



PORTFOLIO STAKEHOLDER ENGAGEMENT AND PERFORMANCE OF SOCIAL PROTECTION PROGRAMME IN KENYA

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ABSTRACT

Social protection (SP) interventions have been used as a means of mitigating risks and substantially reducing chronic poverty and vulnerability. Therefore, the government has tried to strengthen the social Protection Sector by the expansion of the National Social Protection Secretariat. World Bank data indicates that 45.9% of Kenya's total population of 44.3 million citizens still affected by poverty which sharply contrasts its immediate neighbors, Uganda and Tanzania that have 16.4% and 28.2% of the population living in poverty respectively (World Bank, 2019). This study therefore sought to establish the influence of portfolio stakeholder engagement on the performance of social protection programme in Kenya. This study was anchored on Stakeholder Theory. This study used descriptive research design and post positivism approach. This study targeted 88 NGOs working on social protection programme in Kenya. In every NGO, the study targeted 5 respondents comprising of 1 top manager, 2 project managers and 2 donor representatives. The total target population was therefore 440 respondents. This implies that the unit of analysis was the 88 NGOs while the unit of observation was 440 respondents comprising of top managers, project managers and donor representatives. This study adopted Yamane (1967) simplified formula to calculate the sample size of 210 respondents. Primary data collected using semi- structured questionnaire was used. The researcher carried out a pilot study on 10 % representative of the managers taken from target population. Quantitative data collected was analyzed using descriptive statistics techniques. Pearson R correlation was used to measure the strength and direction of the linear relationship between variables. A multiple regression model was fitted to the data in order to determine how the independent variables influence the dependent variable. The findings were presented in tables and figures. Qualitative data was analyzed using content analysis and presented in prose form. Based on the findings, the study concluded that portfolio stakeholder engagement positively and significantly influences the performance of social protection programmes in Kenya. The third null hypothesis test was 'portfolio stakeholder engagement does not have a significant influence in the performance of social protection programmes in Kenya. The study found that portfolio stakeholder engagement is statistically significant in explaining the performance of social protection programmes in Kenya. The influence was found to be positive. This means that unit improvement in portfolio stakeholder engagement would lead to an increase in the performance of social protection programmes in Kenya. Based on the findings, the study concluded that portfolio stakeholder engagement positively and significantly influences the performance of social protection programs in Kenya.

Key Words: Social protection (SP) interventions, portfolio stakeholder engagement, performance

Background of the Study

Social protection plays a key role in realizing Kenya's Vision 2030 which aims to provide a 'high quality of life for all its citizens by the year 2030' and 'a just and cohesive society with social equity.' These priorities cannot be achieved without a significant level of investment in social protection, as well as in other core services such as health, education, transport, housing and social care. As organizations struggle with increased performance pressures, their interest is to gain efficiency through project portfolio management. The global market today is driven by the demand for better, cost effective, products and services which entails the classification of work projects where individuals are assigned responsibility to achieve specific objectives within a given budget and by specified deadline.

The overarching framework for social protection in Kenya is embedded within the national Constitution. Article 43(1)(e) states that 'Every person has a right to social security' while Article 43(3) stipulates that, 'The State shall provide appropriate social security to persons who are unable to support themselves and their dependents.' These rights reflect Kenya's commitments to its citizens, arising most fundamentally from its adherence as a member of the United Nations to the Universal Declaration of Human Rights and as a Party to the International Covenant on Economic, social and Cultural Rights. Social protection plays a key role in realizing Kenya's Vision 2030 which aims to provide a 'high quality of life for all its citizens by the year 2030' and 'a just and cohesive society with social equity.' These priorities cannot be achieved without a significant level of investment in social protection, as well as in other core services such as health, education, transport, housing and social care.

In 2011, the National Social Protection Policy (NSPP) was agreed by Cabinet, accompanied by a sessional paper on the NSPP in 2014; in 2012, a new international instrument, the Social Protection Floors Recommendation (ILO Recommendation No. 202) was formalized and agreed by Kenya, thereby providing a globally recognized standard and framework within which the NSPP can be embedded; in 2012, the Public Service Superannuation Scheme Act was passed by Parliament with the objective of bringing about a transition to a funded basis of the old-age provision for (national) civil servants; in 2013, a Social Assistance Act was passed by Parliament (Act 24 of 2013); and, in 2013, National Social Security Fund Act was promulgated to bring about key reforms within the NSSF. A Social Protection Coordination Bill is currently under development. The NSPP set out the direction of social protection in Kenya with the objective of ensuring that: 'All Kenyans live in dignity and exploit their human capabilities to further their own social and economic development.'

The Social Assistance Act of 2013 stipulated the establishment of a National Social Assistance Authority which, among other responsibilities, would identify and provide social assistance to persons in need of social assistance. The 2013 National Social Security Fund Act reflected a realization that the National Social Security Fund (NSSF), as the major focus of contributory livelihood provision for old-age, must adapt to changing times. Since 2012, the Social Protection Sector in Kenya has made significant progress. Most social assistance schemes have expanded significantly, although others have contracted and even disappeared. While there have been a number of initiatives to reform contributory schemes, progress has been limited.

According to Koh (2017), Portfolio stakeholder engagement is the process of involving and communicating with individuals or groups who have a vested interest or influence in a portfolio of projects or investments. Stakeholders are those who can affect or be affected by the outcomes of the portfolio, and effective engagement with them is crucial for the success of the portfolio management process. Therefore, with the correct Portfolio stakeholder engagement practice, managers can understand how to prioritize their focus and efforts on various projects so as to get the maximum positive impact on accomplishing core objectives (Oltmann, 2019). Considering the

poor performance of social protection programs in Kenya, this study sought to establish the influence of Portfolio stakeholder engagement on the performance of social protection programme in Kenya.

Statement of the Problem

Social protection (SP) interventions have been used as a means of mitigating risks and substantially reducing chronic poverty and vulnerability (Dissanayaka & Kumaraswamy, 2017). Therefore, the government has tried to strengthen the social Protection Sector by the expansion of the National Social Protection Secretariat (SPS) in 2012, the establishment of the State Department of Social Protection (SDSP) within MEACLSP in 2015, and the creation of the Social Assistance Unit (SAU) in 2016. According to Kenya Social Protection Sector Review (2017), around 36 per cent of the population lives on less than KES 134 (US\$1.34) per day while close to 80 per cent has per capita daily expenditures below KES 280 (US\$2.80) per day. World Bank data indicates that 45.9% of Kenya's total population of 44.3 million citizens still affected by poverty which sharply contrasts its immediate neighbors, Uganda and Tanzania that have 16.4% and 28.2% of the population living in poverty respectively (World Bank, 2019). Moreover, Kenya possesses a low score on the Human Development Index, specifically ranking 147 out of 187 countries in terms of life expectancy, education and standard of living (HDR, 2019).

In the financial year 2018/2019, NGOs spent Kshs. 172.1 billion representing an increase of 15 per cent compared to the previous year, with 80% from foreign Agencies contribution and 20% local contribution. Kshs. 97.9 billion channeled to projects directly. Kshs.18.9 billion to outside countries with regional presence. 1% of the funds raised with non-disclosed countries of support a significant material. 34% of the NGOs comply in report submission 3,028 NGOs against 11,000. Evidence of unclear accountability in the sector. Other problems such as budget overruns and project delays have been experienced because some funds are being channeled to NGOs outside Kenya while there is not enough for the country. Inadequate coordination across and within programmes limiting the ability to build synergy and benefit from the existing infrastructure and resources.

Various studies have been conducted on project stakeholder engagement. For instance; Lekunze, (2017) did a study on stakeholder Involvement in integrated water resource management in community water management projects in Cameroon, Menoka, (2018) carried out a study on stakeholder Involvement and sustainability-related project performance in construction and O'Halloran, (2018) investigated the awareness of stakeholder management amongst project managers in the construction industry in Ireland. However, none of these studies focused on performance of social protection programmes in Kenya. To fill the highlighted gaps, the current study sought to assess the influence of portfolio stakeholder engagement on performance of social protection programmes in Kenya.

Specific Objective

1. To evaluate the influence of portfolio stakeholder engagement on performance of social protection programmes in Kenya

LITERATURE REVIEW

Theoretical Review

A theory is a group of concepts and ideas used in the explanation of events and other things, particularly the ones based on general principles independent of the event to be explained (Ata ul Musawir *et al.*, 2017). The theoretical review gives an introduction of the theories that are used to express the reason for the existence of the research. In addition, a theoretical review provides the main variables that affect the phenomenon under study and points out the need to consider the

effect of these variables under different circumstances (Swanson, 2013). This study was anchored on Stakeholder Theory.

Stakeholder Theory

The Theory was proposed by (Freeman, 1994). Its modern utilization in management literature was brought about by the Stanford Research Institute, which introduced the term in 2003 to generalize and expand the notion of the shareholders as the only group that management needed to be sensitive towards (Jongbloed et al., 2008). Within this perspective, Freeman argued that business organizations should be concerned about the interests of other stakeholders when taking strategic decisions (Mainardes et al, 2011). Ackermann and Eden (2011) are of the view that, stakeholder theory is a strategy by top management team for management of the interface between the many (often competing) demands of an organization's different stakeholders in relation to its strategic goals. Thus, one of the critical tasks of a project leader is to identify and manage successfully stakeholders who are either affected or can affect implementation of a project. Stakeholders determine the success or failure of a project hence it is necessary to involve them in the project portfolio management process.

Further, Ackermann and Eden (2011) identify three themes for strategic management of stakeholders as: identifying who the stakeholders really are in the specific situation, exploring the impact of stakeholder dynamics and, developing stakeholder management strategies. Managing project stakeholders is critical during project implementation because one stakeholder's actions can generate a dynamic of responses across a range of other stakeholders (Ackermann & Eden, 2011).

As asserted by PMI (2013), the project manager should manage the influences of various stakeholders in relation to the project requirements to ensure a successful outcome. Project manager being the link between strategy and project team should possess the following competencies for effective project implementation: Knowledge—what the project manager knows about project management; Performance—what the project manager is able to do or accomplish while applying his or her project management knowledge; Personal—how the project manager behaves when performing the project or related activity. Personal effectiveness encompasses attitudes, core personality characteristics, and leadership, which provides the ability to guide the project team while achieving project objectives and balancing the project constraints (PMI, 2013).

As posited by Eskerold et al (2015) applying stakeholder inclusiveness in a project is likely to increase the likelihood of more engaged and satisfied stakeholders; increase the danger of losing focus on those stakeholders who possess the most critical resources for the project's survival and progress; and increase the danger of inducing stakeholder disappointment due to expectation escalation and impossibility of embracing conflicting requirements and wishes.

The stakeholder theory has been criticized by some scholars. For example Blackburn (2019), argue that stakeholders represent large and diverse groups and the interests of these groups cannot be balanced against each other. Supporters of stakeholder theory including Harrison, Freeman and Sá de Abreu (2015) argue that, core to the theory is about creating more value. Further, Harrison et al argue that, organizations are attempting to create value for stakeholders through: better stakeholder relationships, stakeholder dialogue, better work environment, environmental preservation, increased customer base, local development, and improved reputation.

This theory is relevant to the study because it enhances understanding of key players in project implementation. Stakeholder Theory enables managers to understand all the project stakeholders and strategically incorporate them in project portfolio management so as to achieve the project

objectives. This theory is therefore significant in this study in explaining the influence of portfolio stakeholder engagement.

Conceptual Framework

Conceptual frameworks are visual representations of the relationships between the study variables (Mugenda & Mugenda, 2013). In this study, the dependent variable is performance of social protection programme. The independent variable is portfolio stakeholder engagement. Figure 2.1 presents the conceptual framework that guided this study.

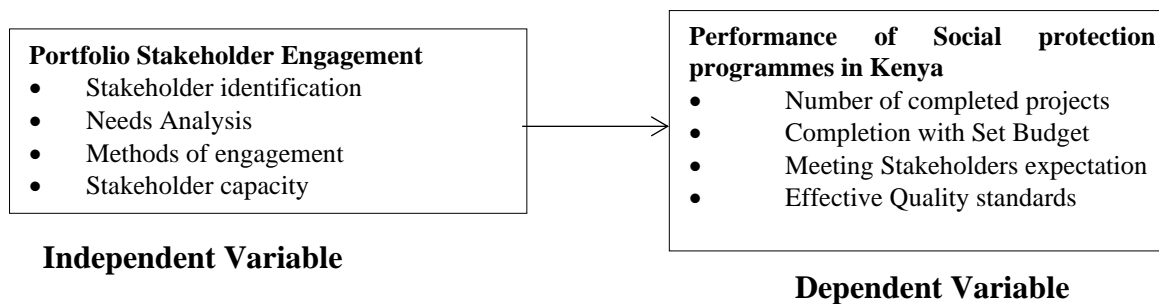


Figure 2.1: Conceptual Framework

Portfolio Stakeholder Engagement

Project stakeholders' involvement is the practice of applying stakeholder inclusiveness in a project (Eskerold, et al, 2017). Stakeholders need to be identified, classified accordingly during all project phases depending on their interests and expectations. Further, according to Aapaoja and Haapasalo (2018), stakeholders' identification, classification, and management are crucial in order to collect and manage the stakeholder requirements, and any misjudgment in this process could lead to project failure. Furthermore, Laplume, Sonpar and Litz (2018) opine that, project managers need to take into consideration those groups and individuals that are likely to affect, or are affected by, the accomplishment of the project implementation. If the interests of some stakeholders are not catered for, the affected group may resist implementation of the project directly or indirectly.

A program comprises of different sets of groups with varied interests who keep changing, have different roles and responsibilities. According to PMI (2017), because the stakeholders in a program are rarely equal, it is essential that the project management assess the salience of stakeholders and their probability of impacting the project. The interest of different stakeholders may need to be monitored, prioritized and addressed as the project progresses. Botwe, Aigbavboa and Thwale (2016), in their study on Mega Construction Projects concluded that, stakeholders first require education to embrace both stakeholder management and sustainable construction concepts as accepted by the construction industries. Project stakeholders, therefore need to have to be trained on their roles and responsibilities during project implementation.

Further, stakeholders should be identified and classified to enable project managers rank stakeholders' interests, roles and influence about sustainability targets and to establish the grounds for stakeholder engagement (Botwe, Aigbavboa & Thwale, 2016). According to Freeman, et al (2019), a stakeholder approach can be used to satisfy the demands and expectations of key stakeholders; integrate goal, resource based and internal process approaches to measuring organizational effectiveness; and goal setting. Different stakeholders may have different needs and expectations which should be synchronized with those of the project.

According to Dekkar and Qing (2018), project leaders should have ability to identify project stakeholders and understand the interaction between them, asses their vested interests and aim to consolidate common project success criteria. This study seeks to determine the influence of portfolio stakeholder engagement on performance of social protection programme in Kenya.

Empirical Review

Portfolio Stakeholder Engagement and Programmes Performance

Lekunze, (2017) did a study on stakeholder Involvement in integrated water resource management in community water management projects in Cameroon. The study analyzed the Involvement of youth to water resource management by comparing the results of the different approaches used. The study established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach. Atiibo (2016) on the other hand examined stakeholder management challenges and their impact on project management in the case of advocacy and empowerment in the upper east region of Ghana. The study found that the interests and roles of the key stakeholders were very critical to the operations, however stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized. Challenges like unhealthy competition, conflicting interests, poor commitment, limited 14 interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs and practices were found to impact severely on the work of the organizations.

Menoka, (2018) carried out a study on stakeholder Involvement and sustainability-related project performance in construction. The study focused on stakeholder Involvement with the aim to improve the construction project performance through achieving construction sustainability. A framework was developed which integrated stakeholders with sustainability driven project performance. This research performed an empirical investigation through mixed-method research as the appropriate research technique. ANOVA revealed the variation of the perception of participant's roles and companies' strategic focuses towards the stakeholder's Involvement, construction sustainability and construction project performance. Based on the findings from the interview and questionnaire survey a conceptual framework was set out that underlined the preparation and presentation of stakeholder Involvement to improve the construction project performance through achieving construction sustainability. This derived framework demonstrated that such Involvement can be valuable in anticipating the expectations of the different stakeholders from the projects, which may impact on behavior.

O'Halloran, (2018) investigated the awareness of stakeholder management amongst project managers in the construction industry in Ireland. The outcome of the primary research showed project managers in the Irish construction industry considered the vast majority of stakeholder analysis and Involvement methods as effective. The particular method adopted is often dependent on the characteristics of the project and stakeholders. The results suggest construction project managers in Ireland are more likely to undertake stakeholder management processes in accordance with a standardized methodology. In addition, the respondents strongly advocate the use of a project stakeholder register and the central role of stakeholder management in delivering successful projects.

Njogu (2016) researched on the influence of stakeholders' involvement on project performance: a case of Nema Automobile Emmission Control Project In Nairobi County, Kenya. The specific objectives were to determine the influence of stakeholder involvement in project identification on performance of automobile Control Project, to determine the influence of stakeholder involvement in project planning on performance of automobile Control Project, to establish the influence of stakeholder involvement in project implementation on performance of automobile Control Project

and to examine the influence of stakeholder involvement in monitoring on performance of automobile Control Project. This study adopted descriptive survey research design as it enabled collection of data to answer to research questions. The target population to be used for the study was Automobile vehicle companies, petroleum refining companies, and environmental management organizations, the Ministry of energy and NEMA. The study population was 181 respondents who were managers, project managers, operation managers, supervisor and quality control officers. Stratified samplings were adopted to select a sample size of 125 respondents. The study used both primary and secondary data. The questionnaire was used to collect primary data and had both open and close-ended questions. Secondary data was collected from organizations reports on Automobile emission controls. The collected data was edited for completeness and consistency and then coded and entered into SPSS for analysis. Descriptive analysis such as percentage, frequencies, means and standard deviations was use to analyze quantitative data. Content analysis techniques were used to analyze qualitative data collected using open ended questions.

The study revealed that stakeholder Involvement in project identification has significance influence in Automobile Emission control project Performance. The results show stakeholder Involvement in project planning had a positive and significance influence in Automobile Emission control project Performance. The finding also revealed that stakeholder Involvement in project implementation has a positive and significance influence in Automobile Emission control project Performance. The results finally revealed that revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance. The study recommend enhancement of stakeholder involvement in project identification, project planning, project implementation and project monitoring as it led to reduction in carbon xii emission rate, reduction in operation cost, led to cost efficiency and increase customer satisfaction.

RESEARCH METHODOLOGY

Research Design

This study used descriptive research design to collect both qualitative and quantitative data. Descriptive research design is concerned with systematic collection and analysis of data in order to describe the current state of affairs. It involves measurement, classification, analysis, comparison and interpretation of data (Kombo & Tromp, 2016).

Research Philosophy

This study adopted constructive epistemology and specifically post positivism approach. This approach puts emphasis on utilizing both positivist and interpretivist philosophy and views both of them as continuum rather than contradictions. Creswell (2017) posits that the goal of research carried out in the spirit of constructive epistemology is to rely as much as possible on the participant's perception of the situation being studied.

Target Population

According to the Kenya Business Directory, there are 88 non-governmental organizations working on social protection programme in Kenya. This study therefore targeted all the 88 NGOs. In every NGO, the study targeted 5 respondents comprising of 1 top manager, 2 project managers and 2 donor representatives. The total target population was therefore 440 respondents. This implies that the unit of analysis was the 88 NGOs while the unit of observation was 440 respondents comprising of top managers, project managers and donor representatives. The study selected project managers, company top management, and donor representatives because they are well conversant with project portfolio management practices used in their organization and can provide valuable

information on ways the selected practices affect performance of social protection programme in Kenya

Table 3.1: Target Population

Category	Population	Proportion
Top managers	88	20.0
Project managers	176	40.0
Donor representatives	176	40.0
Total	440	100.0

Sample Size and Sampling Technique

This study adopted Yamane (1967) simplified formula to calculate the sample size which provided the number of responses that should to be obtained using the equation;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size (440)

e = the level of precision (0.05)

$$\begin{aligned} n &= 440 / [1 + 440(0.05)^2] \\ &= 209.52 \approx 210 \text{ respondents} \end{aligned}$$

$$n = 210 \text{ respondents.}$$

Therefore, the sample size for this study was 210 respondents which represents 47.6% of target population. This sample size is adequate because as explained by Mugenda and Mugenda (2013), a sample size of 30% of target population is appropriate.

Table 3.2: Sample Size

Category	Population	Proportion
Top managers	88	42
Project managers	176	84
Donor representatives	176	84
Total	440	210

The study used simple random sampling in selecting the 210 project managers, company top management, and donor representatives of non-governmental organizations working on social protection programme in Kenya. The study then used purposive sampling to select one top management employee (project managers, or donor representatives) in the selected organizations.

Data Collection Instruments

This study used primary data. A semi- structured questionnaire was used to collect primary data. Questionnaires are suitable when undertaking descriptive studies since they enable the researcher to identify and describe the variability in different phenomena (Saunders, Lewis, Thornhill, & Bristow, 2019). The choice of this method of data collection is based on the fact that questionnaires are low cost even when the population is large; and they are free from the bias. When closed ended questionnaires are used, answers are in respondents' own words; respondents have adequate time

to give well thought out answers; and respondents who are not easily approachable can also be reached conveniently (Mugenda & Mugenda, 2013).

Data Collection Procedures

The researcher obtained a letter of confirmation from Jomo Kenyatta University of Agriculture and Technology for collection of data. A research permit was also obtained from National Commission for Science, Technology and Innovation. The researcher also recruited and trained two research assistants to help in distribution and collection of completed questionnaires. The collection of data was conducted by use of the drop-off and pick-up-later method and the questionnaires were collected after one week by the research assistants. This accorded the respondents enough time to answer the questions. The researcher used this method due to the variances in respondents' time availability and the geographical spread of the selected government and non-governmental organization working on social protection programme in Kenya.

Pilot Study

A pilot study, or, pilot test or pre-test is defined as a small-scale preliminary research that is conducted so as to evaluate time, cost and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2007). Pre-test is used to determine feasibility of carrying out the actual or large scale study. Pilot test also informed investigator on the weaknesses and strength of the proposed research. Further, pre-testing is used to determine reproducibility of variables, measurement of errors that can occur during the actual study and to improve efficiency of data collection instrument.

The researcher carried out a pilot study to ensure the data collection tool was reliable and valid. The pilot test helped correct some of the challenges encountered before under taking the final study. The pretesting sample was made of 21 managers taken from government and non-governmental organization working on social protection programme in Kenya, representing 10% of the sample size. According to Singpurwalla (2017), a pilot study sample size should ideally be 10% of the study sample. The companies used in the pilot test were excluded from the final study.

Data Analysis and Presentation

Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Qualitative data was analyzed on of thematic basis and the findings provided in a narrative form. Before the data could be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacharjee, 2016).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics are very important because if the researcher simply presented raw data it would be hard to deduce what the data was showing, especially where there was a lot of it. Descriptive statistics therefore enables researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2013). Inferential data analysis was conducted by use of univariate regression analysis, Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is used to make judgments about the probability that an observation is dependable or one that happened by chance in the study. Before conducting inferential statistics, the researcher conducted diagnostic tests.

Regression Analysis

The relationship between the study variables was tested using univariate and multivariate regression models. The univariate model is simple with one predictor and a single outcome while the multivariate model is complex with a single outcome but more than one predictor.

Moderation in this case happens when the relationship between the independent variables and the dependent variable is influenced by the introduction of another variable. This additional variable is the moderator. The effect that this variable has is termed as interaction as it affects the direction or strength of the relationship between the dependent variable (performance of social protection programme in Kenya) and the independent variables. To get the moderating effect of the program funding on the relationship between the dependent and independent variables, the researcher used multiple regression model.

DATA ANALYSIS AND FINDINGS

Descriptive statistics

Descriptive statistics according to Kaur, PStoltzfus, and Yellapu (2018), covers the description of the study findings as observed. They describe what was observed and give the researcher the direction to give inferences and implication of the study findings. Through descriptive statistics, the researcher is able to show the extent to which the research findings have answered the research questions (Mishra, Pandey, Singh, Gupta, Sahu, & Keshri, 2019). This sub-section captures the descriptive analysis of the study variables. Descriptive analysis was carried out where the respondents' views of the research questions were reported as they were. The main statistics included in the standard deviation, means and percentages. The analysis was done systematically based on the research objectives of the study. A 5-points Likert's scale was used where 1 was strongly disagree, 2 = disagree, 3- neutral, 4= agree and 5= strongly agree

Portfolio Stakeholder Engagement

The specific objective of the study was to evaluate the influence of portfolio stakeholder engagement on performance of social protection programmes in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to portfolio stakeholder engagement and performance of social protection programmes in Kenya. The results were as presented in Table 1.

In relation to stakeholder identification, the respondents agreed that stakeholder identification process puts into consideration the stakeholder's role. This is supported by a mean of 3.943 (std. dv = 0.986). In addition, as shown by a mean of 3.926 (std. dv = 0.840), the respondents agreed that their organization has a specific process for stakeholder identification. Further, the respondents agreed that the stakeholder identification process in their organization is effective enough. This is shown by a mean of 3.846 (std. dv = 0.879).

From the statements on needs Analysis, the respondents agreed that the organization has formulated stakeholder needs analysis strategies. This is shown by a mean of 3.831 (std. dv = 0.904). In addition, the respondents agreed with a mean of 3.826 (std. dv = 0.789) that they are satisfied with the effectiveness of stakeholders need analysis process. Further, as shown by a mean of 3.816 (std. dv = 0.937), the respondents agreed that the stakeholder need analysis process helps to effectively select the best stakeholders.

In relation to methods of engagement, the respondents agreed that there are different methods of stakeholder engagement in their organization. This is shown by a mean of 3.789 (std. dv = 0.876). In addition, the respondents agreed that they are satisfied with the effectiveness of stakeholder engagement strategies in their organization. This is shown by a mean of 3.754 (std. dv = 0.873).

Further, the respondents agreed that the stakeholder engagement strategies are effective enough. This is shown by a mean of 3.754 (std. dv = 0.873).

From the statements on stakeholder capacity, the respondents agreed that the capacity of each stakeholder is put into consideration during stakeholder identification. This is shown by a mean of 3.745 (std. dv = 0.675). In addition, the respondents agreed with a mean of 3.733 (std. dv = 0.783) that different stakeholders play different roles in their organization. Further, as shown by a mean of 3.712 (std. dv = 0.786), the respondents agreed that their organization employ specific strategies to establish stakeholder capacity.

Table 1: Portfolio Stakeholder Engagement

	Mean	Std. Dev.
Stakeholder identification process puts into consideration the stakeholders role	3.943	0.986
Our organization has a specific process for stakeholder identification	3.926	0.840
The stakeholder identification process in our organization is effective enough	3.846	0.879
The organization has formulated stakeholder needs analysis strategies	3.831	0.904
Am satisfied with the effectiveness of stakeholders need analysis process	3.826	0.789
The stakeholder need analysis process helps to effectively select the best stakeholders	3.816	0.937
There are different methods of stakeholder engagement in our organization	3.789	0.876
Am satisfied with the effectiveness of stakeholder engagement strategies in our organization	3.774	0.687
The stakeholder engagement strategies are effective enough	3.754	0.873
The capacity of each stakeholder is put into consideration during stakeholder identification	3.745	0.675
Different stakeholders play different roles in our organization	3.733	0.783
Our organization employ specific strategies to establish stakeholder capacity	3.712	0.786
Aggregate	3.798	0.897

Performance of Social Protection Programmes in Kenya

The respondents were requested to indicate their level of agreement on various statements relating to performance of social protection programmes in Kenya. The results were as presented in Table 2.

In relation to number of completed projects, the respondents agreed that most of the projects in their organization have been completed. This is shown by a mean of 3.984 (std. dv = 0.997). In addition, the respondents agreed that the completed projects in their organization are well functioning. This is shown by a mean of 3.977 (std. dv = 0.831). Further, the respondents agreed that some projects in are yet to be completed. This is shown by a mean of 3.928 (std. dv = 0.563).

From the statements on completion with Set Budget, the respondents agreed that most of the projects in our organization are characterised with budget overrun. This is shown by a mean of 3.921 (std. dv = 0.851). In addition, the respondents agreed with a mean of 3.897 (std. dv = 0.967) that only few projects in their organization are completed within the set budget. Further, as shown by a mean of 3.865 (std. dv = 0.863), the respondents agreed that satisfied with the cost of projects in our organization.

In relation to effective quality standards, the respondents agreed that the completed projects meet the expected quality standards. This is supported by a mean of 3.846 (std. dv = 0.734). In addition, as shown by a mean of 3.823 (std. dv = 0.843), the respondents agreed that some of the completed projects in their organization are of low quality. Further, the respondents agreed that they are satisfied with quality standards of projects in their organization. This is shown by a mean of 3.798 (std. dv = 0.912).

From the statements on meeting stakeholder's expectation, the respondents agreed that the level of stakeholder satisfaction on the completed projects is high. This is shown by a mean of 3.782 (std. dv = 0.732). In addition, the respondents agreed with a mean of 3.765 (std. dv = 0.835) that they receive minimal complaints from stakeholders concerning the completed projects. Further, as shown by a mean of 3.732 (std. dv = 0.765), the respondents agreed that stakeholders are okay with the quality of projects in their organization.

Table 2: Performance of Social Protection Programmes in Kenya

	Mean	Std. Deviation
Most of the projects in our organization have been completed	3.984	0.997
The completed projects in our organization are well functioning	3.977	0.831
Some projects in are yet to be completed	3.928	0.563
Most of the projects in our organization are characterised with budget overrun	3.921	0.851
Only few projects in our organization are completed within the set budget	3.897	0.967
Am satisfied with the cost of projects in our organization	3.865	0.863
The completed projects meet the expected quality standards	3.846	0.734
Some of the completed projects in our organization are of low quality	3.823	0.843
Am satisfied with quality standards of projects in our organization	3.798	0.912
The level of stakeholder satisfaction on the completed projects is high	3.782	0.732
We receive minimal complaints from stakeholders concerning the completed projects	3.765	0.835
The stakeholders are okay with the quality of projects in our organization	3.732	0.765
Aggregate	3.809	0.818

Correlation Analysis

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are $r = \pm 0.1$ to ± 0.29 then the relationship between the two variables is small, if it is $r = \pm 0.3$ to ± 0.49 the relationship is medium, and when $r = \pm 0.5$ and above there is a strong relationship between the two variables under consideration. Table 3 presents the findings obtained.

Portfolio stakeholder engagement is seen to have a strong positive and significant relationship with performance of social protection programmes in Kenya ($r = .789$, $p < 0.05$). Since the p-value (.002) was less than the selected level of significance (0.05), the relationship between the two variables was considered to be significant. The findings concur with those of Lekunze, (2017) that Portfolio stakeholder engagement influences project performance. The study established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach

Table 3: Correlation Analysis

		Programmes Performance	Portfolio Stakeholder Engagement
Programmes Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	201	
Portfolio Stakeholder Engagement	Pearson Correlation	.789**	1
	Sig. (2-tailed)	.002	
	N	201	201

Test of Hypotheses

The study sought to establish the influence of Portfolio Stakeholder Engagement on the performance of social protection programmes in Kenya. To test the hypotheses, the study conducted univariate regression analysis in which the performance of social protection programmes in Kenya was regressed on each of the independent variables. The predictive power of the model was based on R^2 while F-statistic was used to determine the fitness of the model at $P < 0.05$. The significance of the study variables was also based on P-values at 0.05 significance level. The following null hypothesis was tested:

H₀₁: portfolio stakeholder engagement does not have a significant influence performance of social protection programmes in Kenya

Test for Hypothesis

The objective of the study was to establish the influence of portfolio stakeholder engagement on performance of social protection programmes in Kenya. The corresponding hypothesis was:

H₀₃ portfolio stakeholder engagement does not have a significant influence performance of social protection programmes in Kenya.

A univariate analysis was therefore conducted to test the null hypothesis. From the model summary findings in Table 4.4, the r-squared for the relationship between portfolio stakeholder engagement and performance of social protection programmes in Kenya was 0.211; this is an indication that at 95% confidence interval, 21.1% variation in performance of social protection programmes in Kenya can be attributed to changes in portfolio stakeholder engagement. Therefore, portfolio stakeholder engagement can be used to explain 21.1% change in performance of social protection programmes in Kenya. However, the remaining 78.9% variation in performance of social protection programmes in Kenya suggests that there are other factors other than portfolio stakeholder engagement that explain performance of social protection programmes in Kenya

Table 4: Model Summary for the portfolio stakeholder engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459 ^a	.211	.212	.70811

a. Predictors: (Constant), portfolio stakeholder engagement

The analysis of variance was used to determine whether the regression model is a good fit for the data. From the analysis of variance (ANOVA) findings in Table 4.5, the study found out that that $\text{Prob} > F_{1,199} = 0.000$ was less than the selected 0.05 level of significance. This suggests that the model as constituted was fit to predict s performance of social protection programmes in Kenya. Further, the F-calculated, from the table (317.3) was greater than the F-critical, from f-distribution tables (3.887) supporting the findings that portfolio stakeholder engagement can be used to predict to predict performance of social protection programmes in Kenya.

Table 5: ANOVA for Portfolio Stakeholder Engagement

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.933	1	40.933	317.3	.000 ^b
1 Residual	25.602	199	0.129		
Total	66.535	200			

a. Dependent Variable: performance of social protection programmes

b. Predictors: (Constant), Portfolio Stakeholder Engagement

From the results in table 6, the following regression model was fitted.

$$Y = 1.808 + 0.455 X_3$$

(X_3 is Portfolio Stakeholder Engagement)

The coefficient results showed that the constant had a coefficient of 1.808 suggesting that if Portfolio Stakeholder Engagement was held constant at zero, performance of social protection programmes in Kenya would be at 1.808 units. In addition, results showed that Portfolio Stakeholder Engagement coefficient was 0.455 indicating that a unit increase in Portfolio Stakeholder Engagement would result in a 0.455 unit improvement in performance of social protection programmes in Kenya. It was also noted that the P-value for Portfolio Stakeholder Engagement was 0.000 which is less than the set 0.05 significance level indicating that Portfolio Stakeholder Engagement was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that Portfolio Stakeholder Engagement has positive significant influence on performance of social protection programmes in Kenya.

Table 6: Beta Coefficients for Portfolio Stakeholder Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.808	.215		8.398	.000
1 Portfolio Stakeholder Engagement	.455	.052	.456	8.750	.000

a. Dependent Variable: performance of social protection programmes

Conclusions

The null hypothesis test was ‘portfolio stakeholder engagement does not have a significant influence in the performance of social protection programmes in Kenya. The study found that portfolio stakeholder engagement is statistically significant in explaining the performance of social protection programmes in Kenya. The influence was found to be positive. This means that unit improvement in portfolio stakeholder engagement would lead to an increase in the performance of social protection programmes in Kenya. Based on the findings, the study concluded that portfolio stakeholder engagement positively and significantly influences the performance of social protection programmes in Kenya.

Recommendations

Conduct comprehensive stakeholder mapping exercises. This involves identifying and categorizing all relevant stakeholders, including beneficiaries, government agencies, civil society organizations, and private sector entities. By understanding the diverse range of stakeholders involved, social protection programs can be more inclusive, ensuring that the voices and needs of all stakeholders are considered. In addition, establishing effective communication channels is paramount. Implement mechanisms for regular and transparent communication with stakeholders.

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