

ROLE OF STAKEHOLDERS MANAGEMENT ON IMPLEMENTATION OF MANGO FARMING PROJECTS IN MURANG'A COUNTY

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Abstract: The role of stakeholders on the implementation of mango farming is important towards scaling rural incomes and reducing poverty for small-holder farmers. Improving market access for small-holder farmers has been a focus on this subject. However, this project examined role of stakeholder's management on implementation of mango farming projects in Murang'a County. The specific objectives of the study were; to examine the role out role of project planning, examine the role of project monitoring and evaluation, project risk management and project leadership. The study was guided by four theories namely project management theory; temporary organization theory; theory of change; resource base view theory; and open system theory. The study adopted a descriptive research design and targeted 200 management staff of farmers groups registered with the ministry of agriculture in the county. This study will used questionnaires to provide and efficient was y of collecting responses prior to quantitative analysis. The research instruments will be tested for validity and reliability. Permission will be sought from the Sub-County Crops Officer prior to data collection. The data collected was analyzed using descriptive statistics (means and standard deviations) and inferential analysis (correlations and regressions) with the assistance of Statistical Package for Social Sciences (SPSS Version 23). This findings were be presented using frequency distribution tables, Graphs and Chats. The study concluded that stakeholder Involvement in project planning skills and its influence on implementation of mango farming in Murang'a Stakeholder Involvement in project planning skills enhances assessment of stakeholder resources; enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care of influencing implementation of mango farming in Murang'a to a great extent. The study concluded that stakeholder's Involvement in project monitoring and evaluation influence stakeholder involvement in budgeting for the project, identifying roles and responsibilities of personnel' and availing of resources, influence implementation of mango farming in Murang'a to a very great extent. The study concluded that stakeholder Involvement in project risk management influence project performance. From the findings, majority of the respondents indicated that stakeholder Involvement in project risk management influence project performance to a very great extent. The study concluded that stakeholder Involvement project motoring and evaluation, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent. based on the findings, the following recommendation was made. The study recommend that stakeholder Involvement in project identification should be enhanced as this would contribute significantly to implementation of mango farming in Murang'a through enhancing support of the project. The study recommends that stakeholder's Involvement in project planning influence implementation of mango farming in Murang'a. From the findings, majority of the respondents indicated that stakeholder Involvement in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent. The study determined the influence of stakeholders' engagement on implementation of mango farming in Murang'a County. Further studies should be carried out in different countries in Kenya for comparison. Studies could also be directed to establish challenges facing stakeholders' Involvement in implementation of farming in general.

Keywords: ROLE, MANAGEMENT, MANGO FARMING PROJECTS.

1. INTRODUCTION

Background of the Study:

Good project management practices are key to the success and sustainability of community led projects. The concept of sustainability of projects has been of concern. According to IFAD Strategic Framework (2007-2010), sustainability of a project is defined as the ability to ensure that the institution--s supported through projects and the benefits realized are maintained and continue after the end of the project external funding. The World Bank defines sustainability, "as to be the ability of a project to maintain an acceptable level of benefit flows through its economic life. Sustainability issues are complex by nature (Lovins, Lovins, & Hawken, 2009). Sustainability is the law that guides our actions regarding economic, social and environmental options without affecting future generations. Thomas, Francis, Elwyn and Davies (2011) have defined business sustainability as "the increase in productivity and/or reduction of consumed resources without compromising product or service quality, competitiveness, or profitability while helping to save the environment." Sustainability enables a firm to minimize long-term risks related to resource depletion, fluctuations in energy costs, product liabilities, and pollution and waste management. should somehow be reflected in the measurement and management of company sustainability.

Murang'a County:

Murang'a County is located between Nairobi County in the west, Nyeri County in the East, Machakos and Kitui in the South. Mango is one of the key fruits produced in Kenya for domestic and export market. It is adapted to a wide range of agro-ecological zones and therefore produced in most regions in Kenya. Mango has great potential to improve livelihoods of the smallholder farmers in rural areas. Majority of the residents (64 percent) are poor, a case that is attributed to the frequent drought that occurs in the area especially in the southern part of the county (Centre for Science and Technology Innovation, 2009). The Kenya Agricultural Research Institute (KARI) introduced mango farming in the county a decade ago to help mitigate the effects of the frequent droughts. Farmers in the County have taken up mango farming rapidly making Murang'a as one of the few counties the leading farming and Producer of mangoes in the country.

Mango has great potential to improve livelihoods of the smallholder farmers in rural areas. This potential remains largely untapped. Unlocking this potential requires concerted efforts of all value chain actors including farmers/producers, transporters, processors, distributors and others. There are various challenges to productivity at the various stages of the mango supply chain. One of the key challenges in the mango value chain is high postharvest losses. It is estimated that up to 50% of the mango produced are lost along the supply chain. Even thou there are various strategies that are farmers are applying to combat in reducing the losses so as to increase profitability of the manger farming to the farmers.

Problem Statement:

Little or no study has been done on sustainability and implementation of mango farming in Murang'a County, there are numerous problem facing farming industry in the county being lack of goodwill in enabling the farmers to concentrate the mango farming, lack of improved seedlings that are viable commercially, improved farming training techniques, proper agricultural inputs, mitigating weather effects and well organized marketing away from the hands of brokers as a tool to significantly contribute to income of the smallholder farmer. Since making uninformed decision to the farmers in the county can be socially, economically and politically detrimental, the information generated from this study is expected to fill the gap by searching information that will be the basis for providing advice on necessary interventions required for development of mango farming in the county. This study therefore seeks to fill the existing research gap by examining role of stakeholder's management on implementation of mango farming projects in Murang'a County.

2. LITERATURE REVIEW

Theory of Project Management (PM) (Johann, 2005):

Theory of project management (PM) can be described as a set of models and techniques for the planning and control of complex undertakings. Theory of project management is prescriptive: it reveals how actions contribute to the goals set to those actions. Project Management is the art of directing and coordinating human and material resources throughout the life of a project by using modem management techniques to achieve predetermined objectives of scope, cost, time, quality, and participant satisfaction (Johann, 2005). According to Lauri &Gregory, (2009) the theory of project management is considered to be made of two components: Theory of Project; The main part of theory of project is scope management whose purpose is to ascertain that an adequate or sufficient amount of work is done and also the work that is done delivers the stated business purpose.

Transformational Leadership Theory (Harris, 2005):

Transformational leadership appears to take vision as a given in terms of being a component of leadership that motivates people to higher levels of effort and performance in organizations generally (Leithwood and Riehl, 2003; Harris, 2005). Vision implies that the leader knows what the core values and core tasks of the organization are, and what the organization should achieve. Vision can inspire group members to perform exceptionally well (Frese, 2003). A collective vision is a crucial element of organizational learning (Johnson, 2002). Transformational leadership, vision and organizational learning processes are the key to groups in mango farming (Bass, 2000).

Theory of Change (Stein 2012):

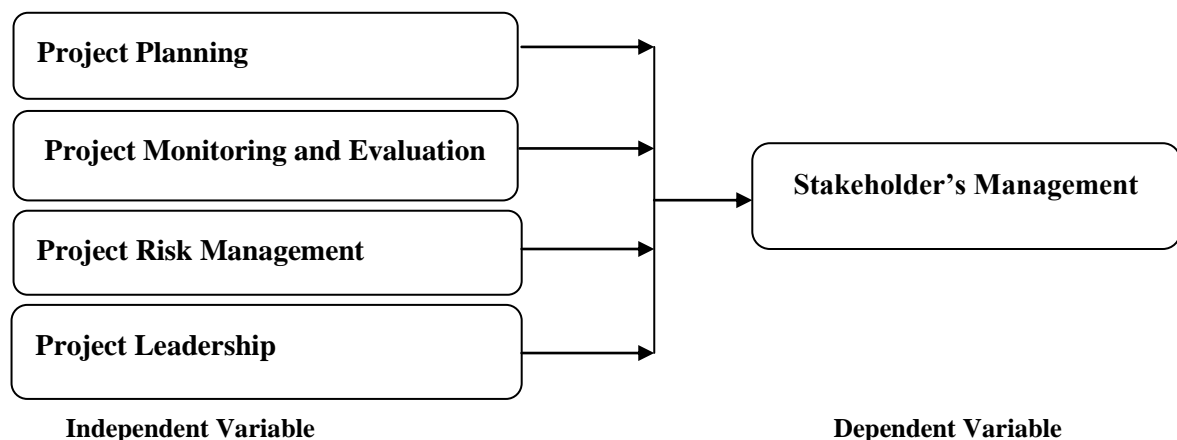
Theory of change is part of the program theory that emerged in the 1990s as an improvement to the evaluation theory (Stein and Valters, 2012). A theory of change is a tool used for developing solutions to complex social problems and is closely associated with the causal analysis framework. Anderson (2005) posited that theory of change provides a comprehensive picture of early and intermediate term changes that are needed to reach a long term set goal. It therefore provides a model of how a project should work, which can be tested and refined through monitoring and evaluation.

Resource Based View Theory (Hitt 2011):

The resource-based view of the firm (RBV) draws attention to the firm’s internal environment as a driver for creating high performance and emphasizes that if a company utilizes its resources and capabilities well, it will have a competitive advantage. One of the critical insights of the resource-based view is that not all organizational resources are a potential source of high performance (Hitt, 2011). However, in order to be competitive, resources must be valuable by being capable of creating an excellent customer service: allowing the firms to implement strategies that will enable it to meet customer’s needs more efficiently and effectively, rare and in high demand (Kairu, 2015).

Conceptual Framework:

A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetically aspects of a process or system being conceived.



3. DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

Response Rate:

The research administered questionnaires to 133 respondents to collect data.

Table: Response Rate

Response	Frequency	Percentages
Returned questionnaires	108	81
Unreturned questionnaires	25	19
Total	133	100

From the study, 108 out of 133 target respondents filled in and returned the questionnaire contributing to 81%. This was adequate for the study. According to Mugenda and Mugenda (2003), a response rate of 50%, - 70% was sufficient for a study.

Stakeholders Involvement in Project Planning and Performance of mango farming in Murang’a

The other objective the study focus on achieving was to determine influence stakeholders involvement in project planning and performance of mango farming in Murang’a.

To what extent does planning role of project management affect stakeholder’s implementations on your group?

The study sought the extent to which planning role of project management affect stakeholder’s implementations.

Table: To what extent does planning role of project management affect stakeholder’s implementations on your group?

	Frequency	Percentages
Very great extent	28	21
Great extent	98	74
Moderately Extent	7	5
Total	133	100

From the findings in table below majority 74% indicated that planning role of project management skills affect stakeholder’s implementations to a great extent, 21% indicated to a very great extent while 5% indicated to a moderate extent. This implied that stakeholder capabilities assessment is critical in determining the success stakeholder Involvement in implementation of mango farming in Murang’a.

Use of Monitoring and evaluation in stakeholder’s implementation:

The study sought the extent to which organizations reports were used in identification of mango farming in Murang’a County and findings presented in Table below

Table: Use of Monitoring and evaluation in stakeholder’s implementation

	Frequency	Percentages
Very great extent	80	60
Great extent	27	21
Moderately Extent	26	19
Total	133	100

The findings show that use of monitoring and evaluation in stakeholder’s implementation in Murang’a County to a very great extent as indicated by 60% of the respondents, 21% indicated that use of monitoring and evaluation in stakeholder’s implementation in Murang’a County to a great extent while 19% indicated that use of monitoring and evaluation in stakeholder’s implementation in Murang’a County to a moderate extent. This implied that the use of monitoring and evaluation in stakeholder’s implementation in Murang’a County facilitated mango farming.

Monitoring and Control Involvement in the role of Stakeholder Management on implementation of Mango farming.

The study focused on achieving the objectives to which was to examine the influence of Monitoring and Control Involvement in the role of Stakeholder Management on implementation of Mango Farming. The respondents were requested to indicate the extent to which Monitoring and Control Involvement facilitated the role of Stakeholder Management on implementation of Mango Farming.

Table: Monitoring and Evaluation involvement in the role of Stakeholder Management on implementation of Mango Farming

Monitoring and Evaluation Involvement in the role of Stakeholder Management on implementation of Mango Farming	Mean	Standard
Poor project skills create problems.	3.85	0.53
Lack of professionalism and technical skills	4.51	0.88
Low skill hinder active management participation	4.35	0.76
Monitoring and evaluation mechanisms are not well developed	4.53	0.86

From the findings in Table , the respondents indicated that Monitoring and Control Involvement in the role of Stakeholder Management on implementation of Mango Farming in indentify extent of decision making influence project performance to a very great extent as indicated by a mean of 4.57, 4.53 and 4.51 respectively.

Stakeholder Involvement in Monitoring and evaluation affects project management and implementation.

The study specific objective that the study sought to achieve was to determine the influence stakeholder involvement in monitoring and evaluation affects project management and implementation

Risk Management influence on Stakeholders management and implementation of mango farming

The study sought the extent to which Risk Management influence on Stakeholders management and implementation of mango farming.

Table: Risk Management influence on Stakeholders management and implementation of mango farming.

Statement	Mean	Standard Deviation
Staff Skill levels	4.09	0.6
Risk management skills needed	4.69	0.78
Lack of risk management skills	4.71	0.8
Involvement of local community	4.5	0.81

From the findings in Table, majority of the respondents indicated that risk management influence on stakeholder’s management and implementation of mango farming was to a great extent affecting mango farming in Murang’a County. With Staff Skill levels having a mean of 4.09, Risk management skills needed having a mean of 4.69, Lack of risk management skills having a mean of 4.71 while Involvement of local community having a mean of 4.5 this depicts that risk management had a great influence on mango farming in Murang’a county.

Regression Analysis:

The study sought to determine whether there existed a significant variation between the role stakeholders’ management and implementation of mango farming projects in Murang’a County and project planning skills, project monitoring skills, project risk management, project leadership and stakeholder’s management.

Table: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.854 ^a	.729	.715	.564	.001

- a. Predictors: (Constant), project planning skills, project monitoring skills, project risk management and project leadership
- b. Stakeholder’s management

Result in Table indicated that a variation of $R^2 = 0.729$ in dependent variable can be attributed to changes in independent variable as a 72.9% change in the performance of stakeholder’s management attributed to changes in the project planning, project monitoring and evaluation, project risk management and project leadership.

ANOVA:

Result in Table 4.11 indicated that the Total variance (80.224) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error).

Table: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.826	4	4.707	12.675	.000 ^a
	Residual	62.112	96	.647		
	Total	80.224	100			

- a. Predictors: (Constant), project planning skills, project monitoring skills, project risk management and project leadership
- b. stakeholder’s management

The study established that there existed a significant goodness of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$. Based on the findings, in Table 4.21 the results indicate the $F_{Cal} = 12.675 > F_{Cri} = 3.444$ at confidence level 95 % and sig is $0.000 < 0.05$. This implies that there was a goodness of fit of the model fitted for this study.

Coefficient Analysis:

From regression results in Table, the 3.002 represented the constant which predicted value of stakeholder’s management when all Project planning skills in the project variables was constant at zero (0). This implied that stakeholder’s management would be at 3.002 holding Project planning skills variables at zero (0).

Table: Coefficient Analysis

Coefficients	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.002	.972		8.509	.001
Project Planning Skills	.279	.205	.112	3.304	.000
Project Monitoring and Evaluation	.393	.111	.264	7.882	.002
Project risk management	.465	.136	.365	5.117	.001
Project leadership	.509	.124	.461	6.104	.000

- a. Predictors: (Constant), project planning, project monitoring skills, project risk management and project leadership
- b. stakeholder’s management

$$Y = 3.002 + 0.279X_1 + 0.393X_2 + 0.465X_3 + 0.509X_4 + e$$

Regression results revealed that Project Planning has significance influence in stakeholder’s management as indicated by $\beta_1 = 0.279$, $p = 0.002 < 0.05$, $t = 3.304$. The implication is that an increase in Project Planning Skills would lead to an increase in stakeholder’s management by $\beta_1 = 0.279$. Regression results revealed that project monitoring and evaluation involvement in project planning has a positive and significance influence in stakeholder’s management as indicated by $\beta_2 = 0.393$, $p = 0.002 < 0.05$, $t = 7.882$. The implication is that an increase in stakeholder’s management in project monitoring and evaluation would lead to an increase in stakeholder’s management by $\beta_2 = 0.393$.

Regression results revealed that project risk management has a positive and significance influence in stakeholder’s management as indicated by $\beta_3 = 0.465$, $p = 0.001 < 0.05$, $t = 5.117$. The implication is that an increase in stakeholder’s management in project implementation would lead to an increase in Project risk management by $\beta_3 = 0.465$.

The results further revealed that stakeholder involvement in project leadership has a positive and significance influence in stakeholders management as indicated by $\beta_4 = 0.509$, $p = 0.001 < 0.05$, $t = 6.104$. The implication is that an increase in stakeholder involvement in project leadership would lead to an increase in stakeholders management Performance by $\beta_4 = 0.509$.

4. SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION

The study investigated the role of stakeholder’s management on implementation of mango farming projects in Murang’a County. The findings are summarized in the subsequent section.

Stakeholder Management in Project planning skills and its influence on mango farming projects in Murang’a County

The study revealed that stakeholder management in project planning skills and its influence on mango farming projects in Murang’a county, use of project planning skills in identify extent of decision making influence project performance to a very great extent (M= 4.57, 4.53 and 4.5) respectively. The study revealed that that stakeholder Involvement in project planning skills enhances assessment of stakeholder resources; enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process.

Stakeholders Involvement in project monitoring and implementation of mango farming in Murang’a

This study established that stakeholder’s Involvement in project monitoring and evaluation significantly led to positive implementation of mango farming in Murang’a County as increase in stakeholder Involvement in project monitoring and evaluation would lead to an increase in implementation of mango farming in Murang’a County to a great extent (M=

4.11, 4.09, 4.01) respectively.. The results were further supported by regression results that revealed that stakeholder Involvement in project monitoring and evaluation has a positive and significance influence in implementation of mango farming in Murang'a County ($\beta_2 = 0.393$, $p = 0.002 < 0.05$, $t = 7.882$).

Stakeholder Involvement in project risk management and implementation mango farming in Murang'a

This study demonstrated clearly that stakeholder Involvement in project risk management contributes significantly to implementation of mango farming in Murang'a County. The regression results demonstrated that stakeholder Involvement in project risk management had a positive and significance implementation of mango farming in Murang'a County. The implication is that increase in stakeholder Involvement in project risk management would lead to an increase in implementation of mango farming in Murang'a County.

Stakeholder Involvement in project leadership and implementation of mango farming in Murang'a

The results show that stakeholder Involvement in project leadership influence the implementation of mango farming in Murang'a. An increase in stakeholder Involvement in project leadership would lead to an increase in implementation of mango farming in Murang'a. Regressing results confirmed that stakeholder Involvement in project leadership would contribute significantly to implementation of mango farming in Murang'a

($\beta_3 = 0.509$, $p = 0.001 < 0.05$, $t = 6.104$).

Discussion:

This section presented the discussion of the results based on the research project Objectives. The findings concurred with Carol, Cohen, & Palmer, (2004) who observed that stakeholders involvement in project identification promote stakeholders interest, rights, ownership significantly influencing on project outcome. The findings agreed with Fudge, & Wolfe, (2008) who found that stakeholder involvement in project identification enhance clearly definition of project goals, clarification of stakeholder responsibility clarity, teamwork values, flexibility in response to need and a team commitment, as critical success factors that influence project performance. The finding agreed with Flanagan & Norman (2003) who indicated that stakeholder involvement monitoring influence success in environmental control project.. The results were similar to that of Glass (2010) who noted stakeholder involvement in project reporting to make auto mobile emission control strategies, actions and achievements more transparent, to increase communication performance, develop a reputation for responsible behavior and achieve set objectives.

Conclusion:

The study concluded that stakeholder Involvement in project planning skills and its influence on implementation of mango farming in Murang'a Stakeholder Involvement in project planning skills enhances assessment of stakeholder resources; enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care of influencing implementation of mango farming in Murang'a to a great extent.

The study concluded that stakeholder's Involvement in project monitoring and evaluation influence stakeholder involvement in budgeting for the project, identifying roles and responsibilities of personnel' and availing of resources, influence implementation of mango farming in Murang'a to a very great extent. The study concluded that stakeholder Involvement in project risk management influence project performance. From the findings, majority of the respondents indicated that stakeholder Involvement in project risk management influence project performance to a very great extent.

The study concluded that stakeholder Involvement project motoring and evaluation, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent.

Recommendation:

Based on the findings, the following recommendation was made.

The study recommend that stakeholder Involvement in project identification should be enhanced as this would contribute significantly to implementation of mango farming in Murang'a through enhancing support of the project.

The study recommends that stakeholder's Involvement in project planning influence implementation of mango farming in Murang'a. From the findings, majority of the respondents indicated that stakeholder Involvement in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent.

Suggestion for further studies:

The study determined the influence of stakeholders' engagement on implementation of mango farming in Murang'a County. Further studies should be carried out in different countries in Kenya for comparison. Studies could also be directed to establish challenges facing stakeholders' Involvement in implementation of farming in general.

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