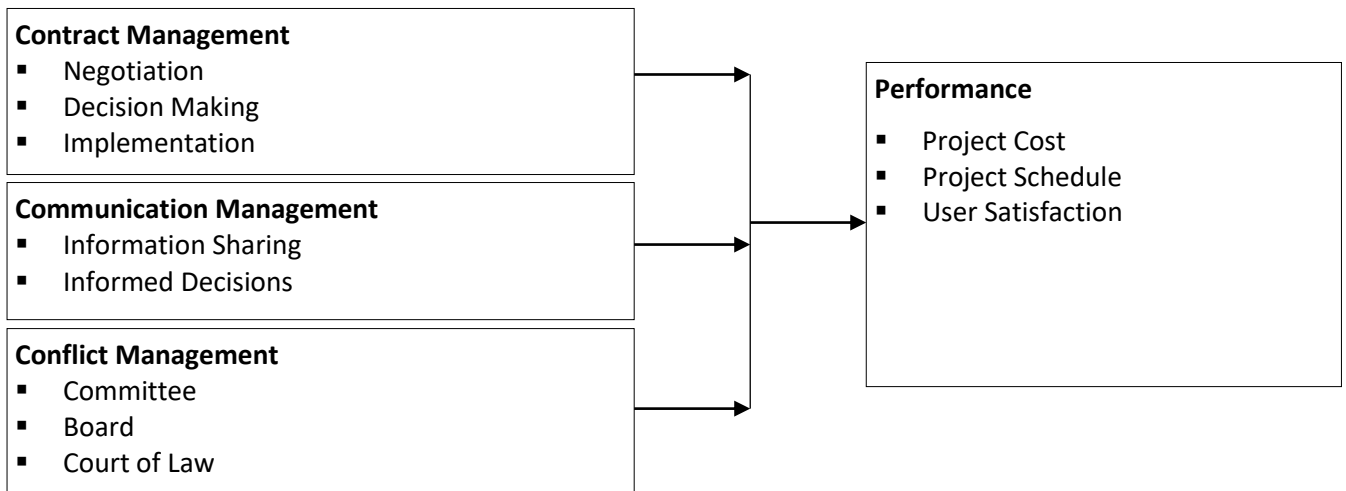
Wang (2015) employed a qualitative phenomenological method to study interpersonal conflict among managers and employees who were Chinese immigrants. The study present that an extra conflict in project involves disagreements on the administration procedures.. These disagreements if not well handled may intensify and threaten project management. Clarifying roles, responsibilities and hierarchy can help avoid conflict on administration procedures.

Uju (2014) studied management of conflict in Nigerian banks and presented another possible conflict in a project as emanating from technical issues, performance specifications and technical trade-offs. Using steering committees in reviewing specifications and design can help tackle this conflict.

Mahmoud (2015) in a study on stakeholder management role in success of projects offer that conflict regarding human resources is usually prompted by concerns regarding staffing issues as pertaining to allocation procedures, recruitment and selection of project staff. If unresolved, this conflict may jeopardise the project team work hence affecting project performance. To resolve this conflict, the management should prepare project work breakdown and specify the project responsibility matrix.

Conflict over schedules according to Verma (2014) results from differences on project activities sequencing, scheduling of project tasks and monitoring of project schedules. To solve this conflict, development of schedules which match different project tasks are necessary. Conflicts over budgets and costs usually result from cost estimates and estimating budgets. Development of project budget reinforced by complete sub-budgets for each activity can help solve this conflict.

Conceptual framework



Independent Variables

Dependent Variable

Figure 1: The Conceptual Framework

Source: Researcher (2020)

METHODOLOGY

For this current study, a cross-sectional survey was used for collection of both quantitative and qualitative data. The researcher adopted descriptive research design. This study's target population comprised entirely on the County Government financed projects in Nyeri County for the years 2017/2018 and 2018/2019. These projects included markets, street lights, educational centres, water projects, roads and hospitals. Statistics from County Government of Nyeri indicated that the number of these projects in Nyeri County were 53. The unit of observation included project stakeholders, that is, project staffs, project officers, contractors and the members of general public. The study employed cluster sampling. This sampling frame provided a neutral estimate of the whole population. The researcher selected a sample of 212 respondents comprising 53 members of general public, 53 project officers, 53 project staffs and 53 contractors.

Qualitative data analysis and also quantitative analysis were conducted. Editing of all the data was done, then data coded and analyzed through SPSS computer package. Inferential analysis were

through multiple regression models and yielded multiple regression model in form of Performance

$$(Y) = \alpha_i + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu_i$$

Where: X1=contract management, X2=Communication management, X3=Conflict Management, α_i =Constant, β_n =Coefficient of predictor variables explaining the variation in Performance resulting from unit change in predictor variable and μ_i the error term. Descriptive statistics generated frequency distribution, percentages, mean, mode and median. Tables and graphs were used to present data.

RESULTS

Descriptive Analysis

The results of the quantitative data were presented with the use of Mean (M) and Standard Deviation (SD). The findings were presented in the sections below.

Contract Management

Contract Management was assessed using three different parameters namely project management involving stakeholders in negotiations, stakeholder being involved in decision making before the

project begins and involvement of stakeholders during project implementation. These descriptive statistics were provided in Table 1.

Table 1: Contract Management

	N	Minimum	Maximum	Mean	Std. Deviation
Project management involving stakeholders in negotiations	179	1.00	5.00	3.5196	1.33804
Stakeholder are involved in decision making before the project begins.	179	1.00	5.00	3.5866	1.18371
There is involvement of stakeholders during project implementation	179	1.00	5.00	3.0335	1.33197
Aggregate	179			3.3799	

The results in Table 1 indicated that stakeholders being involved in decision making before the project begins recorded the highest mean score (3.5866) with a standard deviation of 1.18371. This implied that most of the respondents were in agreement that they involved in decision making. The low standard deviation (1.18371) indicates that the respondents views were homogeneous with regard to involvement in decision making.

Regarding management involving stakeholders in negotiations, the mean score was 3.5196 implying that majority of the respondents were in agreement that involvement of stakeholders in negotiations

was high. Finally involvement of stakeholders during project implementation was rated moderate with a mean score of 3.0335. Overall mean score was 3.3799 implying a moderate agreement of the stakeholders regarding contract management.

Communication Management

Communication Management was evaluated using four different parameters namely stakeholders having access to project progress reports, stakeholders meeting frequently, feedback methods used being suitable and stakeholders getting updated on the project progress. These descriptive statistics are provided in Table 2.

Table 2: Communication Management

	N	Minimum	Maximum	Mean	Std. Deviation
Progress report access	179	1.00	5.00	3.4782	.99059
Frequent meeting for stakeholders	179	1.00	5.00	3.3106	1.15673
Feedback reliable	179	1.00	5.00	3.5140	1.07765
Project progress updates	179	1.00	5.00	3.5084	1.41568
Aggregate	179			3.4528	

As indicated in Table 2, reliability of feedback recorded the highest mean score (3.5140) with a standard deviation of 1.07765. This implies that most of the respondents were in agreement that they received reliable feedback. The low standard deviation (1.07765) indicates that the respondents views were homogeneous with regard to reliability of feedback.

Stakeholders getting updated on the project progress was also rated high with a mean of 3.5084

implying that majority of the respondents were in agreement that they get updated on project progress. Access to project progress reports and frequency of stakeholder’s meetings were moderately rated with a mean of 3.4782 and 3.3106 respectively. Finally the overall mean score was 3.4528. This mean score implied a moderate agreement of the stakeholders regarding communication management.

Conflict Management

Conflict Management was evaluated using three different parameters namely committee normally resolving disagreements in the project, a board

which resolve disagreements in the project and disagreements being resolved by courts of law. These descriptive statistics are provided in Table 3.

Table 3: Conflict Management

	N	Minimum	Maximum	Mean	Std. Deviation
Committee Resolving disagreements	179	1.00	5.00	3.1844	1.36759
Board resolving disagreements	179	1.00	5.00	3.3631	1.29258
Court of Law resolving disagreements	179	1.00	5.00	2.6089	1.21004
Aggregate	179			3.0521	

The results in Table 3 showed that board resolving disagreements was rated highest with mean score (3.3631) with a standard deviation of 1.29258. This implied that most of the respondents were in agreement that the board resolved projects disagreements. The low standard deviation (1.07765) indicates that the respondents views were homogeneous with regard to disagreements resolution by the board.

Asked whether a committee resolved project disagreements, majority of the respondents agreed with the statement with a mean ratings of 3.1844. Further, the respondents were asked whether

conflicts escalated to court cases and there was moderate agreement, with a mean of 2.6089. The overall mean score was 3.0521 implying a moderate agreement of the stakeholders regarding conflict management.

Project Performance

Project performance was appraised using four different parameters namely the project completion was as scheduled, project completion was within the budget, the project scope was met and that the project output quality was acceptable by the stakeholders. These descriptive statistics are provided in Table 4.

Table 4: Project Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Project completion was on time	179	1.00	4.00	1.8883	.77084
Project completion within the budget	179	1.00	5.00	3.5866	1.51288
The project scope was met	179	1.00	5.00	2.5028	1.27805
Quality of project acceptable	179	1.00	5.00	3.4804	1.54462
Aggregate	179			2.8645	

Most respondents as indicated in Table 4 opined that project completion was within the budget (Mean 3.5866) and that Quality of project acceptable (Mean 3.4804). However the respondents rated lowly on project scope being met (Mean 2.5028) and also project completion being on time was rated lowly (Mean 1.8883).The overall mean score was 2,8645 implying a

moderate agreement of the stakeholders regarding project performance.

Inferential Statistics

Correlation Analysis

Correlation analysis is concerned with measuring the magnitude and direction of relationship between variables (Lucy, 1996). Variables are related when a variation in one variable leads to a change in another. Analysis was conducted to

establish whether significant associations existed between contract management, communication management and conflict management and project performance. The study used Karl Pearson's product-moment correlation coefficient (r) to evaluate the association between variables where r of at least 0.7 indicate a strong relationship; r of between 0.5 and 0.7 a moderate relationship; r of below 0.49 a weak relationship and $r=0$ is an indicator of no relationship between the variables (Esther- Smith, Thorge and Love, 1999). Table 5 below presents the correlation analysis results.

Correlation results revealed $r= .723$ indicating a strong positive relationship between contract management and project performance. Also $r=0.804$ was obtained indicating a strong positive relationship between communication management and project performance. In addition $r=-0.711$ indicating a strong negative relationship between conflict management and project performance.

Table 5: Correlations

		Contract Management	Communication Management	Conflict Management	Project Performance
Contract Management	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	179			
Communication Management	Pearson Correlation	.519**	1		
	Sig. (2-tailed)	.000			
	N	179	179		
Conflict Management	Pearson Correlation	.499**	.452**	1	
	Sig. (2-tailed)	.000	.000		
	N	179	179	179	
Project Performance	Pearson Correlation	.723**	.804**	.711**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	179	179	179	179

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

Regression model

The influence of independent variables on the dependent variable was determined by use of

regression analysis. Table 6 summarized the findings.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.674	.668	.56089

a. Predictors: (Constant), Contract management, Conflict management, Communication management

Table 7 displays that the adjusted coefficient of correlation was 0.668, showing that 66.8% of the variation in performance of county Government funded projects in Nyeri County was explained by independent variables namely Contract

management, Conflict management, Communication management The remaining 33.2% change in project performance is thus explained by factors outside this model. The ANOVA results were as demonstrated in Table 8.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	113.722	3	37.907	120.494	.000 ^b
	Residual	55.055	175	.315		
	Total	168.777	178			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Contract Management, Conflict Management, Communication Management

Table 8 displays significance value of $0.000 < 0.05$. This implied that the model was significant in determining project performance of County Government funded projects in Nyeri County.

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.063	.156		.406	.686
	Conflict mgt	.184	.065	.213	2.844	.005
	Communication mgt	.583	.079	.581	7.409	.000
	Contract mgt	.067	.026	.026	2.577	.017

a. Dependent Variable: PROJECTPERFORMANCE

The results as shown in Table 9 indicated that 0.063 was the constant value representing how project performance changes when contract management, communication management and conflict management are kept at constant.

$$Y = 0.063 + 0.067X_1 + 0.583X_2 + 0.184X_3 + \epsilon$$

Y = Project Performance

X₁ = Contract Management

X₂ = Communication Management

X₃ = Conflict Management

From the above regression results, a positively statistically significant relationship of contract management, communication management and conflict management on one hand and project performance of County Government funded projects on the other hand was established. Specifically it was determined that a unit change in contract managements leads to a change of 0.067 units in project performance of County Government funded projects in Nyeri County. These results confirms that contract management influence

project performance of County Government funded projects in Nyeri County, Kenya. The findings are in line with those of Njogu (2016) who studied the influence stakeholder's participation had on performance of NEMA automobile discharge projects in Kenya and asserted that stakeholder management such as contract management wielded great influence on projects performance.

The communication management coefficient (0.583) was also positive and statistically significant. The result specifies that a unit change in communication management results in project performance change of 0.583. The results of the current study are consistent with the results of Affare (2012) who established that effective project communication enhanced construction projects performance in Ghana and also the results agree with Wang *et al.*, (2012) findings that project communication had a positive relationship with project performance.

Additionally, coefficient of conflict management (0.184) was also positive and significant. This

indicates that a unit change in conflict management leads to a change in project performance by 0.184 units. The finding agrees with Verma, (2014) that conflicts if not amicably resolved affects project performance. Further, the findings concur with Uju (2014) who found out a positive association between conflict management and project performance Nigeria.

CONCLUSIONS AND RECOMMENDATIONS

Stakeholder management was found as being critical in project performance of County Government funded projects in Nyeri County. Stakeholder management in the project improved decision making, timely completion, ownership and better conflict management. In County Government funded projects in Nyeri County, stakeholders were actively involved in negotiations, implementation, decision making and in conflict resolution.

County Government funded projects stakeholders are many and their interests and needs varies. Identification of stakeholder should be followed by an analysis and documentation of information covering their interests in the project; their interdependencies; their involvement in the project and their potential impact on the performance of the project. The study concludes that stakeholder contract management should be an integral part of the preliminary stages of County Government funded projects in Nyeri County.

Conflicts can either be constructive or destructive. To ensure that the performance of the projects is not affected; the project management should focus on the needs and expectation of each category of stakeholders then adopt an appropriate conflict management strategy to avoid destructive effect of negative conflict and disagreement.

The findings of the study have shown that for County Government funded projects in to be successful appropriate measures must be put in place to address stakeholder management issues adequately. Communication plays a vital role towards the success of any project. An

improvement on the number and the frequency of stakeholders' meetings would improve the stakeholders perspective of adequacy of communication strategy employed.

The role of stakeholder management on project success cannot be over emphasized. From the findings of the study stakeholder management is key and hence the government must ensure the aspect of stakeholder involvement is covered during the feasibility study of the intervention. Relevant project stakeholders, their needs and their roles must be well defined in the project documentation before the project begins.

According to the findings of this study; the importance of effective communication cannot be ignored. The channels, format, frequency and responsibility of sharing of the progress report to the stakeholders should be well defined during the conception stages of the intervention. This will boost transparency and accountability of the project management. Measures must be put in place to ensure that the reports shared are in agreement with the status of the project. This will ensure that the community gains value for the resources utilized.

Conflicts and disagreement cannot be avoided entirely. In light of this fact the project management of these County Government funded projects must change their reactive approach on occurrence of conflict but rather adopt a proactive approach in determining the highly susceptible issues and identify possible solution.

Recommendations of further research

The researcher recommended for more studies on influence of stakeholder management on performance of County Government funded projects in other counties in Kenya. This will provide baseline data in providing a clear picture of performance of County Government funded projects in the Country.

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