STAKEHOLDER MANAGEMENT AND THE PERFORMANCE OF FEED THE FUTUREAGRICULTURAL-INPUTS PROJECT IN MBALE DISTRICT

BY

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A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTERS IN MANAGEMENT STUDIES (PROJECT PLANNING AND MANAGEMENT) DEGREE OF UGANDA.

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APPROVAL

This dissertation has been approved and submitted for examination for the award of the Masters of Management studies (Project Planning and Management) of Uganda Management Institute. We approve that Caroline Kahamutima has done this work under our supervision.

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Date……..

DECLARATION

I, Caroline Kahamutima, declare that this research study is my own original work and has never been done before or submitted to any other institution of higher learning, for any academic award. All sources cited from other works have been dully acknowledged.

Signature……..

Date…….

DEDICATION

This research work is dedicated to my mother Ms. Sarah Wambui Ndungu, my son Trevor Kanyesigye Raphael, my daughter Samantha Karungi Princess, my brother and sisters and to my entire family members. I also dedicate it to my work colleagues, my fellow research students on the MMS 31' intake, my diligent supervisors and friends.

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ACRONYMS AND ABBREVIATIONS

Ag-Inputs	Agricultural Inputs
CPMA	Commodity, Production and Marketing of Agriculture
CVI	Content Validity Index
DFID	UK's Department for International Development
EEA	Enabling Environment for Agriculture
FAO	Food and Agriculture Organization
FtF	Feed the Future
IFC	International Finance Corporation (member of the World Bank)
NARO	National Agricultural Research Organization
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PMBOK	Project Management Body of Knowledge
RT	Radical Transactiveness
SPSS	Statistical Package for Social Sciences
USAID LEAD	Livelihood and Enterprises for Agricultural Development
USAID	United States Agency for International Development
USTA	Uganda Seed Traders Association

VfM	Value for Money

ABSTRACT

Today's development projects are implemented in institutionally demanding environments and jointly executed by coalitions of stakeholders that have differing interests, objectives and socio-cultural backgrounds. Consequently, development projects are subject to the demands and pressures presented by external stakeholders such as community groups, local residents, environmentalists, regulatory agencies, and local and national governments. Despite the acknowledged importance of stakeholder management, project research still lacks both theoretical knowledge and empirical evidence concerning various project stakeholder related phenomena. The objective of this research was to examine the relationship between stakeholder management and the performance of Feed the Future AGRICULTURAL INPUTS project. In addition, contribute to project research by increasing the understanding of external project stakeholder behavior and a focal project's stakeholder management activities in development projects. The primary theoretical perspective used in this research is stakeholder theory and the public participation theory, which was applied in the context of stakeholder management and project performance. A descriptive cross-sectional research design was used. Both quantitative and qualitative methods were used for primary and secondary data in form of interviews, questionnaires and documentary review. The findings of the study were that the stakeholder management variables of identification, dialogue and involvement have a positive relationship with performance of the project. Though they all present a fairly weak significance, notable and traceable variations are most likely attributed to strategies used by the project and thus require review and attention on amplification or revision. Recommendations to the study include the need to fully study the organization primary stakeholders and understand their needs and capacities for effective participation, stakeholder dialogue should not just be manipulation, informing, or consultation, but true dialogue and communication should involve partnership, delegated power and citizen control and there is need to fully involve stakeholders in reviewing project progress so that a combined understanding of the outcomes are owned by all stakeholder hence better performance and eventual sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study sought to examine stakeholder management and the performance of FtF Ag-Inputs project in Mbale district in Uganda. Stakeholder management in this study was considered as the independent variable while agri-business project performance was the independent variable. Stakeholder management was measured by stakeholder identification, stakeholder dialogue and stakeholder involvement, while performance of FtF Ag-Inputs project was measured in form of stakeholder satisfaction, value for money and appropriate interventions. The chapter presents the background to the study, the statement of the problem, the purpose of the study, the objectives of the study, the research questions, the research hypothesis, the scope of the study, the justification of the study, the significance of the study, the conceptual framework and the operational definitions of the terms and concepts.

1.2 Background to the study

1.2.1 Historical Background

The concept of stakeholder management, as adopted from Musiime, 2013, stems from the notion of strategic management of stakeholders which Edward freeman introduced in 1984. It has been in existence for more than two decades in the management literature (Galbreath, 2006). This was after authors in strategic management realized that the agency theory was primarily concerned with the relationship between managers and stockholders (Hills and Jones, 1992) which is different from the relationship between managers and other interested parties (stakeholders). Thus a gap in management issues in social sciences and organizations which prompted the Stanford research institute to introduce the ‘stakeholder’ term replacing the ‘stockholder’ term in management literature in 1963 (Zsolnai, 2006).

According to Mitchell, Angle and Wood, 1997; Fontaine, Haarman and Schmid, 2006; Mainardes et al, 2011, the core principles of stakeholder management were popularized by Edward Freeman in his landmark book, Strategic Management: A Stakeholder Approach (1984). Since then, volumes have been written debating and refining the principles of stakeholder management. These include; Clarkson (1994, 1995); Mitchell et al (1997); Frooman (1999); Berman et al (1999); Donaldson and Preston (1995); Mainardes et al (2011).The concept of stakeholder management was developed so that organizations could recognize, analyze and examine the characteristics of individuals or groups affected or being affected by organizations behaviour, Mainardes et al 2011. It has been relevant in different areas such as, strategic management, marketing, corporate governance, corporate social responsibility, business ethics, public and project management. In project management, the concept has been used in different project i.e. construction, business, IT, agriculture, health, governance related projects among others. This is because projects do not operate in a vacuum, Bourne (2011), they engage into relationships with a multitude of stakeholders who have different interests, objectives, rights and responsibilities upon whom (stakeholders) projects depend on for their performance thus success. Due to these relationships, project managers implement stakeholder management practices in order to win the support of different stakeholders so that they realize the performance of their projects.

Jeffrey, Harrison and St. John, 1996, discuss the shift and change in trends by corporations towards a stakeholder management approach; Stakeholders are groups or individuals who can significantly affect or are significantly affected by an organization's activities. Traditionally, in the United States, the focus in management has been on internal (e.g., employees) rather than external stakeholders, with organization boundaries drawn around the individuals and groups over which managers had direct supervisory control. An inherent assumption in the drawing of organizational boundaries was that external stakeholders could not be managed, in the traditional sense of the word, because they were not a part of the management hierarchy. However, several trends have blurred the distinction between internal and external stakeholders as they relate to management techniques and principles.

According to Daft and Lewin, 1993, leadership in these new organizations seems to reflect a shift from maintaining rational control to leadership without control, at least in the traditional sense . . . The notion of organizational leadership without control-moving away from traditional notions of bureaucratic control-in the new paradigm uses intangible qualities of vision, culture, shared values and information to set premises and imprint ideas throughout an organization. This source of influence over mind set is radically different from top down monitoring, vigilance and record keeping.

The non-traditional management techniques described by Daft and Lewin are also useful for management of external stakeholders. Consequently, the techniques associated with managing internal and external stakeholders are converging.

A second trend closing the gap between internal and external stakeholders is the so-called hollowing out of corporations in the U.S. Organizations increasingly use subcontracting to perform functions that have traditionally been performed in-house and NAFTA is likely to further this trend. For example, Nike already subcontracts its shoe assembly operations and Liz Claiborne has all of its apparel manufactured overseas. In an extreme example of hollowing, Firestone once sold some of its radial tire operations to Bridgestone of Japan, only to buy back the tires to sell under the Firestone name.

Subcontracting of vital activities requires a high level of communication and control, especially in a global marketplace that requires quality. Furthermore, if a firm is to maintain state-of-the-art knowledge and experience in the core value-adding activities, it must create tight linkages with the subcontractors or run the risk of undermining its own competitiveness. Many organizations are managing relationships with subcontracting organizations as if they were part of their internal organizations.

Finally, some organizations are working to eliminate conceptual barriers between internal and external stakeholders by promoting a boundaryless organization. Top management at General Electric recently explained the company's vision for the 90s:

In a boundary less company, suppliers aren't "outsiders." They are drawn closer and become trusted partners in the total business process. Customers are seen for what they are-the lifeblood of the company. Customers' vision of their needs and the company's views become identical and every effort of every man and woman in the company is focused on satisfying those needs.

In summary, these developments not only in the US but in Africa and Uganda in the corporate sector among local and multinational corporations have weakened conventional boundaries between internal and external stakeholders as they relate to management principles and systems. As a consequence, stakeholders require more (and different) management attention than they have traditionally received. These ideas lay a foundation for understanding why more and more organizations are embracing a stakeholder management approach.

1.2.2 Theoretical background

The Stakeholder Theory and the Public Participation Theory guided this study. This study adopted the classical stakeholder theory by Edward Freeman (1984) to explain the relationship between stakeholder management and performance of agri-business projects. He defines a stakeholder as ‘’any group of individuals who can affect, or is affected by, the achievement of a corporation’s purpose. Freeman’s theory assumes that ‘’a firm is characterized by relationships with many groups and individuals regarded as stakeholders in which each has the power to affect or a stake in the performance of the firm’’. Stakeholder theory addresses the ‘’principle of who or what really count’’ (Freeman, Wicks, Parmar, 2004). It explains that managers need to formulate and implement processes that cater for groups that have a stake in the business (Freeman, 1984) and the moral values in managing an organization. Freeman who is the greatest contributor to this theory asserts that the stakeholder approach takes into consideration the active management of the business environment, relationships and the promotion of shared interests if the business strategies are to be developed.

The main critique of the classical stakeholder view is that it puts strategic calculations above normative considerations. Jones (1995) asserts that the stakeholder theory assumes that top managers make the majority of the firm decisions due to their strategic decisions and do contract with all stakeholders directly or indirectly through agents. His theory also assumes that organizations need to acknowledge the environment in which specific interest groups (stakeholders) belong and the effectiveness of the organization depends on broad support from stakeholders (Jonker and Foster, n.d.). In contrast, Clarkson (1995) offers one of the narrower definitions of stakeholders as voluntary or involuntary risk bearers: ‘’Voluntary stakeholders bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm. Involuntary stakeholders are placed at risk as a result of a firm’s activities.

Narrow views of stakeholders are based on the practical reality of limited resources, limited time and attention, and limited patience of managers for dealing with external constraints. In general, narrow views of stakeholders attempt to define groups in terms of their direct relevance to the firm’s core economic interests. On the other hand a broad view of stakeholders, in contrast, is based on the empirical reality that companies can indeed be vitally affected by, or they can vitally affect almost anyone which is bewilderingly complex for managers to apply. According to The Public Participation theory by Speed (2008), (Adapted from Arinaitwe, 2012); public participation is a political principle or practice and may also be recognized as a right. Public participation is in form of a ladder with three levels: non-participation – which is basically manipulation and therapy; tokenism – which involves informing, consultation and placation, and finally citizen control – which involves partnership and delegated power.

1.2.3 Conceptual background

According to “www.businessdirectory.com,” performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. Performance

consists of actions and deliverables exhibited over time to meet the needs of the client. It's the consequence or result of an individual's effort, Frese M & Sonnentag (2002).For successful projects it's not sufficient to bring the project in on time, on budget and satisfying it's objectives for the customer (donor), (Cleland & Ireland 2007). The triple constraint to project success (internal measures of budget, schedule and performance) mentioned above, has seen a reassessment and is being rapidly replaced by a new model, invoking a fourth hurdle for project success: client satisfaction. Client satisfaction is the idea that a project is only as successful as it satisfies the needs of its intended user. Satisfaction is how products and services delivered by a firm meet or surpass customer (stakeholder) expectation. Customer satisfaction is defined as "the number of customers or percentage of total customers, whose reported experience with a firm, its products or services (ratings) exceeds specified satisfaction goals, Farris, Bendle et al (2010). With the inclusion of the fourth constraint, project managers must now devote additional time and attention to maintaining close ties with and satisfying the demands of external clients (Pinto, 1996).

The concept of something being appropriate is concerned with ensuring that a development project or programme is of the correct scale and technical level, and is culturally and socially suitable for its beneficiaries. This should not be confused with ensuring something is low-technology, cheap or basic – a project is appropriate if it is acceptable to its recipients and owners, economically affordable and sustainable in the context in which it is executed.

According to Fowler (1996), NGOs are finding it very difficult to come up with sound, cost effective methods to show the results of their development activities, or even to demonstrate their effectiveness as organizations. These difficulties arise both from the nature of the aid system, and from the nature of 'non-profits'. The Project approach treats development as a linear production process. In technical terms, to deliver goods, projects have to function as closed systems – systems which can be protected from undue external influence. Only if this holds true can performance and accountability be

sufficiently assured and measured. Development does not take place in a linear way under the influence of one single intervention, (LeCompte, 1986).

This linear thinking is flawed as projects affect and are affected by their external operating environment which constitutes stakeholders. Thereby identifying, engaging and communicating with them for a project is appropriate if it is acceptable to its recipients and owners, economically affordable and sustainable in the context in which it is executed.

So what is Value for Money (VfM) with respect to aid programs? DFID defines it as "maximizing the impact of each pound spent to improve poor people's lives". To measure VfM, DFID focuses on the three 'Es' of economy, efficiency and effectiveness and cost-effectiveness analysis. Economy involves ensuring inputs (such as human resources and capital) are of sufficient quality at appropriate cost while efficiency is 'how well' inputs are converted into outputs. Effectiveness is 'how well' outputs achieve a desired outcome while cost effectiveness measures inputs relative to impacts. Value for money (VfM) is the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user's requirement. It can be assessed using the criteria of economy, efficiency and effectiveness, Penny Jackson, OECD (2012).

Taxpayers demand value for money, donors need to ensure value for money and beneficiaries deserve value for money, thus the question, Value for money for whom? There is a valid concern that value for money is a donor preoccupation and that what it may mean for a donor is not the same as what it means for beneficiaries (stakeholders). Donors focus on getting value for money for their tax payers, but what about beneficiaries? Donors are increasingly listening to the voices of their core funding constituencies. But it is not so clear if the political voice of beneficiaries (stakeholders) is also receiving increased attention, despite the fact that end users can provide the best information about effectiveness (including relevance and sustainability). In many cases end users are not well enough represented to make their voice heard and remain hard to reach.

Beneficiaries (stakeholders) are concerned with the benefits for their communities. The value for money of an activity or programme can only be judged against intended objectives that are clearly stated and shared by donors and partners. If they are not shared, both aid effectiveness and value for money will be harder to achieve, Penny Jackson, OECD (2012).

1.2.4 Contextual background

The Feed the Future Initiative (FTF) was created to address the immense challenges facing the global food and agricultural system. It was launched in 2010 by the United States government. The Initiative was developed by the Department of State and is coordinated primarily by the U.S. Agency for International Development (USAID). The main objectives of the initiative are the advancement of global agricultural development, increased food production and food security, and improved nutrition particularly for vulnerable populations such as women and children. (About| ''Feed the Future'', feedthefuture.gov, retrieved 2014-04-27). It is one of the key concepts in international development, and is critical in removing dependency on overseas aid.

USAID Feed the Future AGRICULTURAL INPUTS Activity is a five-year (2013-2017) USAID contract implemented by TETRATECH aims to increase availability and responsible use of high-quality agricultural inputs through improving private sector supply chain management. Additionally it aims at decreasing the prevalence of agricultural inputs counterfeits on the Ugandan market. The activity works with businesses in the agricultural inputs distribution chain to shift business behaviors and performances from traditional trading tendencies that largely focuses on products and prices to customer-centric business strategies that are growth oriented. Implementation is centered on overarching principles using a facilitative approach ensuring core values of ownership, self-selection, light touch and invisibility.

The pilot implementing partner of feed the future projects in Uganda, USAID LEAD (concluded in July 2013) and the current inputs FtF program of which the researcher is employed is the pertinent

focus in this study as regards its performance. Despite efforts in trying to meet its objectives, FtF Ag-Inputs project has faced some dissatisfaction from stakeholders in understanding the project, what its mandated to do and whether it meets their expectations. Secondly, there is limited value for money in terms of meeting stakeholder expectations. Thirdly, some of the interventions being used seem to be inappropriate because the project outputs are not being realized as planned. This therefore requires effective stakeholder management centered on identifying the right stakeholders to bring on board, having dialogue with the key stakeholders and involving the different stakeholders that are being affected by the project's operations.

1.3 Statement of the problem

Client satisfaction is the idea that a project is only as successful as it satisfies the needs of its intended user(s) (Cleland & Ireland 2007). Projects face an indecisive position between who to remain politically accountable to, the funder or the beneficiary, with some opting for the former. According to Renz (2007), the idea of stakeholders is particularly important in development cooperation to the extent that there is no truly sustainable development progress without an ethically critical consideration of stakeholders.

Feed the Future AGRICULTURAL INPUTS Activity aims to increase availability and responsible use of high-quality agricultural inputs through improving private sector supply chain management and aims at decreasing the prevalence of agricultural inputs counterfeits on the Ugandan market. Despite interventions of FTF Agricultural Inputs working to improve quality, productivity and access through engagements with agri-businesses in cereal value/supply chains of coffee, maize and inputs, the performance in the eyes of the stakeholders and thus success of these endeavors still remains a challenge. There is dissatisfaction by some stakeholders, less perceived value as far as project outputs are concerned, in addition, the inappropriateness of the interventions used. This could partly be as a result of failure to identify the right stakeholders that have power, influence and interest in the project, failure to have dialogue with key stakeholders and failure to involve such stakeholders to participate in

project activities. If this is not checked, it could lead to continued poor project performance. It appears may be there is no documented record in reports or evaluations highlighting stakeholder management as a hindrance to the performance of FtF Ag-Inputs project.

This research therefore, intends to examine stakeholder management and the performance of FtF Ag-Inputs project in order to put forth information for participating donors, contractors, implanting partners, scholars, researchers and policy makers, at conceptualization or design of agriculture related projects, to take into consideration the 'influence' of stakeholders who derive ownership for sustainability and to propel project success.

1.4 Objectives of the Study

1.4.1 General objective of the Study

The general objective of this study was to examine the relationship between stakeholder management and the performance of FtF Ag-Inputs project.

1.4.2 Specific objectives of the Study

The objectives of this study were;

i. To establish the relationship between stakeholder identification and the performance of FtF Ag-Inputs project.
ii. To find out the relationship between stakeholder dialogue and performance of FtF Ag-Inputs project.
iii. To determine the relationship between stakeholder involvement and the performance of FtF Ag-Inputs project.

1.5 Research questions

The study attempted to answer the following questions;

i. What is the relationship between stakeholder identification and the performance of FtF Ag-Inputs project?

ii. To what extent does stakeholder dialogue affect the performance of FtF Ag-Inputs project?

iii. How does stakeholder engagement significantly affect the performance of FtF Ag-Inputs project?

1.6 Hypothesis of the study

This study was guided by the following hypotheses;

i. There is a close relationship between stakeholder identification and the performance of projects.

ii. There is a high relationship between stakeholder dialogue and the performance of projects.

iii. There is a positive significant relationship between stakeholder involvement and the performance of projects.

1.7 Conceptual framework

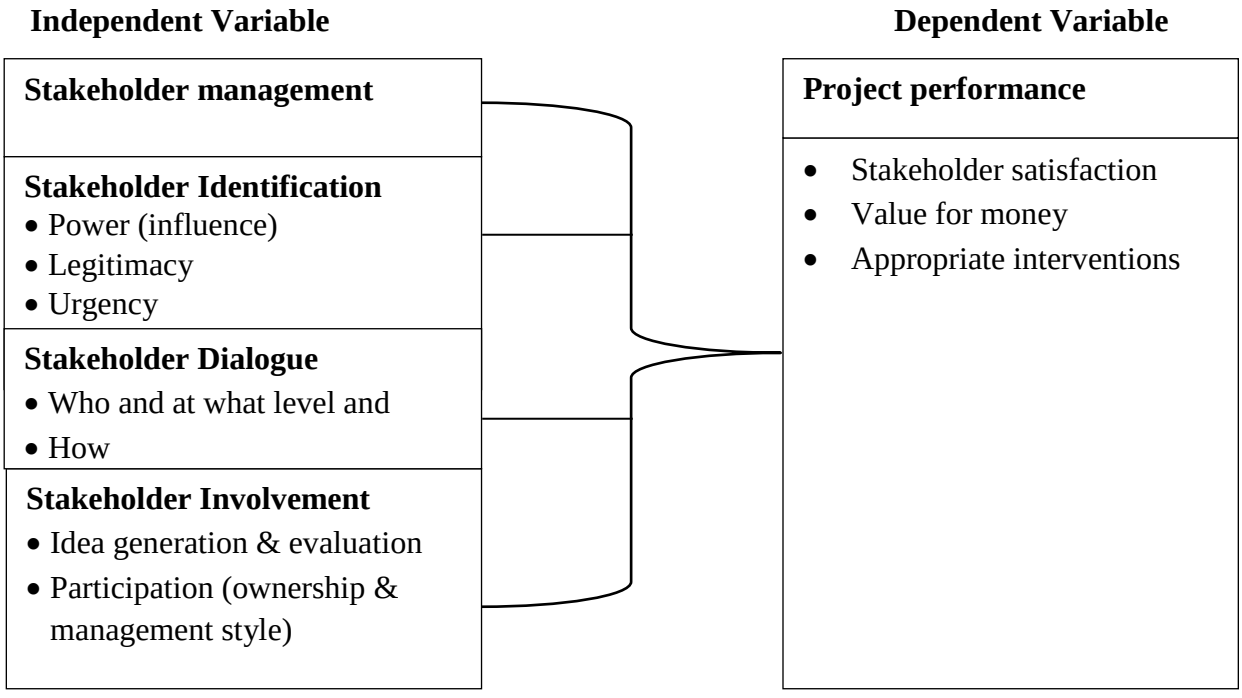

Figure 1: Conceptual Framework adopted and modified from IFC (2007) model

The conceptual framework above illustrates the relationship between stakeholder management categorized as stakeholder identification, stakeholder dialogue and stakeholder involvement as the independent variable and project performance (the dependent variable) categorized as stakeholder satisfaction, value for money and appropriate interventions, as illustrated in Figure 1 above.

The propositions suggested by this conceptual framework are that;

i) The conceptual framework assumed that stakeholder identification contributes to the performance of projects or otherwise. It is assumed that if stakeholders are identified based on their power, legitimacy and urgency, they will contribute to the performance of the project. They are also likely to be satisfied with the outcomes.
ii) The conceptual framework assumed that stakeholder dialogue contributes to the performance of projects or otherwise. It is assumed that if the project has dialogue with stakeholders based on 'who and at what level' and 'how' they communicate with them, then this will contribute to performance of projects by designing appropriate interventions.
iii) The conceptual framework assumed that stakeholder involvement contributes to the performance of projects or otherwise. It is assumed there will be perceived value for money by stakeholders if they are involved around idea generation and participation.

1.8 Scope of the study

1.8.1 Content Scope

The study looked at stakeholder management and performance of FtF Ag-Inputs project because stakeholders are those who can affect or be affected by the activities of any given project engaging in their community, Freeman (1994). The study tried to establish relationship between stakeholder identification and the performance of FtF Ag-Inputs in Mbale district. It also examined the relationship between stakeholder dialogue and the performance of FtF Ag-Inputs project in Mbale district. Finally,

the study assessed the relationship between stakeholder involvement and the performance of FtF Ag-Inputs in Mbale district.

1.8.2 Geographical Scope

The study took take place in Mbale district since it is one of the Feed the Future districts in Uganda under USAID (and still is for current projects) where agri-businesses in the inputs supply chain are engaged on aspects of quality and performance improvements.

1.8.3 Time Scope

The study covered a period of 4 years from 2010 to 2014, this is as a result of the change in development approach towards agriculture under the Obama initiative 'Feed the Future', where effort was towards agricultural value and supply chains using the facilitative approach (business ownership approach) was adopted.

1.9 Justification of the Study

This study sought to examine the relationship between stakeholder management and the performance of FtF Ag-Inputs so that findings can guide an improvement in implementation of projects of this nature. In addition, since different studies have been carried out in different parts of the world, little has been researched in Uganda which would enhance policy formulation from actors. This research was being done to add knowledge to other agricultural related programme implementers improve on performance of their projects. Freeman (2004), Jones (1995), Fontaine et al (2006), Moullin (2005) assert that stakeholders have a right to be involved in issues that affect them in order to contribute to the performance and survival of programmes being implemented. Therefore, irrespective of poverty programmes, children's rights, women emancipation or agricultural supply/ value chain development for this matter, there is need to involve those stakeholders affected directly or indirectly.

1.10 Significance of the Study

This research intended to examine the relationship between stakeholder management and the performance of FtF Ag-Inputs project in order to put forward scholarly information that may help participating donors, contractors, implanting partners, scholars, researchers, policy makers, institutions of learning et al, at conceptualization or design of agriculture related projects, that take into consideration projects as sub-systems of a bigger environment from a bottom-up approach and the 'influence' of stakeholders who derive ownership for sustainability, to propel project success.

1.11 Operational Definitions

A general definition of **projects** by Gomez et al, looks at a project as a singularly executed endeavor with a certain scope, quality and financial frame, with a beginning and an end, of particular complexity and interdisciplinary in character, Renz (2007).

Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and or the ability to influence its outcome either positively or negatively, adapted from Okema, 2014.

Stakeholder management is concerned with ensuring that the intended beneficiaries of development projects and programmes are themselves participating in the planning and execution of those projects and programmes.

Stakeholder involvement has been defined as practices that the organization undertakes to involve stakeholders in a positive manner in organizational activities, Greenwood (2004).

Agri-business denotes the collective business activities that are performed from farm to final consumption. It covers the supply of agricultural inputs, the production and transformation of agricultural products and their distribution to the final consumers, F.A.O. www.fao.org.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature reviewed in this study narrowed the focus and looked at issues that have been explored and studied both theoretically and empirically on stakeholder management and the performance of FtF Ag-Inputs project. The chapter looked at theoretical review, review of related literature and summary of the literature review.

2.2 Theoretical Review

Freeman's theory assumes that ''a firm is characterized by relationships with many groups and individuals regarded as stakeholders in which each has the power to affect or a stake in the performance of the firm''. Stakeholder theory addresses the ''principle of who or what really count'' (Freeman, Wicks, Parmar, 2004). It explains that managers need to formulate and implement processes that cater for groups that have a stake in the business (Freeman, 1984) and the moral values in managing an organization. Clarkson (1995) offers one of the narrower definitions of stakeholders as voluntary or involuntary risk bearers: ''Voluntary stakeholders bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm. Involuntary stakeholders are placed at risk as a result of a firm's activities. The practical reality of managers dealing with external constraints of limited resources, limited time and attention, and limited patience has to be taken into consideration in a narrow perspective. In general, narrow views of stakeholders attempt to define groups in terms of their direct relevance to the firm's core economic interests.

Public participation is a political principle or practice and may also be recognized as a right (Speed, 2008). Stakeholders have complex dynamics and multiple effects on the natural and human landscapes that they influence. It is due to these processes that people living in rural areas have to adapt to change. Unless local people are aware of the changes, understand the processes and can be helped to adapt,

there is always the potential for conflict with the powers that want to accelerateor impose changes that are not felt acceptable by the people living in the area (Guthrie J. Battison Costle A Hopewell R, 2003).

Assessing development performance based on agreed baselines and control groups (scientific approach – Carvalho and White, 1993) and stakeholder perceptions (interpretative approach – Marsden et al, 1994), makes the possibility of attributing the cause of change to an NGO's work restrictive, given that the project model for funding is not going to be dropped, while the nature of development as contingent change is not going to alter just because of the way in which aid is allocated. Thus, leaving the project manager to cost-effectively interweave both approaches, contextually, adopt participatory methods whereby stakeholders define what measures are significant to them and later assess the degree to which the project's support has contributed to change. If stakeholders take ownership of the initiative, potential conflicts can be identified before instead of afterwards, once people's behaviour shows they are not motivated or did not agree. This enhances the scope for interaction, and the mobilization of local resources, Fowler (1996).

To make a success of a 'stakeholder' approach requires project's to be more explicit about whose views count more or less than others, Fowler, 1996. The issue is to be open about the 'trade-offs' being made, and whom they benefit. Fowler, 1996, adds, that there is little doubt external pressure and internal concerns will continue to push project's to demonstrate their effectiveness and hence their value to those affected or they affect, as agents of development.

Harrison and St. John (1996) put forward two perspectives to the benefits of proactive stakeholder management; (1) it creates and preserves organizational flexibility (the speed with which an organization responds to or reduces the impact of environmental change and the costs responding to it, Ginsberg & Buchholtz, (1990). Without organization flexibility, a firm is likely exhibit organizational inertia during stable periods in its environment and, worse, during turbulent periods.

Successful responses to change require proactive efforts to understand and to influence forces in the operating environment. Stakeholders provide a lens for viewing and interpreting important trends in the operating environment. (2) Its simply the right thing to do. "The issue we face today is not whether business has a responsibility to society, but what is the scope of such responsibility," Meznar & Nigh, (1993; Pg.32). This view borrows from the accepted philosophical principles such as utilitarianism or the notion that a social contract exists between the organization and its stakeholders.

The idea of stakeholders is particularly important in development projects even to the extent that there is no truly sustainable development progress without an ethically critical consideration of stakeholders. More-over, it is precisely through stakeholder theory's challenging dilemmas, such as, ''who is the customer, the beneficiary or the donor?'', that one gains a platform for broader considerations. Normative reflections need to assure an on-going stakeholder dialogue serves as a ''license to operate'' (Post, Preston and Sachs, 2002, Pg. 229) for any given development project.

2.3. Stakeholder management and FtF Ag-Inputs performance

Stakeholder management being the dependent variable will focus on factors of identification, dialogue and involvement. Stakeholder identification focuses on the attributes of power, legitimacy and urgency. Stakeholder dialogue will comprise whom to communicate to, how and at what level. While performance (the dependent variable) will look at stakeholder satisfaction, value for money and appropriate intervention factors. Stakeholder involvement will look at idea generation and evaluation and participation towards ownership of project activities and project management style.

Stakeholder management in projects focuses on making sure that the right stakeholders are identified, that stakeholder requirements are captured and incorporated into the works of the project and that appropriate stakeholders participate in relevant project activities (PMBOK, 5th Ed). (Adapted from Arinaitwe 2012) According to Mark (2008), the early management of stakeholders can offer a constructive dialogue and sense of ownership that may lead to positive interest, increased credibility,

and more transparency, early identification of constraints and institutional sustainability or performance. If stakeholders are not managed correctly, they are not entirely committed to the success of the project or when dialogue is not properly managed, it may turn out to be a burden. The participation, communication and reporting procedures should be prioritized, defined, updated and maintained during the life of the project.

2.3.1 Stakeholder identification and FtF Ag-Inputs performance

This study rests on Mitchell et al (1997), "Principle of Who or What Really Counts" assumptions, that: (1) the managers who want to achieve certain ends pay attention to various classes of stakeholders; (2) managers perceptions dictate salience; and (3) various classes of stakeholders might be identified based upon the possession, or the attributed possession of power, legitimacy and urgency.

The idea of comprehensively identifying stakeholder types, then, is to equip managers with the ability to recognize and respond effectively to a distinct, yet systematically comprehensible, set of entities who may or may not have legitimate claims, but who may be able to affect or are affected by the firm nonetheless, and thus affect the interests of those who do have legitimate claims, Mitchell et al (1997). Mitchell and others add that power and legitimacy are necessary core attributes of a comprehensive stakeholder identification model and that these attributes are evaluated in light of the compelling demands of urgency.

2.3.1.1 Power

From the early Weberian idea, power is defined as "the probability that one actor within a social relationship would be in a position to carry out his own will despite resistance", Weber (1947). Pfeffer rephrases Dahl's (1957) definition of power as "a relationship among social actors in which one social actor, A, can get another social actor, B, to do something that B would not otherwise have done" (1981: 3). Finally, Salancik & Pfeffer (1974:3), "power is the ability of those who possess it to bring about the

outcomes they desire". However, the question is how power is exercised by stakeholders in order to influence the performance of agri-business projects and what their bases of power are.

Etzioni (1964) suggests a logic for the more precise categorization of power in the organizational setting, based on the type of resources used to exercise power: coercive power, based on the physical resources of force, violence, or restraint; utilitarian power, based on the material or financial resources; and normative power, based on symbolic resources (normative symbols – prestige and esteem and social symbols – love and acceptance).

Therefore, a party to a relationship has power, to the extent it has or can gain access to coercive, utilitarian, or normative means, to impose its will in the relationship. The access to means is a variable, not a steady state, which is one reason why power is transitory: it can be acquired as well as lost.

2.3.1.2 Legitimacy

Many scholars seeking to define a firm's stakeholders narrowly also make an implicit assumption that legitimate stakeholders are necessarily powerful, when this is not always the case and that powerful stakeholders are necessarily legitimate, Mitchell et al (1997).

Suchman (1995) recognizes the evaluative, cognitive and socially constructed nature of legitimacy. He defines legitimacy as "a generalized perception or assumptions that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs and definitions" (1995: Pg. 574).

Weber (1947) proposes a "legitimate use of power", that legitimacy and power are distinct attributes that can combine to create authority. Unless an entity has either power to enforce its will in a relationship or a perception that it has a claim and is urgent, it will not achieve salience for the firm's managers.

The social system within which legitimacy is attained is a system with multiple levels of analysis, the most common of which are the individual, organization and society, Wood (1991). This definition implies that legitimacy is a desirable social good, that it is something larger and more shared than a mere self-perception, and that it may be defined and negotiated differently at various levels of social organization.

2.3.1.3 Urgency

The stakeholder attribute of urgency helps move the model from static to dynamic, Mitchell et al (1997). Urgency, is defined the Webster dictionary as "calling for immediate attention" or "pressing." Mitchell et al (1997) believe that urgency, with synonyms including "compelling," "driving," and "imperative," exists only when two conditions are met: (1) when a relationship or claim is of a time-sensitive nature and (2) when that relationship or claim is important or critical to the stakeholder. Similar to Jones (1993), Mitchell et al (1997), argue that urgency is based on the following two attributes: (1) time sensitivity-the degree to which managerial delay in attending to the claim or relationship is unacceptable to the stakeholder, and (2) criticality-the importance of the claim or the relationship to the stakeholder. Mitchell et al (1997) define urgency as the degree to which stakeholder claims call for immediate attention

2.3.2 Stakeholder dialogue and FtF Ag-Inputs performance

The general consensus is that communication with stakeholders should shift from one-way communication to two-way interaction (see, e.g., Cramer, 2002; Morsing and Schultz, 2006; Rasche and Esser, 2006; Arenas, Lozano & Alberada, 2009). The pathway towards an ideal stakeholder dialogue – one that promotes fundamental learning and creativity – is fairly well understood.

A proactive dialogue in which dilemmas are shared openly stimulates a mutual learning process that spurs creativity and innovation (Flick, 1998; Isaacs, 1993). In this line of thought, multi-stakeholder

collaboration literature often promotes dialogue as a way to find solutions for complex sustainability problems (e.g. Hemmati, 2002; Kell and Levin, 2003; Waddell, 2002; Waddock, 2004).

Most theoretical approaches to stakeholder dialogue do not explore emotional aspects, perceptions and assumptions. This neglect is surprising because, through emotions, perceptions and assumptions individuals and organizations make sense of each other, of themselves and of what constitutes an appropriate relationship. Mutual misrepresentations and lack of trust among stakeholders are one of the main obstacles in the implementation of CSR policies, Arenas, Lozano & Alberada, (2009).

Kaptein and Van Tulder make a list of preconditions for effective stakeholder dialogue, the first two are: "(1) To know and be understood; (2) trust and reliability" (Kaptein and Van Tulder, 2003). Indeed, trust is very much related to understanding the views of others and making others understand one's views. Mistrust is often due to the fact that different parties have different worldviews (Crane and Livesey, 2003). As some authors put it, "Indicators that contribute to trust are long-term commitment and respect for different value systems and worldviews between different parties," (Jonker and Nijhof, 2006). For that, one needs to understand the logic, background, expectations and even vocabularies of other groups. Instead of understanding and trust, mutual perceptions are sometimes based on stereotypes and prejudice

2.3.2.1 Who and at what level

According to Glasbergen, 2008, stakeholder selection criteria of high likelihood and high impact are applied in the same way as with issue identification. Specifically, those stakeholders that are likely to conduct activities on the issue – activities that would probably have a big impact on the organization – are the ones most likely to be invited to take part in the process. Obviously, time and budget constraints determine to a large extent how many stakeholders' can realistically be involved. These considerations, together with each stakeholder's characteristics, ultimately determine the stakeholder mix in the dialogue.

Some organizations use issue matrices to select possible dialogue topics. An issue matrix generally has two axes: one shows the probability that an issue will gain importance in the public's perception; the other shows how much impact this issue might have on the company. Once an issue is identified as having both high probability of occurrence and high impact, the initiation of a stakeholder dialogue will be considered. With regard to external stakeholders, a stakeholder map can help a company chart the stakeholder's attitude, expertise, possible impact on the organization's reputation and the likelihood of this impact actually materializing.

2.3.2.2 How

Glasbergen (2008) proposes a "four format" on how dialogue can be achieved with stakeholders; one-on-one dialogues, working groups, roundtables and conferences. The researcher will review the former two, as roundtable discussions are held at industry level and a conference is not 'true' dialogue in itself, Glasbergen, 2008, and thus outside the scope of the context of the study.

One-to-one dialogues organization and stakeholders are devoted first and foremost to building a relationship. As one interviewee explained to Glasbergen,

"These dialogues all start off with an exploratory meeting. Their evolution depends on the degree of openness, confidentiality, trust and overlap in organizational agendas. The result might be a structural relationship, in which case the stakeholder is likely to be invited to join other dialogue types or a partnership".

In working groups, the dialogue is focused on content and knowledge. Usually, the organization has discerned a sustainability issue related to its range of activities. The organization then invites multiple stakeholder groups (either all at the same time, in a focus group setting for example, or in a series of one-to-one meetings) to join; the organization's goal is to become better informed about their knowledge and opinions on this issue. This type of dialogue should not automatically be equated to open dilemma-sharing. The corporate interviewees explained that;

"…before engaging the stakeholders the issue at hand is thoroughly analyzed in-house. The organization wants to avoid being caught off guard in its interaction with stakeholders".

Ultimately, the working group presents the stakeholders with a list of possible options for tackling the issue. The organization will seek to implement the plan it had made before starting the dialogue, though incorporating as many stakeholder demands as possible and thereby making it acceptable to most stakeholders.

To conclude, according to Glasbergen, 2008, gaining knowledge can be valuable from both sustainability and a strategic management point of view. Understanding stakeholder expectations is mainly important for strategic management, performance and sustainability. The expectations can be addressed sufficiently for the stakeholders 'not to make a fuss' and by so doing damage the organization's reputation. Moreover, by serving as a society scan, stakeholder dialogue might bring project activity opportunities to light. On the other hand, insight into stakeholder expertise can provide the organization with the knowledge it needs to improve practices in a sustainable direction. Indeed, stakeholder knowledge has been used in some cases to make organizational policies and practices more sustainable.

2.3.3 Stakeholder involvement and FtF Ag-Inputs performance

Involvement can take place at different stages of the project cycle, at different levels of society and take different forms. F(LeCompte B. J, 1986; A. Ginsberg & A. Bucholtz, 1990; M. B. Meznar & D. Nigh, 1993; Mitchell & Bradley R. Angle & Donna J. Wood, 1997; Weber M, 1947; Dahl R. A, 1957; Salancik G. R & Pfeffer J, 1974; Etzioni A, 1964; Suchman M. C, 1995; Wood D. J, 1991) from the perspective of accountability and responsibility theories, stakeholder involvement is a mechanism by which organizational accountability and responsibility towards stakeholders can be acquitted (Gray, 2002), often through the involvement of stakeholders in decision making and governance, Van Burden III (2001). Stakeholder involvement is a process or processes of consultation, communication, dialogue

and exchange, Greenwood (2004). According to Phillips (1997), the involvement of stakeholders is a mutually benefitting scheme, 'a mutually beneficial and just scheme of co-operation' (Pg 54). Such a view depicts stakeholder engagement as a moral partnership of equals, but reality not of equal status as the terms of any co-operation are set by the more powerful party.

2.3.3.1 Idea generation and evaluation

Hart and Sharma (2004), argue that current approaches to stakeholder management are based on either resource dependence or moral arguments for managing stakeholders to achieve cost reduction, differentiation, or legitimacy in existing businesses. They further argue that the potential for involving stakeholders to understand "future change" or to resolve radical uncertainty of constantly evolving knowledge is not considered.

Accordingly, since companies tend to focus management attention on salient or powerful actors to protect their advantages in existing business, Hart & Sharma develop a concept of "Radical Transactiveness" (RT), in recognition of challenges in fringe stakeholder engagement. RT is a dynamic capability which seeks to systematically identify, explore and integrate the views of stakeholders on the "fringe"- the poor, weak, isolated, non-legitimate and even non-human – for the express purpose of managing disruptive change and building imagination about future competitive business models. RT consists of two complementary skills. First, the ability to extend the scope of the firm, firms "fan out" to identify voices at the fringe of their networks to both preempt their concerns and generate imaginative new business ideas. Second, the ability to integrate diverse and disconfirming knowledge, firms "fan in" to integrate and reconcile this knowledge with existing know-how to design and execute new business strategies. These two phases are similar to the concepts of idea generation (divergence) and idea evaluation (convergence), Diesing (1962).

Radical Transactiveness (RT) is "radical" because it focuses on gaining access to stakeholders considered extreme or fringe for the purpose of managing disruptive change and creating competitive

imagination. Knowledge and learning from fringe stakeholders' signal to the firm the investments it should make in appropriate resources and capabilities, allowing it to generate new value-creating strategies, Eisenhardt & Martin (2000). For example, Hindustan Lever Ltd (HLL-Unilever's Indian subsidiary) requires its managers to spend six weeks living in rural areas to generate knowledge about the hygiene needs and practices of the rural poor. This knowledge has resulted in new product ideas (such as combined soap and shampoo bar, promotional programs – such as street theatre) for rural markets. These innovations have also been adopted by Unilever subsidiaries in Brazil and other developing countries, Hart & Sharma (2004).

2.3.3.2 Participation (towards ownership of project activities and project management style)

In the absence of community participation, development projects are said to fail due to; not meeting community felt needs; being captured by local elite; plus expensive, coercive and bureaucratic project administration, Jerry, (1998).

Participatory development stands for partnership which is built upon the basis of dialogue among the various actors during which the agenda is jointly set, local views and indigenous knowledge, deliberately sought and respected. Thus people become actors instead of being beneficiaries and participation becomes a process through which stakeholders influence and share control over development initiatives, decisions and resources which affect them, World Bank, (1994).

May (2001) shows that the answers to the problems of the poor lie in coherent interventions and projects that must be developed, implemented and evaluated with their participation and its essential for states and organizations to foster participation by the poorest people in decision making process in the societies in which they live. Their participation ensures ownership of the projects and sustainability of these programmes when the implementing agencies windup or pull out, Burkey; Stan, 1993.

According to Arinaitwe, (2012), participation is both a means and an end. As a means, it's a process in which people and their communities co-operate and collaborate in development projects or

programmes. As an end, participation is a process that empowers people and communities through acquiring skills, knowledge and experience leading to greater self-reliance and self-management.

From a project management style perspective, the diversity of stakeholders involved inevitably influences the success of a participatory project; however, regardless of the power balances between groups, management efforts need to be oriented toward developing joint understanding by finding shared perspectives to help bring different knowledge together. This requires more than simply selecting the technical means by which information can be transferred between stakeholders; it requires a flexible conceptualization of participation, Stringer et al, (2006).

Where organizations are merely informing stakeholders about decisions that have already taken place, this hurts the organization in the long run in terms of reputation and sustainability, Andrew & Friedman, (2006). Where organizations solicit stakeholders' opinions over issues determined beforehand, such management styles are autocratic and there is no true participation but more public relations attempts. Autocratic management styles tend to reinforce low trust and low discretion climate which is damaging to sustainability, David et al, (2006).

If stakeholders are managed or looked at as incompetent, they will be, the opportunity to find out how competent they are will be lost and so will the opportunity to contribute to decision making or caution on a hazardous decision. The World Bank, (1996), contends that NGO's and projects are catalysts of participatory development as they have a comparative advantage over bureaucratic agencies and that the success of many projects depend upon a high degree of community acceptance and participation as stakeholders will be required to commit substantial time, resources and risks in order to achieve the desired objectives.

According to Marilee, (2000), stakeholder participation at all stages of the project cycle leads to efficiency, effectiveness, capacity building of stakeholders or beneficiaries, self-reliance, empowerment and sustainability. The UN report, (2002), states that most NGO's and projects are

unsustainable due to lack of insufficient funding and lack of participation of primary stakeholders in implementation.

2.4 Summary of Literature review

Rural based agricultural or agri-business related projects require the ownership and support from stakeholders directly and or indirectly affected by the outcomes, impact and outreach of its activities. It's therefore of great significance, if any agricultural related project is to succeed, that the relevant stakeholders are identified, engaged and coordinated and involved earlier on for better project performance and for them to derive satisfaction, perceive value and acknowledge appropriateness.

Non-profit performance must be judged from the perspectives of those who affect or are affected by the organization's behaviour. The project's bottom line is the effective satisfaction of the rights and interests of legitimate, recognized stakeholders, whose right and interests are negotiated and agreed, seldom clear-cut or static.(Alan Fowler, 1996)

All literature reviewed shows a great significance for stakeholder management at all or various stages of a project cycle for better performance and long-term sustenance as well as ownership of the endeavours. However, there is need for further study on stakeholder management and performance of agri-business related projects a gap identified in literature reviewed, especially on whether it leads to efficiency, effectiveness and self-reliance of stakeholders. In addition, for further exploration, a view that stakeholder engagement is a moral partnership of equals, but reality not of equal status as the terms of any co-operation are set by the more powerful party, Mitchell et al (1997).

With increased awareness of natural and human catastrophes in the global society and increased visibility of development aid performance, public and political pressure for efficiency and effectiveness of development money is increasing. Debates about the sense and form of management in development projects are more relevant and real than ever, Renz (2007).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter focused on the research methods to be used in order to achieve the objectives of the study. The gist of any research is the methodology based on evidence gathered through data collection methods, testing theory and practice in the rationale for carrying out the study. This chapter covered the research design, study population, sample size determination and sampling strategies, data collection methods and their corresponding data collection instruments, data collection procedures, data quality control that is validity and reliability of results and data analysis procedures.

3.2 Research design

A descriptive cross-sectional survey design was used to investigate the relationship between stakeholder management and performance of agri-business projects. Descriptive research methods *describe* situations. A descriptive study was undertaken in order to ascertain and be able to describe the characteristics of the variables pertaining to the study (Sekaran, 2007). The main reason for using this type of research was to better define an opinion, attitude, or behaviour held by a group of people on a given subject. Descriptive research is preplanned and structured in design so the information collected can be statistically inferred on a population. Since there are predefined categories a respondent must choose from, it is considered descriptive research. Grouping the responses into predetermined choices provided statistically inferable data. This allowed the researcher to measure the significance of results on the overall population under study (Anastas, 1999).

A cross-sectional design was used as well, because it studies a number of individuals or groups who have the same trait or characteristic of interest, in this case the performance of the project. It entails the collection of data on more than one case and at a single point in time (a snap shot) in order to collect a

body of quantifiable or quantitative data in connection with two or more variables, which are then examined to detect patterns of association (Lavrakas, 2008).

The research used survey method because it involved interviewing or administering questionnaires to large numbers of people. The researcher analyzed data obtained from surveys to learn about similarities, differences, and trends in order to make predictions about the population being studied (Jackson, 2009). Closed-ended questions were used. They were clear and easy to comprehend for respondents and easier for the researcher to analyze statistically. Responses were measured using a Likert-type scale. The unit of study was internal and external stakeholders of FtF Ag-Inputs where the study population comprised agri-businesses, farmer associations, local authorities and the project staff. Both quantitative and qualitative methods were used for primary and secondary data in form of interviews, questionnaires and documentary review. Quantitative methods were used to generate numerical data from larger scale patterns of behaviour for systematic empirical investigation of the study using statistical or mathematical computations. Qualitative methods generated non-numerical data from interview interactions aimed at getting in-depth understanding of the research problem (Sekaran, 2007).

3.3 Study population

The study population was the stakeholder's of FtF Agricultural Inputs project. The researcher used FtF Ag-Inputs staff lists and Mbale district registers to determine the population. The target and accessible population which the researcher wanted to generalize the results of the study were 4 senior management staff, 6 field project staff, 50 agri-businesses, 40 farmer association leaders and 50 Mbale district local government staff, due to the consistency of interventions by the previous and current agri-business projects from the researcher's professional experience. In addition, there was a relative balance of various categories of stakeholders which is in itself representative of the population (validity).

3.4 Determination of Sample size

The sample size was randomly selected, covered by a number of categories of respondents to whom questionnaires and interviews were subjected and conducted. This study focused on 103 respondents as computed below using the Morgan and Krejcie (1970) table which is appropriate and used to easily determine the sample size (appendix 5).

Table 3.1: showing the sample size selection and selection techniques for the different categories of respondents

Population Category	**Accessible Population**	**Sample size**	**Sampling technique**
Local gov't leaders	40	30	Purposive sampling
Agri-businesses (agro-inputs dealers)	50	33	Simple random sampling
Farmer groups (POs)	40	30	Simple random sampling
Senior management	4	4	Purposive sampling
Field project staff	6	6	Purposive sampling
Total	**140**	**103**	

Source: FtF Ag-Inputs staff lists and Mbale District registers

3.5 Sampling Techniques and Procedures

The researcher formulated sampling techniques and procedures of selecting the subjects to be included in the sample. A combination of probability and non-probability sampling techniques were used. The researcher used purposive sampling for 40 local government leaders, 4 senior management and 6 project field staff because this category of respondents has the important information required (Amin, 2005) and have specialized knowledge about the topic under examination by virtue of the positions they hold. Simple random sampling was used for the 50 agri-businesses and40 farmer group leaders

because each unit in the population has an equal chance of being selected and since these groups are homogeneous in nature the selected unit represents others.

3.6 Data Collection Methods

The researcher used qualitative and quantitative methods to collect both primary and secondary data from the target population. These include questionnaires, interviews, focus group discussions and documentary review.

3.6.1 Questionnaire surveys

This method was used since it is reliable and dependable for large samples, gives respondents adequate time, free from interviewer bias and cheap, Mugenda & Mugenda, 2013. The questionnaire survey was delivered by the researcher and her team. The researcher administered questionnaires to a sample of (30) local government officials, (33) agro-input businesses and (30) farmer organization leaders under study. Each item in the questionnaire will be developed to address a specific objective, research question or hypothesis of the study.

3.6.2 Interviews

Interviews, being face to face encounters were administered orally using an interview guide. This method was used because it offered the researcher an opportunity to adapt questions, clarify them by using the appropriate language, clear doubts and establish rapport and probe for more information (Sekaran, 2003). Interviews were carried out among a sample of (4) FTF Ag-Inputs senior management and (6) field staff under study. To obtain accurate information through interviews, the researcher established friendly relations with the respondents for maximum cooperation prior to conducting the interviews, Mugenda & Mugenda, (2003).

3.6.3 Documentary Review

Documentary review was used to collect secondary data during the study. Documents under USAID LEAD and USAID FtF Ag-Inputs were reviewed and these include baseline study reports and proposals, staff meeting minutes, plans, quarterly and annual plans and reports, audit reports, evaluation reports. These helped the researcher get an internal view of the projects and their strategic objectives. A documentary checklist was developed and used to guide the researcher on the data to look for in order to generate the necessary information for the study.

3.7 Data Collection Instruments

Data was collected by the use of self/researcher administered questionnaires, interview guide and documentary review check list.

3.7.1 Questionnaire

Self-administered questionnaires were used for this study. The questionnaire was all inclusive covering each variable and will be interpreted in the local language for more clarity. Questions wereshort and in simple language which was easily understood by the respondents. Closed ended questions were developed to help respondents make quick decisions; in addition, closed ended questions helped the researcher to code the information easily for subsequent analysis and narrow down the error gap while analyzing data as observed by Sekaran (2003). The first section of the questionnaire (A), sought the background information of the respondents; Section (B) Stakeholder Identification; Section (C) Stakeholder Dialogue; Section (D) Stakeholder Involvement; and Section (E) Project Performance; sought for knowledge, experience and opinions of the respondents.

3.7.2 Interview Guide

An interview guide was used to carry out face to face interviews with two key informant categories (senior management and field staff at FtF Ag-Inputs) and provide in-depth data which might not be possible to obtain when using self/researcher administered questionnaires. The interview guide

contained open ended questions and the responses were noted down by the researcher. The guide made it possible to get the required data to guard against confusing the questions since the interviewer could clarify the questions thereby helping the respondents give relevant responses as well as meet the study objectives, Mugenda and Mugenda (2003). The interview guide helped the researcher to get more clarity from the key informants on the variables under study.

3.7.3 Documentary review checklist

The researcher reviewed USAID FtF project documents to collect secondary data. The instrument contained a list of documents that will be reviewed to provide necessary data for the study. Reviewed documents obtained from the FTF Ag-Inputs office with assistance from TetraTech ARD (the contractor) for USAID LEAD documents include; USAID LEAD Strategic review plan 2010 into FTF, USAID LEAD Annual Report 2011, USAID LEAD Annual Report 2012, USAID FTF Ag-Inputs Project document 2012-2017, USAID FTF Ag-Inputs Annual Report 2013 and 2014, USAID FTF Ag-Inputs Annual Work plan 2013 and 2014, USAID FTF Ag-Inputs Quarterly plans 2013 and 2014.

3.8 Data quality control

Validity and reliability are two important concepts in the acceptability of the use of an instrument for the research purposes (Amin, 2005). He further affirms that validity refers to the appropriateness of the instrument while reliability refers to the consistency in measuring whatever it is intended to measure.

3.8.1 Validity

Validity is to do with how accurately the data obtained in the study represents the variables. The researcher generated ideas from literature reviewed, to develop the study's instruments. To measure and determine whether the set of items accurately represent the concepts under study, (Mugenda & Mugenda, 2003); the researcher sought the supervisor's assessment and other researcher's assessment in that area of study. Vague questions were rephrased and some dropped. A content validity index (CVI) was obtained by dividing the number of items or questions declared valid by the number of items

or questions in the instrument. A CVI of 0.83, which is more than 0.7 was obtained and thus considered valid according to Amin (2005, 288).

C.V.I=No: of questions declared valid =33/40 =0.83
No: of questions in the instrument

An instrument that yields valid data will necessarily yield reliable data but the reverse is not true Mugenda & Mugenda, (2003).

3.8.2 Reliability

The researcher used test and re-test method of assessing reliability of the data. The same instrument was administered twice to the same group of subjects (are part of the population, but not part of the sample) to ascertain the quality of the data collection tool for both qualitative and quantitative data and to enable the researcher adjust and improve on the research tool so as to get reliable information. Internal consistency of the instrument was computed using Cronbach's Alpha-reliability test using SPSS version 19 and the results are presented in Table 3.2 below. For data to be declared reliable, Cronbach alpha coefficient should be more than 0.6 (Cronbach, 1951). This was reiterated by (Sekaran, 2003: 205) when he said ''the higher the coefficient, the better the instrument''.

Table 3.2: Showing Cronbach's Alpha – Reliability test results for the questionnaire

		Cronbach's Alpha – Reliability Test	
Item	**Number**	**Test**	**Re-test**
Stakeholder Identification	14	0.772	0.777
Stakeholder Dialogue	9	0.689	0.701
Stakeholder Involvement	8	0.688	0.684
Project Performance	9	0.702	0.706

Source: Primary Data

3.9 Data collection procedure

Field work activities commenced after approval to undertake data collection was received from UMI. The researcher obtained a letter from UMI permitting her to collect data. The researcher with the assistance of research associates engaged respondents in Mbale (local leaders, agri-businesses and field project staff). Research instruments were tested and improved. Each questionnaire was attached with UMI's cover letter. The researcher, as part of the introduction, took time to explain the purpose of the study to each respondent, adapting to suitable language where necessary. The researcher conducted interviews of FtF Ag-Inputs staff personally. Appointments were made to meet the concerned categories of people ahead of time and the researcher yielded to the dates agreed upon for meetings, interviews and questions.

3.10 Data Analysis

Data analysis was done in order to see that the information collected (raw data) makes sense and is relevant to the study. The researcher carried out data analysis once all the data was gathered from the field. Qualitative and quantitative methods of analysis were used. The process of data analysis involved cross-checking for completeness and accuracy of all answered questionnaires and interview guides.

3.10.1 Quantitative data analysis

This particular analysis was done for responses from questionnaires. Data was checked for completeness and accuracy and responses were sorted, coded and edited to enable non-numeric data to be represented as numeric data and entered into SPSS version 19.0 database for analysis. Descriptive statistics in form of frequencies, standards deviation, mean and percentages was generated to give a summarized understanding of responses to the variables while inferential statistics in form of Spearman's rank correlation and regression techniques was used to determine whether there is a relationship between stakeholder management and FtF Ag-Inputs performance and by what percentage as well as test the hypothesis. Where the value R ranged between -1 and +1 and was interpreted as;

R=0, there is no relationship; R= -1, there is a negative relationship, R= +1, there is a positive relationship. The range between 0 and 1 showed a continuum ranging from a weak positive relationship to a perfect positive relationship and between 0 and -1, a weak negative relationship to a perfect negative relationship.

3.10.2 Qualitative data analysis

This particular analysis will be done on responses from interviews. Thematic approaches were used where data was checked for completeness and accuracy and data themes developed from the interview guides. Similarities in opinion from responses of the different respondents was analysed and compared with the content analysis of documents reviewed whose findings were presented in chapter four of this study. The findings were used to reinforce quantitative data. Interview data was presented inform of quotations which were verbatim.

3.11 Measurement of Variables

The ordinal scale was used in this study to measure variables in order to represent relative position or order among values of the variables. The Likert scale (numerical rating scale) was used to rate or rank subjective and intangible components and make it possible to use quantitative analysis to measure perception, attitude, values and behavior, Mugenda and Mugenda (1999 Pg. 75-76). The rating was done on a five scale continuum of (1) strongly disagree; (2) disagree; (3) not sure; (4) agree and (5) strongly agree. The respondents selected the response that best described his/her reaction to each statement. In this study, stakeholder management was conceptualized into stakeholder identification which was measured by 15 items, stakeholder dialogue measured by 9 items and stakeholder involvement measured by 8 items. Project performance was measured using stakeholder satisfaction with 3 items, value for money with 3 items and appropriate interventions with 3 items. They were broken down for the ease of measurement. Background data like age, category, gender and level of education were measured using percentages.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presented the analysis and interpretation of the findings and a summary of the results of the study. The purpose of the study was to examine the effect of stakeholder management and the performance of FtF Ag-Inputs project in Mbale. The analysis of the study was both qualitative and quantitative, based on the major variables of the study namely; stakeholder management (independent variable) classified under stakeholder identification, stakeholder dialogue, stakeholder involvement and FtF Ag-Inputs performance (dependent variable) classified under stakeholder satisfaction, value for money and appropriate interventions.

The responses gathered from the questionnaires were analysed using SPSS software version 19. The background to the respondents was analysed by their demographic details. This was followed by findings and analysis of data, and the summary. The findings and analysis incorporated general and cross tabulation analysis primarily on four broad themes that include response rate, stakeholder identification and performance, stakeholder dialogue and performance, and stakeholder involvement and performance. Tables were used to facilitate a simplistic reader-friendly interpretation. Finally, the summary of this chapter was provided. This chapter solely focused on presenting the gathered data in a meaningful way to facilitate the discussion, which will be presented in Chapter 5.

4.2 Response Rate

Response rate refers to the percentage of people who responded to the survey (Mugenda and Mugenda 2003). A total of 93 questionnaires were distributed to the sample during the fieldwork exercise, 90 questionnaires were returned and these were sufficiently filled in.3 respondents did not complete the questionnaire in that two or more subsections of the questionnaires were omitted. Face to face interviews were conducted with 10 key informants mainly the staff of FtF Agricultural inputs in total

representing a response rate of 97.1%. Response rate was computed in this respect using the formula, (Number of respondents/total sample population) x 100% that is 100/103 x 100% = 97.1%. A high response rate was attributed to; the enthusiasm of the researcher to carry out constant follow-ups on variance of responses and the researcher carried out the research with the help of research associates.

Table 4.1: Response Rate

Tools Used	**Respondent Category**	**Sampled Size**	**Responses received**	**Percentage (%)**
Questionnaires	Local gov't leaders	30	**29**	**96.7%**
	Agri-businesses (agro-inputs dealers)	33	**33**	**100%**
	Farmer groups (POs)	30	**28**	**93.3%**
Interview guide	Senior management	4	**4**	**100%**
	Field project staff	6	**6**	**100%**
	Total	**103**	**100**	**97.1%**

Source: Primary Data

According to Mugenda and Mugenda (2003), a response rate beyond 70% is adequate for analysis and reporting. Therefore the results were considered representative of what would have been obtained from the population.

4.3 Background characteristics of respondents

The background characteristics of respondents in this study included gender, category, age and level of education. The descriptive statistics used to present the background characteristics of respondents were frequency distribution tables and percentages. The findings about the background characteristics are analysed, interpreted and presented below. The findings on the background characteristics helped the researcher to get a general picture of stakeholder management and the performance of FtF Agricultural Inputs from the various respondents as well as determine the project's outreach.

4.3.1 Distribution of respondents by gender

In the demographic section of the questionnaire the researcher sought to find out the distribution of respondents by gender. This is indicated in figure 4.2 below.

Table 4.2: Distribution of respondents by gender

Gender	Frequency	Percentage
Male	**51**	**56.7%**
Female	**39**	**43.3%**
Total	**90**	**100.0%**

Source: Primary data

The findings revealed that 51 (56.7%) of the respondents were male while 39 (43.3%) of the respondents were female. Though there was a small difference in the distribution of males and females, it was a fair representation of the study population.

4.3.2Distribution of respondents by Category of Respondent.

The respondents were categorized as agribusiness, local government and farmer organization. The findings are presented in table 4.3 below.

Table 4.3: Distribution of respondents by Category of respondent

Category of Respondent	Frequency	Percentage
Agribusiness	33	36.7
Local government	29	32.2
Farmer organization	28	31.1
Total	90	100

Source: Primary Data

Table 4.3 indicates 33 (36.7%) of respondents were agribusinesses, 29 (32.2%) were responses from local government and 28 (31.1%) were farmer groups. This was an average representation from all

categories of the sample population with the technical information as well as those at the receiving end of project interventions.

4.3.3Distribution of respondents by Age.

The age of the respondents was categorized as below 20, 20 and 30, 30 and 40, above 50. The findings on age are contained in table 4.3 below.

Table 4.4: Distribution of respondents by Age

Age	Frequency	Percentage
20-30 years	19	21.1
30-40 years	26	28.9
40-50 years	30	33.3
Above 50 years	15	16.7
Total	90	100

Source: Primary Data

Table 4.4 shows that 19 (21.1%) of respondents were aged between 20 and 30 years, 26 (28.9%) were between 30 and 40 years, 30 (33.3%) were between 40 and 50 years and 15 (16.7%) were aged 50 and above. This implies majority of the respondents were in the active work force, had relevant experience and thus familiar with development project related activities which was an advantage to the researcher providing relevant information for the study.

4.3.4Distribution of respondents by Level of Education.

Education levels of the respondents were categorized as none, primary level, certificate, diploma, degree and above. The researcher analysed their responses and presented them in table 4.5 below.

Table 4.5: Distribution of respondents by level of Education

Education level	Frequency	Percentage
Primary	**8**	**8.9**
Certificate	**33**	**36.7**
Diploma	**35**	**38.9**
Degree and Above	**14**	**15.6**
Total	**90**	**100**

Source: Primary Data

Table 4.5 indicates that 8 (8.9%) of respondents had obtained primary education, 33 (36.7%) had obtained a certificate, 35 (38.9%) were diploma holders and 14 (15.6%) had obtained degrees and above. The majority of respondents were certificate (36.7%) and diploma (38.9%) which implies the respondents were technical enough to answer the questions which was an advantage to the researcher providing relevant information for the study.

4.4 Presentation of empirical findings

The purpose of the study was to examine the relationship between stakeholder management and the performance of FtF Agricultural Inputs. The researcher used mixed method design and as such initially presented the qualitative data to strength interpretation of quantitative data presented by objectives to the study. In qualitative analysis the researcher adopted a thematic content analysis in which data was coded according to themes, categories or keywords (words, phrases, sentences) so that they are compared and analysed. Aided by SPSS version 19 under quantitative analysis each variable was analysed by objective using descriptive statistics, interpreted and the results presented in tables, showing the distribution of responses, inferential statistics (correlation and regression analysis) was then used to establish the relationship between variables. In this study, strongly agree and agree were

categorized as 'agree' while strongly disagree and disagree as 'disagree'. Findings from qualitative and quantitative data were analysed, interpreted and presented according to the objectives of the study.

4.4.1 Descriptive statistics and thematic content analysis of qualitative data

Table 4.6: Descriptive statistics on FtF Ag-Inputs performance

Stakeholder satisfaction	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
32. FTF Ag-Inputs performance meets or surpasses stakeholders expectations	**13 (14.4%)**	**30 (33.3%)**	**47 (52.2%)**	**3.37**	**1.022**
33. FTF Ag-Inputs project outputs match the needs of the stakeholders	**22 (24.4%)**	**10 (11.1%)**	**58 (64.4%)**	**3.49**	**0.997**
34. FTF Ag-Input's performance is considered by stakeholders as successful	**17 (18.9%)**	**23 (25.6%)**	**50 (55.6%)**	**3.47**	**0.914**
Value for money	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
35. FTF Ag-Inputs project activities are of quality and sufficient to stakeholders	**4 (4.4%)**	**34 (37.8%)**	**52 (57.8%)**	**3.62**	**0.712**
36. FTF Ag-Inputs project activities are fit for purpose and of use to stakeholders	**4 (4.4%)**	**11 (12.2%)**	**75 (83.3%)**	**3.92**	**0.657**
37. FTF Ag-Inputs project activities are effective and have impact to stakeholders	**25 (27.8%)**	**11 (12.2%)**	**54 (60.0%)**	**3.42**	**1.101**
Appropriate interventions	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
38. FTF Ag-Inputs interventions are culturally and socially suitable to stakeholders	**8 (8.9%)**	**2 (2.2%)**	**80 (88.9%)**	**3.96**	**0.82**
39. FTF Ag-Inputs interventions are economically affordable to stakeholders	**23 (25.6%)**	**24 (26.7%)**	**43 (47.8%)**	**3.28**	**1.05**
40. FTF Ag-Inputs interventions are acceptable to stakeholders	**13(14.4%)**	**11(12.2%)**	**66(73.3%)**	**3.79**	**0.97**
TOTAL AVERAGE	**14 (15.9%)**	**17 (19.3%)**	**58 (64.8%)**	**3.59**	**0.915**

Source: Primary data

From the above table 4.6 above, respondent's opinions were sought as regards the performance of FtF Ag-Inputs around the attributes of stakeholder satisfaction, value for money and appropriate

interventions. 64.4% (58) agreed that FTF Ag-Inputs project outputs match the needs of the stakeholders, while 55.6% (50) agreed that FTF Ag-Input's performance is considered by stakeholders as successful. A significant number of respondents 30 (33.3%) were not sure or were uncertain as to whether FTF Ag-Inputs performance meets or surpasses stakeholders expectations. The findings from the table above indicate that respondents were averagely satisfied by the performance of FtF Ag-Inputs project, which is partly explained by 22 (24.4%) and 23 (25.6%) who disagreed that FTF Ag-Inputs project outputs match the needs of the stakeholders and that FTF Ag-Input's performance is considered by stakeholders as successful respectively.

Additional findings showed that majority of respondents 75 (83.3%) agreed that FTF Ag-Inputs project activities are fit for purpose and of use to stakeholders. 54 (60.0%) averagely agreed that FTF Ag-Inputs project activities are effective and have impact to stakeholders. The average 54 (60.0%) and 52 (57.8%) scores of those who agreed were attributed to 25 (27.8%) of respondents who disagreed that FTF Ag-Inputs project activities are effective and have impact to stakeholders and 37.8% (34) of respondents who were uncertain that FTF Ag-Inputs project activities are of quality and sufficient to stakeholders. This implies that a significant number of respondents find FtF Ag-Inputs performance of perceived value.

An outstanding majority of respondents from the findings in table 4.6 above show that 80 (88.9%) agreed that FTF Ag-Inputs interventions are culturally and socially suitable to stakeholders. Agreeably, 66 (73.3%) find that FTF Ag-Inputs interventions were acceptable to stakeholders. On the contrary, 43 (47.8%), a below average number agreed that FTF Ag-Inputs interventions are economically affordable to stakeholders explained by 24 (26.7%) who were uncertain and 23 (25.6%) who disagreed. These findings suggest that majority of the respondents find FtF Ag-Inputs performance to be as a result of using appropriate interventions, but have reservations on whether the interventions used are economically affordable to stakeholders. The above results as to whether stakeholders find FtF Ag-

Inputs project performance satisfactory, of perceived value and using the appropriate interventions are echoed by the total average scores on performance which show that 58 (64.8%) agreed, 17 (19.3%) were uncertain or not sure and 14 (15.9%) disagreed.

Table 4.7: Thematic content analysis of qualitative data (Interviews)

Question area	**Summary responses**
Roles	4 Technical 6 field
Length with FtF Ag-Inputs	Total Average 1.5 years (Project life 2012-2017)
Are stakeholders identified?	8 staff agreed, 2 disagreed
What is it based on?	8 staff (a.) Roles they play in implementing Ag-Inputs activities and (c.) Their interest and commitment to project activities. 2 staff (b.) Resources they can provide
Does FtF Ag-Inputs consult stakeholders?	8 staff agreed 2 staff disagreed
Does FtF Ag-Inputs involve stakeholders in project activities?	All 10 staff agreed
Stakeholder view of FtF Ag-Inputs performance; satisfactory, of perceived value and using appropriate interventions?	1 staff. Using appropriate interventions 7 staff. Of perceived value 2 staff. Satisfactory

Source: Primary data

Qualitative content analysis from interviews was arranged as above around themes on identification, dialogue and involvement to support further interpretation of quantitative findings analyzed below.

Findings from table 4.7 above shows that senior management roles were from 4 technical staff and 6 field staff of FtF Ag-Inputs. On average they had been with the project for 1 year and 5 months of the life of the project which started in November 2012 and winds up in 2017.

A question on whether FtF Ag-Inputs identifies stakeholders, presented a choice of 5 options to respondents as to what identification was based on, were; the roles stakeholders play in implementing Ag-Inputs activities; the resources they can provide; their interest and commitment to project activities; the claims or rights for immediate action and legitimacy of the relationship. Out of the 10 staff interviewed, 8 staff agree that stakeholders are identified based on the roles they play in implementing the project activities and their interest and commitment to these activities. Of the 8, 2 staff interviewed also added that stakeholders are identified based on the resources they can provide. To add, 8 staff out of 10 interviewed, agreed that FtF Ag-Inputs consults its stakeholders. All 10 staff agreed that the project involves stakeholders in project activities.

A question was presented to FtF Ag-Inputs staff on what stakeholders view the performance of FtF Ag-Inputs to be. 3 options were given; satisfactory, of perceived value or using appropriate interventions. Findings above show that 1 staff said FtF Ag-Inputs is viewed by stakeholders as using appropriate interventions, 7 staff said it was viewed as of perceived value while 2 staff said it was seen as satisfactory.

Other questions presented to the staff around stakeholder identification, stakeholder dialogue, stakeholder involvement and performance will be presented verbatim to support interpretation of quantitative data analysis in the sub sections that follow. These were around ways stakeholder's identification influences the performance of FtF Ag-Inputs, how FtF Ag-Inputs discloses objectives to stakeholders, how FtF Ag-Inputs consults stakeholders, ways dialogue with FtF Ag-Inputs stakeholders influences its performance, how FtF Ag-Inputs involves stakeholders in contributing towards achieving the projects objectives, how FtF Ag-Inputs involves its stakeholders in project activities, ways

stakeholder involvement influences FtF Ag-Inputs performance, what project performance is and what has contributed towards Ag-Inputs performance so far.

4.4.2 Descriptive and Inferential statistics of quantitative data

4.4.2.1Establish the relationship between stakeholder identification and FtF Ag-Inputs performance

The objective sought to establish if there is a relationship between stakeholder identification and FtF Ag-Inputs performance. The researcher sought the respondent's opinions, knowledge and experiences on whether there is a relationship between stakeholder identification and project performance.

Table 4.8: Descriptive statistics on Stakeholder identification in relation to FtF Ag-Inputs performance

Power	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
1. Stakeholders who are affected by FTF Ag-Inputs project are identified	**9 (10.0%)**	**11 (12.2%)**	**70 (77.8%)**	**3.84**	**0.97**
2. Stakeholders who are affected by FTF Ag-Inputs are identified based on the resources they can provide	**9 (10.0%)**	**18 (20.0%)**	**63 (70.0%)**	**3.76**	**0.88**
3. Stakeholders who are affected by FTF Ag-Inputs are identified based on their interest and commitment	**5 (5.5%)**	**10 (11.1%)**	**75 (83.6%)**	**4.04**	**0.75**
4. Stakeholders who are affected by FTF Ag-Inputs identified based on the role they play in implementing project activities	**8 (8.9%)**	**10 (11.1%)**	**72 (80.0%)**	**3.96**	**0.89**
5. Stakeholders who are affected by FTF Ag-Inputs are identified based on their influence	**13 (14.4%)**	**25 (27.8%)**	**52 (57.8%)**	**3.71**	**1.09**
Urgency	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
6. Stakeholders are prioritized based on their willingness	**3 (3.3%)**	**12**	**75**	**4.09**	**0.74**

to support FTF Ag-Inputs project		**(13.3%)**	**(83.3%)**		
7. Stakeholders are prioritized based on their influence to FTF Ag-Inputs project	**9 (10.0%)**	**32 (35.6%)**	**49 (54.5%)**	**3.60**	**0.95**
8. Stakeholders are prioritized based on the resources that they might bring to FTF Ag-Inputs project	**12 (13.3%)**	**13 (14.4%)**	**65 (72.3%)**	**3.71**	**1.00**
9. Stakeholders are prioritized based on areas of intervention and their geographical coverage	**20 (22.2%)**	**12 (13.3%)**	**58 (64.4%)**	**3.48**	**1.13**
10. Stakeholders are prioritized based on their sensitivity to time and importance to FTF Ag-Inputs	**22 (24.4)**	**13 (14.4%)**	**55 (61.1%)**	**3.50**	**1.13**
Legitimacy	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
11. Interests and concerns of stakeholders who are affected by FTF Ag-Inputs are considered	**9 (10.0%)**	**21 (23.3%)**	**60 (66.6%)**	**3.78**	**0.97**
12. Considering interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to define areas and ways of partnerships	**8 (8.9%)**	**13 (14.4%)**	**69 (76.7%)**	**3.83**	**0.84**
13. Considering the interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to render services that meets the needs and expectations of the stakeholders	**10 (11.1%)**	**11 (12.2%)**	**69 (76.7%)**	**3.88**	**0.96**
14. Considering interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to design interventions that are acceptable to stakeholders	**13 (14.4%)**	**12 (13.3%)**	**65 (72.3%)**	**3.73**	**0.90**
TOTAL AVERAGE	**11 (12.1%)**	**15 (16.9%)**	**64 (71.0%)**	**3.78**	**0.94**

Source: Primary Data

Findings from the data presented in table 4.7 shows that 64 (71.0%) of respondents on average agreed that FtF Ag-Inputs identifies its stakeholders around power, urgency and legitimacy which are attributes to stakeholder identification with a total average mean of 3.78 out of 90 respondents to 14 questions. This is reflected under the attribute on power in which 75 (83.6%) of respondents who are the majority agreed that stakeholders who are affected by FTF Ag-Inputs are identified based on their interest and commitment, their average mean being 4.04 with the least standard deviation of 0.75.

Another majority of respondents, 72 (80%) agreed that stakeholders who are affected by FTF Ag-Inputs are identified based on the role they play in implementing project activities, which is echoed by an average mean of 3.96 and minimal standard deviation of0.89. A significant number of respondents (77.8%) agreed that FTF Ag-Inputs project identifies stakeholders who are affected by it. This is further supported by qualitative data findings from interviews presented earlier that show that majority of the technical and field staff (8 out of 10) at FtF Ag-Inputs agreed that stakeholders are identified by the project based on the roles they play in implementing the project activities and their interest and commitment to these activities.

The attribute on urgency shows that 75 (83.3%) with an average mean of 4.09 deviating at 0.74, agreed that stakeholders are prioritized based on their willingness to support FTF Ag-Inputs project. Another 65 (72.3%) also agreed that stakeholders are prioritized based on the resources that they might bring to FTF Ag-Inputs project with an average mean of 3.71 and standard deviation of 1.00.

The same majority in number agreed in the same proportion of 69 (76.7%) that considering interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to define areas and ways of partnerships as well as render services that meets the needs and expectations of the stakeholders. In addition, 65 (72.3%) also agreed that considering interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to design interventions that are acceptable to stakeholders.

Table 4.9 Correlation between stakeholder identification and FtF Ag-Inputs performance

Correlations				
			Performance	Identification
Spearman's rho	Performance	Correlation Coefficient	1.000	.151
		Sig. (2-tailed)	.	.154
		N	90	90
	Identification	Correlation Coefficient	.151	1.000
		Sig. (2-tailed)	.154	.
		N	90	90

Source: Primary Data

The finding from table 4.8 above, Spearman's rank correlation coefficient at 0.05 level of significance shows that there was no significant relationship between stakeholder identification and the performance of FtF Ag-Inputs project at p value 0.154 which is greater than the level of significance. The correlation coefficient (0.151)was positive but considered weak implying that there was a weak relationship between stakeholder identification and FtF Ag-Inputs project performance. This implies that the project does identify stakeholders as portrayed by descriptive statics and interviewed technical staff and echoed by 64.4% of respondents that on average agreed that FtF Ag-Inputs project performance is satisfactory, of perceived value and using the appropriate interventions. To verify this correlation by the above objective, the hypothesis H1: There is a close relationship between stakeholder identification and the performance of FtF Ag-Inputs project is upheld since there is a relationship but it's a weak one.

Table 4.10 Regression analysis between stakeholder identification and FtF Ag-Inputs performance

Model Summary					
Model	R	R	Adjusted R	Std. Error of	Change Statistics

		Square	Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.206	.043	.032	.66582	.043	3.916	1	88	.051

Source: Primary data

According to findings in table 4.9 above, stakeholder identification was regressed on the performance of FtF Ag-Inputs showing that R=0.206 means that the variable (stakeholder identification) predicts FtF Ag-inputs performance but with a negligible significance. Adjusted R= 0.032 indicates that 3.2% variations in stakeholder identification is explained by FtF Ag-Inputs performance. This means that stakeholder identification can explain about 3 % of the variations in the performance of FtF Ag-Inputs project. This can be depicted from the minimal variations in responses around identification attributes of power, urgency and legitimacy findings. This can also possibly be explained by the strong strategies used by FtF Ag-Inputs in identifying stakeholders, as one interviewee said;

> *"Identification of the right and committed stakeholders earlier on in the project enables execution of focused and targeted engagements, catalyze results by combined synergy and saves the time and resources to implementation therefore better performance"*

In addition and from the above descriptive statistics, 71% of respondents, 8 staff agreed that there is overall stakeholder identification by FtF Ag-Inputs around the attributes of power, urgency and legitimacy.

4.4.2.2Find out the relationship between stakeholder dialogue and FtF Ag-Inputs performance.

The objective sought to establish if there is a relationship between stakeholder dialogue and FtF Ag-Inputs performance. The researcher sought the respondent's opinions, knowledge and experiences on whether there is a relationship between stakeholder identification and project performance.

Table 4.11: Descriptive statistics on Stakeholder dialogue in relation to FtF Ag-Inputs performance

Who & What level	Disagree	Not Sure	Agree	Mean	S.D
15. Management of FTF Ag-Inputs identifies which stakeholders to regularly share information with	**10 (11.1%)**	**7 (7.8%)**	**73 (81.1%)**	**3.91**	**0.86**
16. Management of FTF Ag-Inputs shares information with different categories of stakeholders	**13 (14.4%)**	**8 (8.9%)**	**69 (77.0%)**	**3.70**	**0.93**
17. Stakeholders suggestions are incorporated into implementation decisions of FTF Ag-Inputs	**20 (22.2%)**	**33 (36.7%)**	**37 (41.1%)**	**3.27**	**1.04**
18. Stakeholders are willing to share information with FTF Ag-Inputs and their views are respected	**13 (14.4%)**	**4 (4.4%)**	**73 (81.1%)**	**3.86**	**1.00**
19. Frequent communication with FTF Ag-Inputs improved transparency and led to mutual trust	**10 (11.1%)**	**16 (17.8%)**	**64 (71.1%)**	**3.86**	**1.00**
How	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
20. Stakeholders views on FTF Ag-Inputs are regularly sought	**17 (18.9%)**	**32 (35.6%)**	**41 (45.6%)**	**3.28**	**0.97**
21. Stakeholders are consulted whenever implementation plans on FTF Ag-Inputs are made	**33 (36.6%)**	**23 (25.6%)**	**34 (37.8%)**	**2.97**	**1.17**
22. Stakeholders are involved in FTF Ag-Inputs annual planning activities	**58 (64.5%)**	**15 (16.7%)**	**17 (18.8%)**	**2.40**	**1.09**
23. Stakeholders attend FTF Ag-Input one on one discussions or workshops on various topics	**26 (28.9)**	**8 (8.9%)**	**56 (62.2%)**	**3.41**	**1.26**
TOTAL AVERAGE	**22 (24.7%)**	**16 (18.0%)**	**52 (57.3%)**	**3.41**	**1.04**

Source: Primary Data

Findings from the data presented in table 4.10 shows that 52 (57.3%) respondents on average agreed that FtF Ag-Inputs has dialogue or communicates with stakeholders depending on who they are and at what level they are and how they communicate with a total average mean of 3.41 out of 90 respondents to 9 questions. This is further supported by 8 FtF Ag-Inputs staff who agree that the project does consult its stakeholders. This average is also attributed to 22 (24.7%) that disagreed and 16 (18.0%) of respondents that were uncertain.

A further explanation on the above shows that 73 (81.1%) of respondents both agreed that management of FTF Ag-Inputs identifies which stakeholders to regularly share information with and that stakeholders are willing to share information with FTF Ag-Inputs and their views are respected. 69 (77.0%) of respondents also agreed that management of FTF Ag-Inputs shares information with different categories of stakeholders.

To add, 64 (71.1%) of respondents agreed that frequent communication with FTF Ag-Inputs improved transparency and led to mutual trust with stakeholders. However, a seemingly low number of respondents 37 (41.1%) agreed that stakeholders suggestions are incorporated into implementation decisions of FTF Ag-Inputs, which is as a result of 33 (36.7%) who disagreed and 20 (22.2%) who were not sure. This indicates that although majority of respondents do agree that FtF Ag-Inputs has dialogue with stakeholders based on who they are and at what level, a relevant proportion do disagree and the rest were not sure that stakeholder's suggestions are incorporated into implementation decisions of FTF Ag-Inputs. Suggestively implying that stakeholders are do not see interventions that reflect areas of importance to them while activities are implemented.

On how FtF Ag-Inputs has dialogue or communicates with stakeholders, the above findings in table 4.8 indicate that 58 (64.5%) of respondents disagreed that stakeholders are involved in FtF Ag-Inputs annual planning activities supported by an average mean of 2.40. On the other hand, though averagely, 56 (62.2%) of respondents agreed that stakeholders attend FtF Ag-Input one on one discussions or

workshops on various topics, due to 26 (28.9%) who disagree with the later. A below average number of respondents 41 (45.6%) agreed that stakeholders views on FtF Ag-Inputs are regularly sought, because, a sizeable 32 (35.6%) of the respondents were not sure. On whether FtF Ag-Inputs consults stakeholders whenever implementation plans on FtF Ag-Inputs are made, a rather balanced finding from respondents showed that 34 (37.8%) agreed, 33 (36.6%) disagreed, while 23 (25.6%) were uncertain or not sure. Interpreted, FtF Ag-Inputs strategies on how it has dialogue or communicates with stakeholders affects its performance as a significant number are not involved FtF Ag-Inputs annual planning activities, in addition, FtF Ag-Inputs needs to consult stakeholders whenever implementation plans are made.

Table 4.12 Correlation between stakeholder dialogue and FtF Ag-Inputs performance

Correlations				
			Performance	Dialogue
Spearman's rho	Performance	Correlation Coefficient	1.000	.435
		Sig. (2-tailed)	.	.000
		N	90	90
	Dialogue	Correlation Coefficient	.435	1.000
		Sig. (2-tailed)	.000	.
		N	90	90

Source: Primary data

The finding from table 4.11 above, Spearman's rank correlation coefficient at 0.05 level of significance shows that there was a significant relationship between stakeholder dialogue and the performance of FtF Ag-Inputs project at p value 0.000 which is less than the level of significance. The correlation coefficient (0.435) was positive and considered strong implying that there was a strong relationship

between stakeholder identification and FtF Ag-Inputs project. This means that the project strategy on communication and dialogue with stakeholders has a significant influence on performance as portrayed by descriptive statics and interviewed technical staff echoed by 64.4% of respondents that on average agreed that FtF Ag-Inputs project performance is satisfactory, of perceived value and using the appropriate interventions. To verify this correlation by the above objective, the hypothesis H1: There is a high relationship between stakeholder dialogue and the performance of FtF Ag-Inputs project is upheld since there is a strong relationship.

Table 4.13 Regression analysis between stakeholder dialogue and FtF Ag-Inputs performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.486	.237	.228	.59458	.237	27.263	1	88	.000

Source: Primary data

From the above findings in table 4.12 above, stakeholder dialogue was regressed on the performance of FtF Ag-Inputs showing that R=0.237 means that the variable (stakeholder dialogue) predicts FtF Ag-inputs performance but less significantly. Adjusted R= 0.032 indicates that 22.8% variations in stakeholder dialogue is explained by FtF Ag-Inputs performance. This means that stakeholder dialogue can explain about 23% of the variations in the performance of FtF Ag-Inputs project. This can be portrayed from the notable variations in responses around identification attributes of who and at what level as well as how on findings. This can also possibly be explained by less effective strategies used by FtF Ag-Inputs in communicating or having dialogue with stakeholders, this was quoted verbatim from three interviewees;

"Ag-Inputsdoes consult some but not all. Consultation is mainly with the donors (secondary stakeholders). The primary stakeholders (partners or beneficiaries) are not consulted. The disclosure of objectives is not so straight forward. It only happened at the launch of the project. Only a section of stakeholders are consulted e.g. local gov't to some extent"

"Ag-Inputs does not consult its stakeholders. Disclosure is not defined and is adhoc around one on one engagement, in workshops, meetings et al"

"Ag-Inputs does not consult its stakeholders. Disclosure is dependent on the role the stakeholder will play in implementation. Disclosure is also based on opportunistic advantage the stakeholder presents"

Furthermore and from descriptive statistics, an average 57.3% of respondents and 8 staff agree that FtF Ag-Inputs does have dialogue and communicate with its stakeholders, however, a relevant proportion disagreed and the rest were not sure that stakeholder's views on FtF Ag-Inputs are regularly sought and their suggestions are incorporated into implementation decisions of FTF Ag-Inputs. In addition, a significant number are not involved FtF Ag-Inputs annual planning activities, in addition, FtF Ag-Inputs needs to consult stakeholders whenever implementation plans are made. This implies that stakeholder's negative or indecisive views reflect limited effectiveness on how FtF Ag-Input has dialogue with them.

4.4.2.3Determine the relationship between stakeholder involvement and FtF Ag-Inputs performance.

The objective sought to establish if there is a relationship between stakeholder involvement and FtF Ag-Inputs performance. The researcher sought the respondent's opinions, knowledge and experiences on whether there is a relationship between stakeholder involvement and project performance.

Table 4.14: Descriptive statistics on Stakeholder involvement in relation to FtF Ag-Inputs performance

Idea generation and evaluation	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
24. Stakeholders who are affected by FTF Ag-Inputs are consulted	**16 (17.8%)**	**18 (20.0%)**	**56 (62.3%)**	**3.53**	**1.09**
25. Stakeholders ideas are continuously sort by FTF Ag-Inputs and incorporated	**38 (42.2%)**	**32 (35.6%)**	**20 (22.2%)**	**2.71**	**1.05**
26. Stakeholders participate in reviewing the progress of FTF Ag-Inputs	**68 (75.6%)**	**11 (12.2%)**	**11 (12.2%)**	**2.10**	**1.04**
27. Stakeholders are involved in FTF Ag-Inputs performance review for better outcomes	**67 (74.4%)**	**12 (13.3%)**	**11 (12.2%)**	**2.03**	**0.99**
Participation (ownership and management)	**Disagree**	**Not Sure**	**Agree**	**Mean**	**S.D**
28. Stakeholders who are affected by FTF Ag-Inputs are invited to share ideas on implementation	**6 (6.6%)**	**6 (6.7%)**	**78 (86.6%)**	**4.01**	**0.83**
29. Stakeholders who are affected by FTF Ag-Inputs are invited to participate in activities	**10 (11.2%)**	**10 (11.1%)**	**70 (77.8%)**	**3.80**	**1.00**
30. Stakeholders are involved in the implementation of FTF Ag-Inputs project activities	**7 (7.8%)**	**4 (4.4%)**	**79 (87.7%)**	**4.12**	**0.90**
31. Stakeholders provide resources (time, money, people) in FTF Ag-Inputs project activities	**6 (6.6%)**	**14 (15.6%)**	**70 (77.8%)**	**4.01**	**0.93**
TOTAL AVERAGE	**27 (30.3%)**	**13 (14.9%)**	**49 (54.9%)**	**3.29**	**0.98**

Source: Primary Data

Descriptive statistics from the above table 4.13 show that for the variable stakeholder involvement in relation to performance FtF Ag-Inputs, average respondent scores of 49 (54.9%) who agreed, 27

(30.3%) disagreed, while 13 (14.9%) were uncertain. This is explained by the findings from each attribute which show that under idea generation and evaluation, a significant 68 (75.6%) of respondents disagreed that stakeholders participate in reviewing the progress of FtF Ag-Inputs project resonated by an average mean of 2.40. To add further, and with an average mean of 2.03, another 67 (74.4%) also disagreed that stakeholders are involved in FtF Ag-Inputs performance review for better outcomes. Another 42.2% of respondents (38) also disagreed that stakeholder's ideas are continuously sort by FtF Ag-Inputs and incorporated, 35.6 % (32) were uncertain and a minority 22.2 % (20) agreed. On the other hand, 62.3% (56) of respondents agree that stakeholders who are affected by FtF Ag-Inputs are consulted. The above findings imply that FtF Ag-Inputs needs to improve on strategies to involve stakeholders for idea generation and evaluation for better performance of the project shown by a significant majority who disagree.

Findings from table 4.13also show that according to the participation attribute (towards ownership and management), 79 respondents (87.7%) agree that stakeholders are involved in the implementation of FtF Ag-Inputs project activities which is supported by an average mean of 4.12. 86.6% of respondents (78) also agree that stakeholders who are affected by FtF Ag-Inputs are invited to share ideas on implementation. Furthermore, 77.8% of respondents (70) agree on both responses that stakeholders who are affected by FtF Ag-Inputs are invited to participate in activities and also provide resources (time, money, people) in FtF Ag-Inputs project activities. This shows that FtF Ag-Inputs strategies towards stakeholder involvement are in agreement with the stakeholders thus supporting its performance.

Table 4.15 Correlation between stakeholder involvement and FtF Ag-Inputs performance

Correlations				
			Performance	Involvement
Spearman's rho	Performance	Correlation Coefficient	1.000	.261
		Sig. (2-tailed)	.	.013
		N	90	90
	Involvement	Correlation Coefficient	.261	1.000
		Sig. (2-tailed)	.013	.
		N	90	90

Source: Primary data

The finding from table 4.14 above, Spearman's rank correlation coefficient at 0.05 level of significance shows that there was a significant relationship between stakeholder involvement and the performance of FtF Ag-Inputs project at p value 0.013 which is less than the level of significance. There correlation coefficient (0.261) was positive but considered not so strong implying that there was a weak relationship between stakeholder involvement and FtF Ag-Inputs project. This means that the project strategy on involvement with stakeholder's influences performance as portrayed by descriptive statics and interviewed technical staff echoed by 64.4% of respondents that on average agree that FtF Ag-Inputs project performance is satisfactory, of perceived value and using the appropriate interventions. To verify this correlation by the above objective, the hypothesis H1: There is a positive relationship between stakeholder involvement and the performance of FtF Ag-Inputs project is upheld since there is a strong relationship.

Table 4.16 Regression analysis between stakeholder involvement and FtF Ag-Inputs performance

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.325	.106	.095	.64353	.106	10.396	1	88	.002

Source: Primary data

Findings from the table 4.15 above, stakeholder involvement was regressed on the performance of FtF Ag-Inputs showing that R=0.325 means that the variable (stakeholder involvement) predicts FtF Ag-inputs performance but less significantly. Adjusted R= 0.095 indicates that 9.5% variations in stakeholder involvement is explained by FtF Ag-Inputs performance. This means that stakeholder involvement can explain about 10 % of the variations in the performance of FtF Ag-Inputs project. This can be described from important variations in responses around stakeholder involvement attribute of idea generation and evaluation on findings. From descriptive statistics, an average 54.9% of respondents and 8 staff agreed that FtF Ag-Inputs does involve its stakeholders, however, a relevant proportion disagreed and the rest were not sure that stakeholders participate in reviewing the progress of FtF Ag-Inputs project. In addition, a significant number of stakeholders are not involved in FtF Ag-Inputs performance review for better outcomes, in addition, stakeholder's ideas are not continuously sort by FtF Ag-Inputs and incorporated.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the summary, discussions, conclusions and recommendations of the study were presented according to the findings, limitations, contributions and implications for future researchers were also integrated in this section. The researcher in this chapter presented an objective summary of the findings of the study following a descriptive, correlation and regression analysis of the collected data.

5.2 Summary of findings

Below is a summary of the findings according to the three main objectives;

5.2.1 The relationship between stakeholder identification and FtF Ag-Inputs performance.

The study revealed from descriptive statistics that respondents on average agree that FtF Ag-Inputs identifies its stakeholders around power, urgency and legitimacy attributes to stakeholder identification. Qualitative findings from interviews with staff at FtF Ag-Inputs also showed that they agreed that stakeholders of the project are identified. In addition, spearman's rank correlation showed that there is no significant relationship between stakeholder identification and the performance of FtF Ag-Inputs project. The correlation coefficient was positive but considered to be weak implying that there is a weak relationship between stakeholder identification and FtF Ag-Inputs project. Regression analysis findings showed that 3% of the variations in the performance of FtF Ag-Inputs project are explained by stakeholder identification. This can be depicted from the minimal variations in responses around identification attributes of power, urgency and legitimacy findings. This can also possibly be explained by the sturdy strategies used by FtF Ag-Inputs in identifying stakeholders.

5.2.2 The relationship between stakeholder dialogue and FtF Ag-Inputs performance.

The study discovered from descriptive statistics that respondents on average agree that FtF Ag-Inputs has dialogue or communicates with its stakeholders around the attributes who and at what level and how. Qualitative findings from interviews with staff at FtF Ag-Inputs also showed that they agreed that stakeholders of the project are consulted. In addition, spearman's rank correlation showed that there is a significant relationship between stakeholder dialogue and the performance of FtF Ag-Inputs project. The correlation coefficient was positive and strong implying that there is a strong relationship between stakeholder identification and FtF Ag-Inputs project. Regression analysis findings showed that 23% of the variations in the performance of FtF Ag-Inputs project are explained by stakeholder dialogue. This can be portrayed from the notable variations in responses around identification attributes of who and at what level as well as how on findings. This can also possibly be explained by less effective strategies used by FtF Ag-Inputs in communicating or having dialogue with stakeholders

5.2.3 The relationship between stakeholder involvement and the performance of FtF Ag-Inputs.

From descriptive statistics the study showed that respondents on average agree that FtF Ag-Inputs involves its stakeholders around idea generation and evaluation as well as participation attributes to stakeholder involvement. Qualitative findings from interviews with staff at FtF Ag-Inputs also showed that they agreed that stakeholders of the project are involved. In addition, spearman's rank correlation showed that there is a significant relationship between stakeholder involvement and the performance of FtF Ag-Inputs project. The correlation coefficient was positive but considered not to be strong implying that there is a weak relationship between stakeholder identification and FtF Ag-Inputs project. Regression analysis findings showed that about 10% of the variations in stakeholder involvement explain the performance of FtF Ag-Inputs project. This can be described from important variations in responses around stakeholder involvement attribute of idea generation and evaluation on findings. Relevant proportions do disagree and the rest are not sure that stakeholders participate in reviewing the progress of FtF Ag-Inputs project. In addition, a significant number of stakeholders are not involved in

FtF Ag-Inputs performance review for better outcomes., in addition, stakeholder's ideas are not continuously sort by FtF Ag-Inputs and incorporated.

5.3 Discussion of findings

5.3.1 The relationship between stakeholder identification and FtF Ag-Inputs performance.

The summary findings above on the relationship stakeholder identification and FtF Ag-Inputs performance showed that although respondents both quantitatively and qualitatively agree that the project identifies stakeholders, there are those that disagreed and or were uncertain, attributing to the minimal variation of about 3%. Though the relationship was not significant, it was positive showing that stakeholder identification has an effect on the project's performance. A weak relationship depicted by the coefficient is attributed to higher percentage that agreed possibly meaning that FtF Ag-Inputs strategies on identifying stakeholders are effective. These could include, identifying the right and committed stakeholders early enough, categorizing them as well as planning resourcefully on joint activities.

These findings agree with the literature that stakeholder management in projects focuses on making sure that the right stakeholders are identified, that stakeholder requirements are captured and incorporated into the works of the project and that appropriate stakeholders participate in relevant project activities (PMBOK, 5th Ed).The idea of comprehensively identifying stakeholder types is to equip managers with the ability to recognize and respond effectively to a distinct set of entities who may be able to affect or are affected by the firm, Mitchell et al (1997).

The findings are also in line with Freeman's stakeholder theory that addresses the ''principle of who or what really count'' (Freeman, Wicks, Parmar, 2004). It explains that managers need to formulate and implement processes that cater for groups that have a stake in the business (Freeman, 1984). In this regard, all interviewees were able to identify the project's stakeholders that have a 'stake' in the project and its objectives. These include;

"Agricultural input businesses (manufacturers, distributors/suppliers, importers, local agro-dealers and stockists of seed, agro-chemicals, equipment), national (MAAIF) and local governments (they provide an enabling environment), industry associations (USTA, CropLife), related institutions (NARO), national and local farmer and agro-dealer associations, the users of agricultural inputs (farmers), the media, the donor (USAID), implementing partners (FtF CPMA and FtF EEA), other development agencies, business service providers, financial institutions, ICT firms".

5.3.2 The relationship between stakeholder dialogue and the performance of FtF Ag-Inputs.

The summary findings presented above on the relationship between stakeholder dialogue and FtF Ag-Inputs performance showed that respondents both quantitatively and qualitatively agree that the project has dialogue with stakeholders, those that disagreed and or were uncertain, attributed to a notable variation of about 23%. The relationship was significant and positive showing that stakeholder dialogue has an effect on the project's performance. A strong relationship portrayed by the coefficient is attributed to respondents that disagreed and or were uncertain possibly meaning that FtF Ag-Inputs strategy on communicating with stakeholders is less effective. This could be explained by relevant proportions who disagree and the rest are not sure that stakeholder's suggestions are incorporated into implementation decisions of FTF Ag-Inputs and a significant number that are not involved FtF Ag-Inputs annual planning activities, as well as not being consulted whenever implementation plans are made. Below are interviewee's suggestions on "ways stakeholder dialogue influences the performance of FtF Ag-Inputs, which if adopted can counter the 23% variance to performance indicated earlier.

"Open dialogue builds trust among stakeholders and buy-in, thus implementation is collaborative resourcefully thus better performance"

"Dialogue with stakeholders contributes to ideas, they can provide direction, it can generate ownership for sustainability, it can stimulate investment of resources by the stakeholders"

"It would provide information; It will influence decision making; resource allocation and create a meeting point for all the stakeholders".

"It makes the work easier as stakeholders understand the overall project objectives. They can try to incorporate the project's activities with theirs. Reduces expenses e.g. when engaging local gov't"

"Generate ideas, identify opportunities, and identify behaviour change champions"

"It brings about interventions that are not tailored or customized to meet the needs of the stakeholders fully".

"The more dialogue the better activities can be organized and progress can be tracked leading to better performance".

"It helps the project aim for realistic outcomes"

"The project gets to know needs and expectation and thus design interventions to address those needs"

These findings agree with the literature that multi-stakeholder collaboration literature often promotes dialogue as a way to find solutions for complex sustainability problems (e.g. Hemmati, 2002; Kell and Levin, 2003; Waddell, 2002; Waddock, 2004). However, the findings are contrary to a proactive dialogue in which dilemmas are shared openly stimulating a mutual learning process that spurs creativity and innovation (Flick, 1998; Isaacs, 1993). In this line of thought, one needs to understand

the logic, background, expectations and even vocabularies of other groups. Instead of understanding and trust, mutual perceptions are sometimes based on stereotypes and prejudice (Jonker and Nijhof, 2006).

In addition the above summary findings differ from the public participation theory by Speed (2008) which is a political principle or practice and may also be recognized as a right for citizens to participate. Tokenism – which involves informing, consultation and appeasement is one of the theories' laddersand are synonymous with the above findings, a hindrance to performance. The principle argues that unless stakeholders are aware of project changes, understand the processes and can be helped to adapt, there is always the potential for conflict with the powers that want to accelerate or impose changes that are not felt acceptable by the stakeholders (Guthrie J. Battison Costle A Hopewell R, 2003).

5.3.3 The relationship between stakeholder involvement and the performance of FtF Ag-Inputs.

The relationship between stakeholder dialogue and FtF Ag-Inputs performance showed that respondents both quantitatively and qualitatively agree that the project does involve stakeholders in project activities, those that disagreed and or were uncertain, attributed to an observable variation of about 10%. The relationship was significant and positive showing that stakeholder dialogue has an effect on the project's performance. A weak relationship portrayed by the coefficient is attributed to respondents that agreed possibly meaning that FtF Ag-Inputs strategy on involving stakeholders is effective. A weak relationship depicted by the coefficient is attributed to higher percentage that agreed possibly meaning that FtF Ag-Inputs strategies on involving stakeholders are effective. These strategies could include, as suggested by interviewed staff on "how FtF Ag-Inputs involves stakeholders in contributing towards achieving the projects objectives"

> *"Activities are selected in close dialogue with the stakeholders (the agribusinesses)"*

"Stakeholders are included in project activities; they implement some of the activities, the project cost-shares with them"

"Stakeholders get to contribute to the design of activities at times depending on the stakeholders' area of interest"

"Through discussions, meetings, in mentorship programmes and workshops"

However, a need to monitor traceable variations that affect the of the project are necessary as these are attributed to relevant proportions who disagree and the rest are not sure that stakeholders participate in reviewing the progress of FtF Ag-Inputs project. In addition, a significant number of stakeholders are not involved in FtF Ag-Inputs performance review for better outcomes., in addition, stakeholder's ideas are not continuously sort by FtF Ag-Inputs and incorporated.

These findings agree with the literature that according to Phillips (1997), the involvement of stakeholders is a mutually benefitting scheme, 'a mutually beneficial and just scheme of co-operation' (Pg 54). On the contrary, findings around idea generation and evaluation disagree with literature that stakeholder involvement is a mechanism by which organizational accountability and responsibility towards stakeholders can be acquitted (Gray, 2002), often through the involvement of stakeholders in decision making and governance, Van Burden III (2001).In addition, if stakeholders take ownership of the initiative, potential conflicts can be identified before instead of afterwards, once people's behaviour shows they are not motivated or did not agree. This enhances the scope for interaction, and the mobilization of local resources, Fowler (1996).

The above findings are regiment with concept of stakeholder management was developed so that organizations could recognize, analyze and examine the characteristics of individuals or groups affected or being affected by organizations behaviour, Mainardes et al 2011. This is because projects do not operate in a vacuum, Bourne (2011), they engage into relationships with a multitude of

stakeholders who have different interests, objectives, rights and responsibilities upon whom (stakeholders) projects depend on for their performance thus success. Due to these relationships, project managers implement stakeholder management practices in order to win the support of different stakeholders so that they realize the performance of their projects.

5.4 Conclusion of findings

5.4.1 The relationship between stakeholder identification and the performance of FtF Ag-Inputs.

Stakeholder roles and interests change during the course of the project life cycle. Therefore, it is important to continually conduct stakeholder identification throughout the project life cycle so that the relevant stakeholders are targeted. As put forth by Mitchell et al (1997), "Principle of Who or What Really Counts" (1) the managers who want to achieve certain ends pay attention to various classes of stakeholders; (2) managers perceptions dictate salience; and (3) various classes of stakeholders might be identified based upon the possession, or the attributed possession of power, legitimacy and urgency.

5.4.2 The relationship between stakeholder dialogue and the performance of FtF Ag-Inputs.

Stakeholder dialogue is crucial to the performance of FtF Ag-Inputs as portrayed from the discussed findings, showing a higher variation. As echoed by Glasbergen, 2008, understanding stakeholder expectations is mainly important for strategic management, performance and sustainability. Stakeholder dialogue might bring project activity opportunities to light, insight into stakeholder expertise can provide the organization with the knowledge it needs to improve practices in a sustainable direction. Indeed, stakeholder knowledge has been used in some cases to make organizational policies and practices more sustainable.

5.4.3 The relationship between stakeholder involvement and the performance of FtF Ag-Inputs.

Study findings summarized and discussed above on stakeholder involvement and FtF Ag-Inputs reveal a positive relationship portraying the project as using strategies that enhance stakeholder participation.

On the contrary, discerning responses around idea generation and evaluation indicate the need for the project to embrace better stakeholder involvement strategies around progress and performance reviews of the of the project as well as keenly seeking more stakeholder ideas. Hart & Sharma (2004) to strengthen the above conclusion develop a concept of "Radical Transactiveness" (RT), in recognition of challenges in fringe stakeholder involvement. RT is a dynamic capability which seeks to systematically identify, explore and integrate the views of stakeholders on the "fringe"- the poor, weak, isolated, non-legitimate and even non-human – for the express purpose of managing disruptive change and building imagination about future competitive business models, a concept worth exploring for FtF Ag-Inputs.

5.5 Recommendation of findings

Based on the findings and conclusions of the study, the following recommendations were made, in line with the specific objectives of the study.

5.5.1 The relationship between stakeholder identification and the performance of FtF Ag-Inputs.

i) There is need to fully study the organization primary stakeholders and understand their needs and capacities for effective participation, ownership and eventual sustainability.

ii) Study findings show that stakeholders to FtF Ag-Inputs are mainly identified based on the roles they play in implementing project activities and their interest and commitment toward them, to lesser extent, the resources they can provide. Literature suggests, the practical reality of managers dealing with external constraints of limited resources, limited time and attention, and limited patience has to be taken into consideration in a narrow perspective of stakeholder management which attempt to define groups in terms of their direct relevance to the firm's core economic interests, a seemingly agreeable case for FtF Ag-Inputs.

5.5.2 The relationship between stakeholder dialogue and the performance of FtF Ag-Inputs.

i) Stakeholder dialogue should not just be manipulation, informing, or consultation, but true dialogue and communication should involve partnership, delegated power and citizen control

ii) FtF Ag-Inputs should as much as possible strive for more stakeholder dialogue in planning, reviewing progress and performance not just informing, which should lead to decision making by these stakeholders

iii) FtF Ag- Inputs should consult stakeholders whenever implementation plans are made, in annual planning activities and continuously seek stakeholder's ideas and incorporate them

5.5.3 The relationship between stakeholder involvement and the performance of FtF Ag-Inputs.

i) The study findings under the above objective show that it is important to FtF Ag-Inputs as a project as well as other related development organizations that for better performance there is need to fully involve stakeholders in reviewing progress so that combined understanding of outcomes are owned by all stakeholder hence better performance.

ii) There is need to involve stakeholders in performance reviews

iii) Stakeholder involvement should be true participation, involve partnership, delegated power and aim for citizen control

5.6 Limitations of the study

i. The study was limited by suspicion from staff of the project because some felt that by giving this information, the researcher may disclose their names to management which may lead them in trouble of even being terminated. Worse still, the researcher is a member of staff in the same project which also raised suspension on grounds that the researcher may be spying on staff since the variables under study were sensitive. However, the researcher managed to overcome this by discussing with management and staff showing that this research was for academic purposes.

ii. Another limitation of the study was that lack of cooperation from both the respondents and the project staff. Some respondents would take the questions and take days without returning them. The project staff supposed to be interviewed were busy most of the time and could hardly attend to the research. The researcher managed this through consistent persuasion.

iii. Tools designed to collect data especially the questionnaire that was administered to respondents, some were returned with questions either filled in wrongly, twice or left black. But these happened on very few questionnaires and all had an insignificant effect to the study and could not distort the findings.

5.7 Contribution to the study

i. To FtF Ag-Inputs project, information that is fundamental to making decisions around stakeholder management, their identification, dialogue and involvement in implementing project activities as a partner

ii. To policy makers, it will help to ensure that the Government of Uganda implements the guiding legal instruments, and conducts periodic monitoring and evaluation for better quality improvement measures.

iii. To donors and other implementing partners, a lens into stakeholder management process to effectively involve them at design and implementation to be able to deliver project that are a 'fit' with stakeholder expectations, ownership and thus sustainability

iv. To scholars identify some of the key variables and the gaps in the literature review and the findings so as to investigate on these issues and find solutions or fill the gaps.

5.8 Areas for further studies

i) Study findings suggest projects are less effective on how they communicate and have seek less of stakeholders ideas. Therefore, it is important that more research is taken up on beneficiary or stakeholder perceptions on projects to put forward knowledge that can turn around effectiveness and impact.

ii) There is need to study the management style of projects and stakeholder participation in consulting, design and planning

iii) There is need to explore the relationship between stakeholder involvement and sustainability but looking at participation according to the extent; informing, consultation, sharing and decision making

iv) There is need to look at other areas of project sustainability, financial, economic, environmental and stakeholder relations

v) Study findings suggest there is duplicity of projects. Therefore, further research is needed on stakeholder consultative engagement and collaboration and the success or impact of projects.

vi) There is need to study to look at other areas of sustainability as a result of projects; collaborations, sharing learning and knowledge as well as adaptive mechanisms.

vii) However, there is need for further study on stakeholder management and performance of agri-business related projects a gap identified in literature reviewed, especially on whether it leads to efficiency, effectiveness and self-reliance of stakeholders. In addition, for further exploration, a view that stakeholder engagement is a moral partnership of equals, but reality not of equal status as the terms of any co-operation are set by the more powerful party, Mitchell et al (1997).

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APPENDIX I

Questionnaire

Dear Respondent,

I am a student at Uganda Management Institute (UMI) pursuing a Master's degree in Management Studies (Project Planning & Management). I am carrying out a study to establish the relationship between stakeholder management on the performance of agri-business projects.

As one of the key stakeholders, you have been chosen to participate in the study. Kindly fill in the questionnaire using the guidelines, your response and views will be completely anonymous, treated with utmost confidentiality and used for academic purpose.

The findings will enable funders, government, and implementing partners adjust or change procedures, approaches or strategies to enhance better project performance.

Yours sincerely,

Caroline Kahamutima (**Researcher**)

SECTION A: Background information for the respondent. Please tick the appropriate response

A. 1 Gender Male ☐ Female ☐

A. 2 Category of respondent	**Tick**	**Selection**	**Description**
Agri-business		Type (Agro-Inputs)	
Local government		Department	
Farmer Organization		Sub county; No: of members	

A. 3 Age group (*please tick the appropriate age group*)

Below 20	**Between 20 and 30**	**Between 30 and 40**	**Between 40 and 50**	**Above 50**

A. 4 Education level (*please tick the appropriate age group*)

None	Primary Level	Certificate	Diploma	Degree and above

For the following sections, please use the scale 1 – 5 to circle/tick the number that best describes your opinion for all the sections below.

Scale	1	2	3	4	5
	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

SECTION B: Stakeholder Identification and project performance

B. 1 Power	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
6. Stakeholders who are affected by FTF Ag-Inputs project are identified	**5**	**4**	**3**	**2**	**1**
7. Stakeholders who are affected by FTF Ag-Inputs are identified based on the resources they can provide	**5**	**4**	**3**	**2**	**1**
8. Stakeholders who are affected by FTF Ag-Inputs are identified based on their interest and commitment	**5**	**4**	**3**	**2**	**1**
9. Stakeholders who are affected by FTF Ag-Inputs identified based on the role they play in implementing project activities	**5**	**4**	**3**	**2**	**1**
10. Stakeholders who are affected by FTF Ag-Inputs are identified based on their influence	**5**	**4**	**3**	**2**	**1**
B. 2 Urgency	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
6. Stakeholders are prioritized based on their willingness	**5**	**4**	**3**	**2**	**1**

to support FTF Ag-Inputs project					
7. Stakeholders are prioritized based on their influence to FTF Ag-Inputs project	**5**	**4**	**3**	**2**	**1**
8. Stakeholders are prioritized based on the resources that they might bring to FTF Ag-Inputs project	**5**	**4**	**3**	**2**	**1**
9. Stakeholders are prioritized based on areas of intervention and their geographical coverage	**5**	**4**	**3**	**2**	**1**
10. Stakeholders are prioritized based on their sensitivity to time and importance to FTF Ag-Inputs	**5**	**4**	**3**	**2**	**1**
B. 3 Legitimacy	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
11. Interests and concerns of stakeholders who are affected by FTF Ag-Inputs are considered	**5**	**4**	**3**	**2**	**1**
12. Considering interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to define areas and ways of partnerships	**5**	**4**	**3**	**2**	**1**
13. Considering the interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to render services that meets the needs and expectations of the stakeholders	**5**	**4**	**3**	**2**	**1**
14. Considering interests and concerns of legitimate stakeholders has helped FTF Ag-Inputs to design interventions that are acceptable to stakeholders	**5**	**4**	**3**	**2**	**1**

SECTION C: Stakeholders dialogue and project performance

C. 1 Who and at What level	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
15. Management of FTF Ag-Inputs identifies which	**5**	**4**	**3**	**2**	**1**

stakeholders to regularly share information with					
16. Management of FTF Ag-Inputs shares information with different categories of stakeholders	**5**	**4**	**3**	**2**	**1**
17. Stakeholders suggestions are incorporated into implementation decisions of FTF Ag-Inputs	**5**	**4**	**3**	**2**	**1**
18. Stakeholders are willing to share information with FTF Ag-Inputs and their views are respected	**5**	**4**	**3**	**2**	**1**
19. Frequent communication with FTF Ag-Inputs improved transparency and led to mutual trust	**5**	**4**	**3**	**2**	**1**
C. 2 How	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
20. Stakeholders views on FTF Ag-Inputs are regularly sought	**5**	**4**	**3**	**2**	**1**
21. Stakeholders are consulted whenever implementation plans on FTF Ag-Inputs are made	**5**	**4**	**3**	**2**	**1**
22. Stakeholders are involved in FTF Ag-Inputs annual planning activities	**5**	**4**	**3**	**2**	**1**
23. Stakeholders attend FTF Ag-Input one on one discussions or workshops on various topics	**5**	**4**	**3**	**2**	**1**

SECTION D: Stakeholder involvement and project performance

D. 1 Idea generation and evaluation	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
24. Stakeholders who are affected by FTF Ag-Inputs are consulted	**5**	**4**	**3**	**2**	**1**
25. Stakeholders ideas are continuously sort by FTF Ag-Inputs and incorporated	**5**	**4**	**3**	**2**	**1**

26. Stakeholders participate in reviewing the progress of FTF Ag-Inputs	**5**	**4**	**3**	**2**	**1**
27. Stakeholders are involved in FTF Ag-Inputs performance review for better outcomes	**5**	**4**	**3**	**2**	**1**
D. 2 Participation (ownership and management)	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
28. Stakeholders who are affected by FTF Ag-Inputs are invited to share ideas on implementation	**5**	**4**	**3**	**2**	**1**
29. Stakeholders who are affected by FTF Ag-Inputs are invited to participate in activities	**5**	**4**	**3**	**2**	**1**
30. Stakeholders are involved in the implementation of FTF Ag-Inputs project activities	**5**	**4**	**3**	**2**	**1**
31. Stakeholders provide resources (time, money, people) in FTF Ag-Inputs project activities	**5**	**4**	**3**	**2**	**1**

SECTION E: Performance

E. 1 Stakeholder satisfaction	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
32. FTF Ag-Inputs performance meets or surpasses stakeholders expectations	**5**	**4**	**3**	**2**	**1**
33. FTF Ag-Inputs project outputs match the needs of the stakeholders	**5**	**4**	**3**	**2**	**1**
34. FTF Ag-Input's performance is considered by stakeholders as successful	**5**	**4**	**3**	**2**	**1**
E. 2 Value for money	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
35. FTF Ag-Inputs project activities are of quality and	**5**	**4**	**3**	**2**	**1**

sufficient to stakeholders					
36. FTF Ag-Inputs project activities are fit for purpose and of use to stakeholders	**5**	**4**	**3**	**2**	**1**
37. FTF Ag-Inputs project activities are effective and have impact to stakeholders	**5**	**4**	**3**	**2**	**1**
E. 3 Appropriate interventions	**SA (5)**	**A (4)**	**NS (3)**	**D (2)**	**SD (1)**
38. FTF Ag-Inputs interventions are culturally and socially suitable to stakeholders	**5**	**4**	**3**	**2**	**1**
39. FTF Ag-Inputs interventions are economically affordable to stakeholders	**5**	**4**	**3**	**2**	**1**
40. FTF Ag-Inputs interventions are acceptable to stakeholders	**5**	**4**	**3**	**2**	**1**

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Please, in the space provided above (dotted lines) include any additional information you feel will enrich this study or any recommendations towards FTF Ag-Inputs performance.

THANK YOU FOR YOUR RESPONSES.

APPENDIX II

Interview Guide

Key Informant Category - FTF Ag-Inputs staff

Questions:

1. What is your role in FTF Ag-Inputs?

2. For how long have you been with FTF Ag-Inputs?

3. In your view, who are FTF Ag-Inputs stakeholders?

Stakeholder Identification

4. Does FTF Ag-Inputs identify stakeholders? If so, what is it based on?

a. Roles they play in implementing FTF Ag-Inputs activities……
b. Resources they can provide……
c. Their interest and commitment to project activities……..
d. Claims or rights for immediate action…..
e. Legitimacy of the relationship….

5. In what ways do you think stakeholder's identification can influence the performance of FTF Ag-Inputs?

Stakeholder dialogue or communication

6. How does FTF Ag-Inputs disclose goals or objectives to stakeholders?

7. During the life of the project does FTF Ag-Inputs consult its stakeholders? If so how?

8. Which category of stakeholders does FTF Ag-Inputs consult?

9. In what ways do you think dialogue with FTF Ag-Inputs stakeholders influences its performance?

Stakeholder engagement

10. How does FTF Ag-Inputs engage stakeholders in contributing towards achieving the projects plans and objectives?

11. Does FTF Ag-Inputs involve its stakeholders in any project activities during the life of the project? If so how?

12. In what ways do you think stakeholder engagement influences the performance of FTF Ag-Inputs?

Performance

13. In your view, what is project performance?

14. In your view, what has contributed towards FTF Ag-Inputs performance?

15. Is FTF Ag-Inputs performance viewed by stakeholders as satisfactory, of perceived value and using appropriate interventions?

END

THANK YOU FOR YOUR CONTRIBUTION

APPENDIX III

Documentary Checklist

Title of document	**Particular Information of Interest**
USAID LEAD Strategic review plan 2010 into FTF USAID LEAD Annual Report 2011 USAID LEAD Annual Report 2012 USAID FTF Ag-Inputs Project document 2012-2017 USAID FTF Ag-Inputs Annual Report 2013 and 2014 USAID FTF Ag-Inputs Annual Work plan 2013 and 2014 USAID FTF Ag-Inputs Quarterly plans 2013 and 2014	• Stakeholder categories • Stakeholder identification methods • Stakeholder dialogue • Stakeholder engagement activities • Resource allocation • Work plans • Annual reports • Activities implemented

Analysis criteria:

1. Check for relevance of contents of documents for this study

2. Verify authenticity

3. Identify outstanding issues

4. Extract relevant information

The researcher will be interested in areas of their development, their recommendations and follow up, the levels of engagement and any issues that address stakeholder management.

APPENDIX IV

Krejcie R V. and Morgan D. W. (1970), table defining sample size required for the given population sizes

N	S	N	S	N	S	N	S	N
10	10	100	80	280	162	800	338	2800
15	14	110	86	290	165	850	341	3000
20	19	120	92	300	169	900	346	3500
25	24	130	97	320	175	950	351	4000
30	28	140	103	340	181	1000	354	4500
35	32	150	108	360	186	1100	357	5000
40	36	160	113	380	191	1200	361	6000
45	40	170	118	400	196	1300	364	7000
50	44	180	123	420	201	1400	367	8000
55	48	190	127	440	205	1500	368	9000
60	52	200	132	460	210	1600	370	10000
65	56	210	136	480	214	1700	375	15000
70	59	220	140	500	217	1800	377	20000
75	63	230	144	550	226	1900	379	30000
80	66	240	148	600	234	2000	380	40000
85	70	250	152	650	242	2200	381	50000
90	73	260	155	700	248	2400	382	75000
95	76	270	159	750	254	2600	384	100000