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## **Stakeholder Participation in the Project Cycle and Performance of End Child Marriage Project in Homa Bay County, Kenya**

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### **Abstract**

An evaluation carried out by Plan International noted that the sustainability and performance of community development projects is poor. This was greatly attributed to weak participation of stakeholders. The evaluation did not pay attention to participation of stakeholders in the different phase of project cycle and its effect on performance of the project even though a relationship had been noted by Pretty. The purpose of the study is to determine the influence of stakeholder participation in the project cycle on the performance of end child marriage (ECM) project in Homa Bay County. Descriptive survey design was adopted using quantitative the approach. The study utilized positivism and interpretive paradigms. The population of the study was the approximate three staff from each of the 51 civil society organizations and the community based organizations working together in the implementation of the End Child Marriage project in Homa Bay County. This gave a population of 153 people/staff. Using Sekeran sample determination, the sample was determined as 113 respondents. Simple random sampling was used to pick the respondents. The study employed questionnaires for data collection. Descriptive and inferential analysis techniques were used; mean, standard deviations, frequencies and percentages, cross tabulations and Spearman correlations. The logit regression model will also be used to analyze the relationship between the dependent and the independent variables. It was established that was a moderate significant positive correlation between the performance of ECM project and participation in formulation  $r=0.500$ ,  $p=0.000$ . There was a

moderate significant positive correlation between the performance of ECM project and participation in financing. Spearman's  $\rho=0.422$ ,  $p=0.000$ . It was determined that there was a strong significant positive correlation between the performance of ECM project and participation in implementation. Spearman's  $\rho=0.607$ ,  $p=0.000$ . There was a moderate significant positive correlation between the performance of ECM project and participation in Monitoring and Evaluation. Spearman's  $\rho=0.523$ ,  $p=0.000$ . There was need to strengthen stakeholder participation in project formulation. The researcher recommends that there is need to enhance stakeholder participation in project financing. Plan Kenya should promote the participation of stakeholders in project implementation. Plan Kenya should also make efforts to bolster the engagement of stakeholder in the monitoring and evaluation of the end child marriage project, this would lead to better project performance. The researchers suggest further research on determinants of stakeholder participation in the project cycle of the end child marriage project in Homa Bay County.

**Keywords:** Project performance, Project formulation, Project financing, Project implementation, Project monitoring and evaluation.

### **Background of the Study**

Project management life cycle activities according to the traditional approach are a sequence of steps to be completed. The steps include five developmental components of a project can be distinguished (four stages plus control): initiation, planning and design, executing, monitoring and controlling and closing. Project Management Institute (2004) classifies the project management life cycle in to: conception phase, definition phase, planning and organizing phase, implementation phase and project clean-up phase. Project Management Institute (2013) identifies the project management life cycle in to initiating, planning, executing, monitoring and controlling and closing. Stakeholder participation is key throughout the project cycle if better performance is to be achieved.

Karlsen, Graee & Massaoud (2008) assent that stakeholder participation is increasingly becoming part of project practice in order to deliver excellent project outcomes. A well-managed stakeholder engagement process helps the project stakeholder to work together to increase comfort and quality of life, while decreasing negative environmental impacts and increasing the economic sustainability of the project. Stakeholder engagement should therefore be taken as a core element of any "sustainable development" plan (Bal, Bryde, Fearon & Ochieng, 2013). The issue of performance relating to development activities started to become important to government, donors and development theorists from the 1980s (Scoones, 2007).

UNDP (2007) report emphasizes that such stakeholder participation should be gender sensitive and include even the women and should be throughout the project cycle. Women should be a special target group who has a critical contribution to economic development. Also having stakeholders set vision and prioritize results will make them have the best ideas during planning in the best way how the results would continue to remain relevant to them. They must therefore be involved in identifying the information that is needed during implementation. Inadequate stakeholder involvement hinders beneficiaries' participation and weakens their capacity to influence project outcomes hence poor performance.

Minkler *et al.* (2008a) on the same note observed that community participation in project initiation was important because it strengthened community capacity and subsequently improved the overall wellbeing of the community. Their study on community-based participatory research (CBPR) on environmental issues showed that the recognition of community participation in health and environmental issues was increasing. In particular, he reported that it was important to involve community members during the initiation stages of a project because it improved the community's capacity to identify problems, participate in decision-making, and translate problems into solutions or action.

A training manual by Transportation Department of Edmonton (2006) indicated that stakeholder participation was very important in the implementation phase of the project. This is because this phase involves a number of people working to fulfill the project. The involvement diverse stakeholders increase the conflict of interests between stakeholders in the implementation phase. To reduce this conflict, the author suggested that the project supervisor ensure that the community participated in monitoring the project schedule and implementation.

Participation in project monitoring and evaluation was another area discussed in various studies (Boon, Bawole, & Ahenkan, 2013; Kambonesa, 2000; Kanwal *et al.*, 2012; Polo, Algeria, & Sirkin, 2012). Furthermore, Institutions such as the World Bank (2008) had advocated the adoption of participatory monitoring to ensure that the project achieved the desired objectives. Lechner (2004) concurred that the monitoring and evaluation phase focused on anticipating and planning for issues or problems that could occur with the end product.

Despite the promulgation of the new constitution, which outlaws marriage below the age of 18 in Kenya and the several project interventions on child marriage, the practice is still rampant in the country's rural areas. This has been partly attributed to the weak stakeholder participation in the project cycle. In rural areas, early marriage is high among girls compared to males. Forty-three per cent of girls are married when they are 18 years compared to boys at 11.6 per cent. This proportion is higher than the national prevalence rate, which stands at 34 per cent for females and 1.4 per cent for males (Plan International, 2011). Early marriages constitute 25 per cent nationally and the percentage is higher in the former Nyanza Province (Ochieng' and Erulkar, 2008). Statistics show that Kilifi has the highest prevalence of early marriage with 47.4 per cent, followed by Homa Bay at 38 per cent, Kwale at 37.9 per cent, Bondo at 29.5 per cent and Tharaka at 25 per cent (Plan International, 2011). In Homa Bay County, there have been a number of interventions to end child marriage but significant success and sustained efforts have not been realized because weak stakeholder engagement.

### **Statement of the Problem**

An evaluation report by Plan international (2014) noted that the sustainability and performance of community development project is poor, one of the causes to this was established as weak participation by stakeholders. The evaluation did not pay attention to the participation of stakeholders from one phase to another of the project cycle management and how it affects project performance, this is important because Pretty (1995) noted a relationship between the two. Plan acknowledges that participation of its stakeholders throughout the projects cycle

remains unknown, attempts have been made to establish this through qualitative approaches with little success. According to Scoones (2007), weak performance of projects is a challenge to organization competitiveness and effectiveness in fundraising from donors. Scoones noted that project sustainability is of great interest to donors.

An earlier evaluation report by Plan International (2013) pointed to inefficiency of child protection projects where sustainability could not be traced after six months of project closure despite an expenditure of 12 M in a period of one year. Plan (2015) report notes that there is increasing competition for funds among NGOs and therefore need to demonstrate competitiveness through sustainability and performance of projects. Sponsorship funds have dwindle and Plan is currently downsizing through a restructuring process. This was a massive investment whose expenditure would only be justifiable if the projects are able to generate benefits to the primary beneficiary long after the project closes. The researcher did not come about any study that assesses the participation of stakeholders in the project cycle and how it affects project performance. A study by Mbae (2010) established that low stakeholder involvement contributed to performance of implementation of the ALLPRO beekeeping project, the study did not look at stakeholder participation through the project cycle hence lack of evidence.

Ngure (2013) investigated the determinants of performance of Agricultural projects, the study established that planning process greatly, and project initiation process, project implementation and project monitoring and evaluation influenced project performance while stakeholder participation and involvement was rated as having the least influence. The study looked at the influence of the project cycle components and stakeholder involvement independently, the influence stakeholder participation in the project cycle on the performance is still unknown. There have been an outcry on the poor performance of the End Child Marriage Project overtime. This study seeks to find whether the outcry is as a result of stakeholder participation and recommend policies to adopt to salvage situation.

### **Purpose of the Study**

To establish the influence of stakeholder participation in the project cycle on the performance of end child marriage project in Homa Bay County

### **Specific Objectives**

The study sought to address the following objectives:

- i. To examine the influence of stakeholder participation in project formulation on the performance of end child marriage project in Homa Bay County
- ii. To assess the influence of stakeholder participation in project financing on the performance of end child marriage project in Homa Bay County
- iii. To determine the influence of stakeholder participation in project implementation on the performance of end child marriage project in Homa Bay County
- iv. To find out the influence of stakeholders participation in project monitoring and evaluation on the performance of end child marriage project in Homa Bay County.



### **Theoretical Framework**

The study is anchored on two theories; Arnstein's ladder of participation and Continuum of involvement.

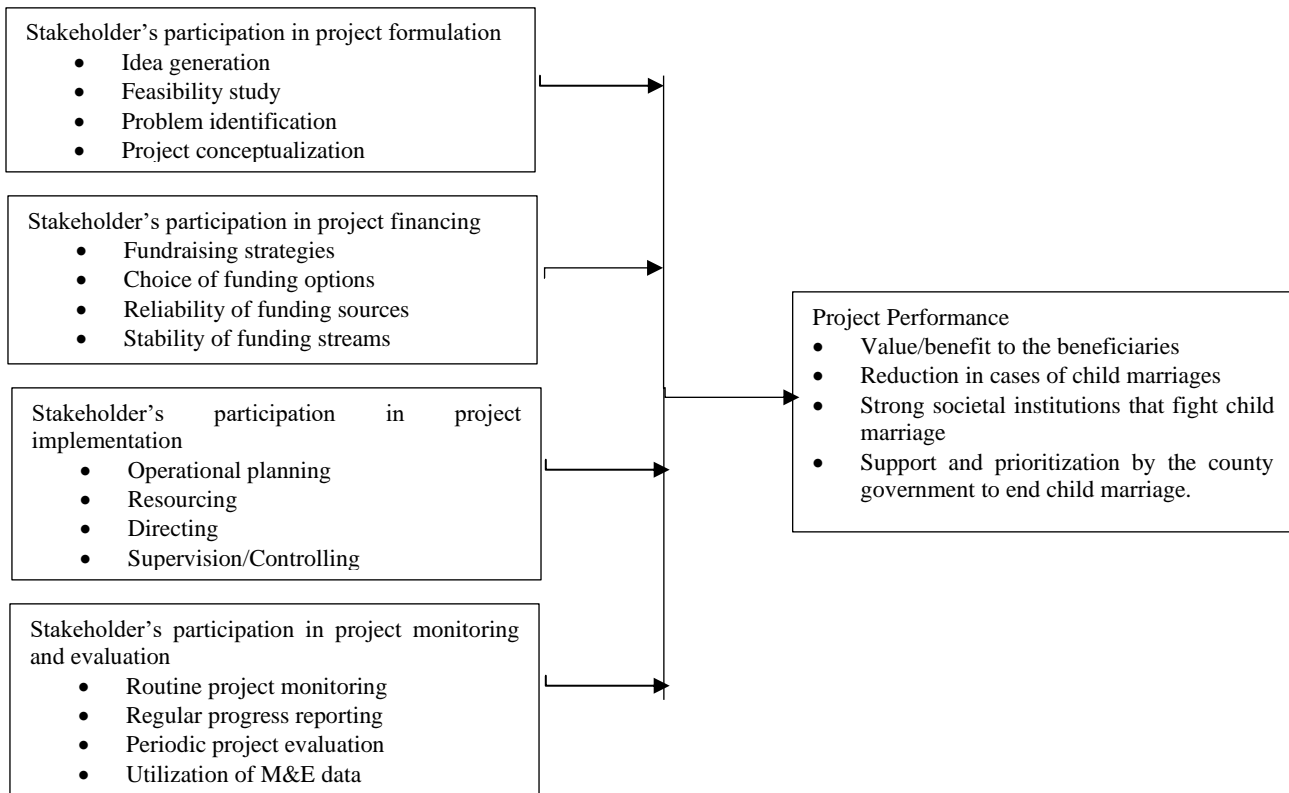
#### **Arnstein's Ladder of Participation**

This study is anchored on the ladder of community participation by Arnstein (1969). The particular importance of Arnstein's work stems from the explicit recognition that there are different levels of participation, from manipulation or therapy of citizens, through to consultation, and to what we might now view as genuine participation, i.e. the levels of partnership and citizen control. The limitations of Arnstein's framework are obvious. Each of the steps represents a very broad category, within which there are likely to be a wide range of experiences. For example, at the level of 'informing' there could be significant differences in the type and quality of the information being conveyed. Realistically therefore, levels of participation are likely to reflex a more complex continuum than a simple series of steps. The use of a ladder also implies that more control is always better than less control. However, increased control may not always be desired by the community and increased control without the necessary support may result in failure.

#### **Continuum of Involvement**

As a development of this ladder concept of participation Wilcox (1999) identifies five interconnected levels of community participation. Wilcox's work has arisen from the UK regeneration context and reflects a philosophical progression in thought around participation. That is that different 'levels' of participation are acceptable in differing context and settings, this progression recognises that power is not always transferred in apparently participative processes, but that the processes still have value. As opposed to the common interpretation of Arnstein, that bring the thought that it is only acceptable to be striving towards citizen control. Within some contexts this move in philosophy has been further developed to describe levels of involvement as a continuum.

### Conceptual Framework of the Study



### Study Methodology

The study utilized positivism and interpretive paradigms in a descriptive survey design. The population of the study was the approximate three staff who are the executives (chairman, secretary and treasurer) drawn from each civil society organizations and the community based organizations working together with Plan International in the implementation of the End Child Marriage project in Homa Bay County. It is estimated by Plan, which is the lead organization implementing Ending Child Marriage project that it has actively engaged three/staff from the partner organizations. Information obtained from Plan International revealed that they work with a total of 51 partner organizations in the day-to-day project activities. The researcher targeted three people in each of the 51 organizations; this gives a population of 153 people/staff. The study applied Sekeran (2003) sample determination table to determine the sample from the population. Given a population of 153 people/staff who have actively engaged in the End Child Marriage Project, the sample size was 113 respondents. The researcher applied a simple random sampling to select the 113 respondents. The study employed self-administered questionnaires for purposes of data collection. The questionnaires were distributed by the researcher to the selected respondents in the implementing and partner organizations. The researcher then picked the questionnaires after two weeks. On-spot checks were done for completeness, omissions and commission errors. Both descriptive and inferential data analysis were done, Statistical Package for Social Sciences (SPSS) software version 20 was used to aid analysis and perform several statistical computations i.e. averages, frequencies and percentages, cross tabulations, correlations on the independent variables. The study used a logit regression model to test to test

the probability of the outcome variable (Performance of End Child Marriage project) based on the independent variables.

### Study Findings

The questionnaire return rate for the study was 94.6%, represented by 107 respondents who filled and returned the questionnaires out of the targeted 113.

### Demographic Information of the Respondents

**Table 1: Demographic Information of the respondents**

Characteristics	Categories	Percentage/Proportion
Age of respondents	20-29	17(15.9%)
	30-39	42(39.3%)
	40-49	31(29.0%)
	50-59	14(13.1%)
	60-69	3(2.8%)
Gender of respondents	Male	69(64.5%)
	Female	38(35.5%)
Respondents level of education	Post graduate	14(13.1%)
	Graduate	36(33.6%)
	Diploma	31(29.0%)
	KCSE	26(24.3%)
Position in the organization	Chairman	18(16.8%)
	Secretary	15(14.0%)
	Treasurer	7(6.5%)
	Any other specific	67(62.6%)
Years worked in organization	1-2 years	44(41.1%)
	3-5 years	27(25.2%)
	5-10 years	14(13.1%)
	over 10 years	22(20.6%)
How long their organization engaged with the End Child Marriage projects	6 Months -1 year	25(23.4%)
	1 year -2 years	36(33.6%)
	Over 2 years	46(43%)
Frequency of engagement in the End Child Marriage project	Weekly	16(15.0%)
	Monthly	33(30.8%)
	Quarterly	14(13.1%)
	Semi annually	7(6.5%)
	Annually	12(11.2%)
	others( specific)	25(23.4%)

Most stakeholders at 42(39.3%) were between 30-39 years, while the minority of the stakeholders at 3(2.8%) was between 60-69 years. Males formed the majority of the respondents at 69(64.5%) while females formed the minority at 38(35.5%).A good number of the stakeholders



at 36(33.6%) were bachelors graduates, while the minority at 14(13.1%) were post graduates. Most stakeholders at 67(62.6%) held other positions in their organizations, while the least number of stakeholders at 7(6.5%) held the treasurer position in their organization. A larger proportion of the respondents at 44(41.1%) had worked for their organization for 1-2 years, with only 14(13.1%) had worked for their organization for 5-10 years.

It was popular among 46(43.0%) of the stakeholders to say that their organization had worked with the End Child Marriage projects for over 2 years, about one quarter of the stakeholders at had worked with the projects for 6 months to 1 year. Nearly Stakeholders who engaged monthly with the End Child Marriage project were the majority at 33(30.8%), closely followed by 25(23.4%) who engaged in other time periods (Daily/fortnightly), 16(15.0%) engaged weekly, 14(13.1%) engaged quarterly, 12(11.2%) engaged annually while the least stakeholders at 7(6.5%) engaged with the End Child Marriage project semi-annually.

### Stakeholder's Participation in Project Formulation and Performance of ECM project

**Table 2: Stakeholders participation in project formulation**

Statement	SD %	D %	N %	A %	SA %	Mean	SD
I was involved in a planning workshop for the activities to be implemented in the end child marriage project	24.3	22.4	14.0	18.7	20.6	2.89	1.49
I was involved in deciding the timelines and targeted beneficiaries for the end child marriage project	27.1	22.4	20.6	23.4	6.5	2.60	1.29
I have been involved in the mobilizing project beneficiaries for some activities for the end child marriage project	27.1	17.8	20.6	15.0	19.6	2.82	1.49
I was involved in the execution of some of the activities of the end child marriage project	27.1	15.9	17.8	29.9	9.3	2.79	1.40
I have been involved in facilitating or overseeing some activities of the end child marriage project	29.0	22.4	14.0	19.6	15.0	2.69	1.45
I have been involved in tracking activities for the end child marriage project	26.2	20.6	20.6	17.8	15.0	2.75	1.41
<b>Mean of mean</b>	--	--	--	--	--	2.76	--

Stakeholders who were not involved in the planning workshop for the activities to be implemented in the End child marriage project formed the majority at 46.7. This was in divergence with the findings of King'ori (2014) that majority of stakeholders participated in the identification and planning of community projects. Another study by Ngure (2013) also noted that majority of the stakeholders at 84% were involved at the initiation of development projects. Majority of the stakeholders were not involved in deciding the timelines and targeted beneficiaries for the end child marriage project at 49.5%, Mean=2.60, SD=1.288. The findings of the study diverged from Ngure (2013) who established that 92% of the stakeholder NALEP Projects attended project meeting and participated in decision making with a mean score of 3.84.

Majority of the stakeholders at 43%, Mean=2.79, SD=1.374, were involved in the execution of some of the activities of the end child marriage project. According to a study by King'ori (2014) the involvement of stakeholders in project execution would positively influence project completion  $r=0.575$  and hence performance. More than half of the stakeholders at 51.4%, Mean=2.69, SD=1.450, had not been involved in facilitating or overseeing some activities of the end child marriage project. The findings of the study was supported by those of Mbae (2010) who established that the participation of the stakeholder participation in facilitating and overseeing some activities/implementation was low performance of implementation for the ALLPRO beekeeping project, he further noted that this would affect performance.

**Table 3: Correlation between Performance of ECM project and Participation formulation**

			Performance of ECM project	Participation in formulation	It was
Spearman's rho	Performance of ECM project	Correlation Coefficient	1.000	.500**	
		Sig. (2-tailed)	.	.000	
	Participation in formulation	N	107	107	
		Correlation Coefficient	.500**	1.000	
	Sig. (2-tailed)	.000	.		
	N	107	107		

established that there was a moderate significant positive correlation between the performance of ECM project and participation in formulation. Spearman's  $\rho=0.500$ ,  $p=0.000$ , C.L=95%. This was in line with the findings of Kingori (2014) that that there was a significant relationship between community participation in planning phase and the completion of development projects which would in turn lead to better project performance.

**Stakeholder's Participation in Financing and Performance of ECM project****Table 4: Stakeholder participation in project financing**

Statement	SD %	D %	N %	A %	SA %	Mean	SD
I was part of the decision for the fundraising strategies for the end child marriage project	29.0	30.27	15.0	11.2	12.1	2.45	1.34
Our organization has contributed resources in cash or in kind towards the end child marriage project	23.4	17.8	23.4	16.8	18.7	2.90	1.42
I was engaged in deciding the funding for the end child marriage project	26.2	39.3	17.8	10.3	6.5	2.32	1.16
I have participated in forum where different stakeholder commit to play a role in the end child marriage project	23.4	11.2	17.8	22.4	25.2	3.15	1.51
I have been involved in a discussion about the reliability and stability of funding sources for the end child marriage project	17.8	21.5	18.7	29.0	13.1	2.98	1.32
Mean of mean	--	--	--	--	--	2.76	--

Majority of the stakeholders at 59.2%, Mean=2.45, SD=1.340, stated that they were not part of the decision for the fundraising strategies for the end child marriage project. Jenkins and Yakovleva (2006) noted that participation of the stakeholder in income diversification would enhance performance and sustainability of projects. The fact that most stakeholders did not participate was an indication of poor sustainability for the ECM project.

Stakeholders who stated that their organization had not contributed resources in cash or in kind towards the End child marriage project were the majority at 41.2%, Mean=2.90, SD=1.427. This was in line with those of Rono (2008) that NGOs utilize various sources of funding to run the projects besides dependence being high with low utilization of internal resources. A larger proportion of the stakeholders at 47.6% had participated in forums where different stakeholders committed to play a role in the End child marriage project. The findings seems to support the findings of Okun (2009) the major source of income for most projects was mainly NGO/CBOs funding. This shows that most projects had strategies in place to obtain additional funding. This was a step forward towards enhancing donor funded project performance and sustainability.

Stakeholders who had been involved in a discussion about the reliability and stability of funding sources for the End child marriage project formed the preponderance at 42.1%, Mean=2.98, SD=1.325. Rono (2008) revealed that dependence on donor funding was high with low utilization of internal resources. This would lead to poor sustainability of the End Child Marriage project, Khisa (2012) that established that withdrawal of donor funding affects project sustainability and development. Khisa also established that financing affects sustainability and performance of the project.

**Table 5: Correlation between the performance of ECM project and participation in financing**

		Performance ECM project	of Participation of financing
Spearman's rho	Performance of ECM project	Correlation Coefficient	1.000
		Sig. (2-tailed)	.422**
		N	.
	Participation of financing	Correlation Coefficient	.000
		Sig. (2-tailed)	1.000
		N	.
		107	107

It was found out that there was a moderate significant positive correlation between the performance of ECM project and participation in financing. Spearman's rho=0.422, p=0.000, C.L=95%. This meant that the performance of ECM projects was influenced by stakeholders participation in financing. The findings of the study converge with the findings of Khisa (2012) who established that project financing affects sustainability and performance of the project. The findings are further supported by those of Imunya (2010) also established that financial resources influence project sustainability and performance in the organization  $r= 0.239$  and  $P<0.01$ ).

**Stakeholder's Participation in Project Implementation and Performance of ECM project****Table 6: Stakeholder on participation in implementation**

Statement	SD %	D %	N %	A %	SA %	Me an	SD
I was involved in a planning workshop for the activities to be implemented in the End child marriage project	24.3	22.4	14.0	18.7	20.6	2.89	1.48
I was involved in deciding the timelines and targeted beneficiaries for the End child marriage project	27.1	22.4	20.6	23.4	6.5	2.60	1.28
I have been involved in the mobilizing project beneficiaries for some activities for the End child marriage project	27.1	17.8	20.6	15.0	19.6	2.82	1.47
I was involved in the execution of some of the activities of the End child marriage project	27.1	15.9	17.8	29.9	9.3	2.79	1.37
I have been involved in facilitating or overseeing some activities of the End child marriage project	29.0	22.4	14.0	19.6	15.0	2.69	1.45
I have been involved in tracking activities for the End child marriage project	26.2	20.6	20.6	17.8	15.0	2.75	1.40
Mean of mean	--	--	--	--	--	2.76	--

The third objective of the study: To determine the influence of stakeholder participation in project implementation on the performance of End child marriage project in Homa Bay County. Most stakeholders who were not involved in the planning workshop for the activities to be implemented in the End child marriage project formed the majority at 46.7%, Mean=2.89, SD=1.488. The finding converged with those of Mukunga (2014) who noted low stakeholder participation in the Kiserian Dam water project, Kajiado County, he further noted that this would affect the sustainability and the performance of the project.

**Table 7: Correlation between the performance of ECM project and participation in implementation**

		Performance of ECM Project	Participation in Implementation
Spearman's rho	Correlation Coefficient	1.000	.607**
	Sig. (2-tailed)	.	.000
	N	107	107
	Correlation Coefficient	.607**	1.000
	Sig. (2-tailed)	.000	.
	N	107	107

The study established that there was a strong significant positive correlation between the performance of ECM project and participation in implementation. Spearman's rho=0.607, p=0.000, C.L=95%. The findings of the study is supported by those of Mbae (2010) who established that low stakeholder involvement that contributed to the low performance of the ALLPRO beekeeping project.

**Stakeholder's Participation in Monitoring and Evaluation and Performance of ECM project**  
**Table 8: Stakeholder participation in monitoring and evaluation**

Statement	SD %	D %	N %	A %	SA %	Mean	SD
I was part of the meeting that came up with a monitoring plan for the End Child Marriage project	25.2	19.6	13.1	21.5	20.6	2.93	1.50
I have participated in the routine activity monitoring for the End Child Marriage project	28.0	15.0	23.4	17.8	15.9	2.79	1.43
I participate in the regular progress reporting for the End Child Marriage project	29.9	15.0	15.0	25.2	15.0	2.80	1.47
I participate in the stakeholder reflection sessions where experiences on the project implementation is shared	19.6	18.7	17.8	29.9	14.0	3.00	1.36
I am aware how the monitoring data for the End Child Marriage project is utilized	27.1	21.5	14.0	23.4	14.0	2.76	1.43
I have participated in the periodic project evaluation for the End Child Marriage projects	24.3	19.6	22.4	17.8	15.9	2.81	1.40
Mean of mean	--	--	--	--	--	2.84	--

Preponderance of the stakeholders at 44.8%, Mean=2.93, SD=1.503, were not part of the meeting that came up with a monitoring plan for the End Child Marriage project. Soransora (2013) the study revealed that attaining sustainable development projects requires a united



effort and the participation of the people concerned in project monitoring and evaluation. A large portion of stakeholders at 43%, Mean=2.79, SD=1.434, had not participated in the routine activity monitoring for the End Child Marriage project. This was supported by a study carried out by Thuva (2011) who established that stakeholders' participation in monitoring and evaluation of CDF projects was low.

The stakeholders who did not participate in the regular progress reporting for the End Child Marriage project were the majority at 44.9%, Mean=2.80, SD=1.476. The findings of this study diverged from those of Ngunjiri (2013) who established that the communication of the project progress to members was done regularly (100%). It was popular among 43.9%, Mean=3.00, SD=1.360, stakeholders that they participated in the stakeholder reflection sessions where experiences on the project implementation is shared. This converged with the findings of Mukunga (2014) who established that there was low participation of stakeholders in the project monitoring which included reflection on project progress.

Stakeholders who weren't aware how monitoring data for the End Child Marriage project was utilized were the majority at 48.6%, Mean=2.76, SD=1.433. The findings showed that the stakeholders would have difficulties tracking the progress of the project indicator as pointed out by Rogito (2010). A larger proportion of the respondents at 43.9%, Mean=2.81, SD=1.402, had not participated in the periodic project evaluation for the End Child Marriage projects. According to findings by King'ori (2014), this would negatively impact the completion and the performance of the projects. It was established that there was a moderate significant positive correlation between the performance of ECM project and participation in Monitoring and Evaluation. The findings converge with those of King'ori (2014) that on participation in project monitoring and evaluation showed a positive correlation of 0.799 with project completion and performance.

**Table 9: Correlation between the performance of ECM project and participation in Monitoring and Evaluation**

		Performance of ECM Project	of Participation in Monitoring and Evaluation
Spearman's rho	Performance of ECM Project	1.000	.523**
Participation in Monitoring and Evaluation	Correlation Coefficient	.523**	1.000
	Sig. (2-tailed)	.000	.
	N	107	107

It was established that there was a moderate significant positive correlation between the performance of ECM project and participation in Monitoring and Evaluation. Spearman's

$\rho=0.523$ ,  $p=0.000$ , C.L=95%. This meant that the stakeholders' participation in Monitoring and Evaluation influenced the performance of ECM projects.

### Study Model

**Table 10: Logit regression analysis**

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Monitoring Evaluation	1.774	.645	7.563	1	.006	5.893	1.665	20.862
Implementation	0.388	.820	.224	1	.636	2.678	0.136	3.384
Financing	1.572	.703	5.008	1	.025	4.818	1.216	19.093
Formulation	1.579	.595	7.049	1	.008	4.852	1.512	15.571
Constant	-1.579	.489	10.429	1	.001	.206		

$$\ln\left(\frac{\pi}{1-\pi}\right) = Y = -1.579 + 1.579x_1 + 1.572x_2 + 0.388x_3 + 1.774x_4 + \varepsilon$$

$\beta_0$  is the constant

$\beta_1x_1$  is the coefficient of stakeholder participation in project formulation,

$\beta_2x_2$  is the coefficient of stakeholder participation in project financing,

$\beta_3x_3$  is the coefficient of stakeholder participation in project implementation,

$\beta_4x_4$  is the coefficient of stakeholders participation in project monitoring and evaluation.

Organizations that had stakeholder participation in formulation to a large extent were 4.852 times more likely to realize high performance compared to those that had stakeholder participation in formulation to a small extent. It was also established that organizations where stakeholders participated in project financing to a large extent were also 4.818 times likely to realize high performance compared to where stakeholders participated in project financing to a small extent. Organizations where stakeholders participated in project implementation to a large extent were 2.678 times more likely to achieve high performance compared to those where stakeholder participation was to a small extent. It was evident that organization where stakeholders participated in project monitoring and evaluation to a large extent were 5.893 times more likely to realize high performance compared to where stakeholders participated to a small extent.

### Conclusions

Enhancing stakeholder participation in project formulation would significantly lead to improved performance for the end child marriage project in Homa Bay County. The stakeholders were not certain whether they had been engaged to a small extent or to a large extent in the formulation

of the end child marriage project (Mean of mean=2.76).It was concluded that strengthening stakeholder participation in project financing would significantly augment the performance of end child marriage project in Homa Bay County. With a Mean of 2.76, it was inferred that the stakeholders were neither involved to a small extent nor not a large extent in project financing.

Stakeholder participation in project implementation would enhance the performance of end child marriage project in Homa Bay County. The Mean for the items under stakeholder participation was also 2.76, it could therefore be concluded that the there was no proper engagement of stakeholders in the implementation of the end child marriage project. It was inferred that enhancing the stakeholder participation in project monitoring and evaluation would lead to better performance for the end child marriage project in Homa Bay County. There was weak engagement of stakeholders in project monitoring and evaluation, this was evident from a mean of 2.84.

### **Recommendations**

Given the conclusions, the researcher made the following conclusions:

There was need to strengthen stakeholder participation in project formulation, this would lead to improved performance for the end child marriage project in Homa Bay County.

There is need to enhance stakeholder participation in project financing, it is evident that this would significantly augment the performance of end child marriage project in Homa Bay County.

Plan International should promote the participation of stakeholders in project implementation. This would certainly enhance the performance of end child marriage project in Homa Bay County.Plan International should bolster the engagement of stakeholder the monitoring and evaluation of the end child marriage project, this would lead to better performance.

### **Suggestion for Further Research**

It was established that the participation of stakeholders was considerably low throughout the project cycle despite its assured gains in the performance of the end child marriage project. It is therefore important to investigate the determinants of stakeholder participation in the project cycle of the end child marriage project in Homa Bay County.

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