

**STAKEHOLDER MANAGEMENT AND PERFORMANCE OF NON-
GOVERNMENTAL ORGANIZATIONS SUPPORTED HEALTH CARE
PROJECTS IN NAIROBI COUNTY, KENYA**

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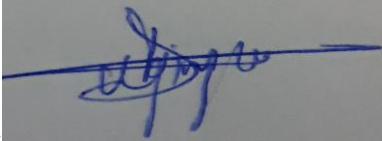
**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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DECLARATION

Declaration by the Student

I declare that this project is my original work and has not been submitted for an award of a degree in any other University for examination purposes.

Signature.....

Date. 12th Nov 2024

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Declaration by the Supervisor

I certify that, in my capacity as the designated university supervisor, the candidate completed the work documented in this project under my supervision.

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DEDICATION

I dedicate this project to God Almighty, my source of inspiration, knowledge and wisdom. He has been the source of my strength and good health throughout this course. I also dedicate this work to my lovely Mum, Aidah Wangari Nginya who has encouraged me all the way and her encouragement has made sure that I give it all it takes to finish what I have started. My brothers David Irungu, Caleb Kamau and sister Scolar Wanjiru for your frequent reminders, unwavering support and positive criticism towards my completion of this assignment.

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ABBREVIATIONS AND ACRONYMS

CSOs	Civil society organizations
GIZ	German Society for International Cooperation
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
MO	Main Office
NGOs	Non-Governmental Organizations
NIIMS	National Integrated Identity Management System
PMIS	Project Management Information Systems
UNDP	United Nations Development Programme

OPERATIONAL DEFINITION OF TERMS

- Project Performance:** Relates to how well a project adheres to its aims and while staying within its schedule, money, and scope restrictions. It entails assessing a project's ability to provide the expected results and benefits in order to determine if it was successful or unsuccessful.
- Stakeholder Communication:** The procedure by which a company and its stakeholders exchange knowledge, concepts, and opinions. It entails creating and putting into place efficient strategies for interacting with stakeholders like clients, staff, suppliers, shareholders, regulators, and the general public.
- Stakeholder Identification:** The procedure of determining who, what, or how an organization's activities, goods, or services might affect certain people, groups, or organizations.
- Stakeholder Management:** Is a system that entails recognizing and analyzing the expectations, requirements and concerns of stakeholders, as well as formulating and putting into practice strategies for engaging with them successful.
- Stakeholder Monitoring** Stakeholder monitoring involves community participation in assessing phases, implementation of M&E lessons by the community and design of project cost by the community.

Stakeholder Participation: How stakeholders are involved in organizational activities or decision-making processes that have an impact on them. To make sure that their demands and interests are taken into consideration, it entails actively including stakeholders in the planning, development, implementation, and assessment of policies, programs, and initiatives.

ABSTRACT

Various development partners and non-governmental organizations supported Nairobi City County in improving health care service delivery through community and facility-level projects, in improving the health information system, in strengthening health leadership and management, and addressing gaps in the health workforce and health infrastructure. The total contribution from partners and NGOs remained difficult owing to inadequate coordination of resource flows, the quality of work delivered to beneficiaries, and the fact that most of the contribution was indirect. The majority of the health care projects in Nairobi City County, partially or fully supported by non-governmental organizations (NGOs), reported unexpected incurred costs and cost overrun. The NGOs, especially those in the health sector, faced challenges in managing their stakeholders effectively, which could impact the success of their projects. This study was an attempt to examine the effect of stakeholder management on the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. Specifically, the study aimed to research how stakeholder identification, participation, communication, and stakeholder monitoring impacted the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. The study was guided by the Theory of Constraint Stakeholders Theory and Systems Theory. The research utilized a descriptive research design. The target population for the study was 47 projects. The respondents consisted of 47 project managers and 47 program officers. Data were obtained through a descriptive research design. Questionnaires were administered to respondents. The data obtained were cleaned and analyzed using descriptive statistics and inferential statistics. Conclusions and recommendations were drawn from the results of the analysis. All ethical standards were maintained to ensure the reliability of findings. Generally, there was a positive perception, with stakeholders expressing confidence, enthusiasm, and optimism. High levels of stakeholder involvement in project planning, common understanding, contribution, training, and positive outcomes. High agreement on plan, clear channels, timely communication, feedback mechanism, and positive impact. There was a strong positive correlation between identification, participation, communication, monitoring, and project performance. Significant positive correlations suggest that improving these factors may positively impact project performance. The comprehensive analysis of stakeholder dynamics in NGO-supported healthcare projects underscores the multifaceted nature of project success. Stakeholder identification, participation, and monitoring emerge as critical components contributing significantly to project performance. While communication shows a positive correlation, its direct impact may require a better understanding and tailored strategies. NGOs operating in Nairobi City County are encouraged to leverage these findings to refine their stakeholder engagement strategies, emphasizing identification, active participation, and effective monitoring to maximize the positive impact of healthcare projects in the region.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Great strides have been made in improving people's health in recent years. 146 out of 200 countries or areas have already met or are on track to meet the SDG 3 target on under-5 mortality. Effective HIV treatment has cut global AIDS-related deaths by 52 per cent since 2010 and at least one neglected tropical disease has been eliminated in 47 countries. However, inequalities in health care access still persist due to failed health care projects across the globe. The COVID-19 pandemic and other ongoing crises have impeded progress towards Goal 3. Childhood vaccinations have experienced the largest decline in three decades, and tuberculosis and malaria deaths have increased compared with pre-pandemic levels (Davis, 2022).

Health project performance is a vital element for any national growth and development. With the current globalization programs and varied issues health is of concern to all individuals. The quest to achieve UHC has been sought for globally (World Health Organization report, 2020). Universal Health care has three main related branches: equitable access to health services for persons in need, that the services should be accessible to those who can afford and those who cannot, that the quality of health services is good enough to improve the health of those receiving services and financial risk protection ensuring that the cost of utilizing the healthcare does not put people at risk of financial hardship (Aarseth, Rolstadas, & Andersen, 2019). All health projects success requires a well-planned schedule as well as understanding of the key performance factors especially for the entire stakeholders in the project. The endorsement of the SDG 3- Good health and wellbeing; formally

enshrined Universal Health Coverage (UHC) as a development priority for all countries.

Globally, there has been various Non-Governmental Organizations NGO that carry out various projects across various sectors. The effectiveness of health infrastructure projects implemented by devolved units has been a significant issue in several countries globally. The outcomes of these projects have varied across different nations. In Italy, Fazekas and Toth (2018) highlight the significance of devolved health care projects. The effective management of health care infrastructure projects have been hindered by several difficulties related to resources, stakeholder management and project planning (Chen, *et al.*, 2022). In addition to variations in management of stakeholders for health infrastructure projects across different countries and regions, European countries have considered health care construction projects to be key to their economic development. Countries like England, Germany, France, Portugal and Spain have emphasized on stakeholder management in attempt to increase the performance of various health care construction projects in their countries (Chen, Liu, & Lee, 2022). According to Standish Group (2019) less than 25% of health care projects in the USA sponsored by NGOs were successful, and over 76% were either challenged or failed due to ineffective management of stakeholders. Therefore, stakeholder management has been key in project performance in healthcare projects across the European nations.

The presence of many devolved administrations in Czech Republic has led to a situation where more than 15% of healthcare construction projects are confronted with challenges pertaining completion time, quality, budget and cost overruns (Pinha & Ahluwalia, 2019). Nevertheless, there has been considerable development in

stakeholder identification, stakeholder participation, stakeholder communication and stakeholder monitoring which have contributed to performance of various healthcare construction projects in the years 2019 to 2022. The enhancement of healthcare infrastructure has seen a notable boost in Czech, Singapore and Russia due to enhancement of the stakeholder management across these countries (Sushma, Bhavya, Rajeeva, & Narayan, 2018). It is therefore evident that stakeholder identification, stakeholder participation, stakeholder communication and stakeholder monitoring have been key to various health construction projects across regions and countries.

In Malaysia, health care projects have been key in determining the stability of economic development and the bulk of these achievements have been made possible through joint undertakings between sundry stakeholders, which encompass non-governmental organizations (Abiddin, Ibrahim & Abdul Aziz, 2022). According to Besançon, Sidibé, Sow, Sy, Ambard, Yudkin and Beran (2022) to attain the Sustainable Development Goals (SDG) set by the United Nations, non-profit organizations (NPOs) have a pivotal function in supporting health care projects. They create consciousness and activate; enhance capability; formulate and execute projects. Health care projects supported by Non-governmental organizations (NGOs) confront various obstacles that hinder their ability to implement projects up to the desired standard. These challenges include ineffective communication and networking, redundant efforts, conflicting policies within communities, a deficit of experiential learning, quality, time and costs as well as the lack of capacity for NGOs to deal with the debilitating causes of underdevelopment at the grassroots level (Kunapalan, Ismail & Yatiban, 2020).

In the African region NGOs have executed several Health care projects and have also faced various challenges that hampered the smooth execution of some of the projects. However, the issue of health care project delays and completion rates are present in Nigeria. The decentralization of Health infrastructure led to project cost overruns, which had the knock-on effect of raising project completion costs relative to initial budgets (Omoregie & Radford, 2018). Seven of every ten health care projects in Nigeria, have experienced delays due to allocation resources, ineffective time management and quality management. Stakeholder identification, stakeholder participation, stakeholder communication and stakeholder monitoring have increased significantly as a result of various reforms (Tsekpo & Hudson, 2020), but healthcare projects have been left behind in their comfort zones of development, causing imbalances in regional project developments that are linked to insufficient finances (Besançon *et al.* 2022).

In East Africa, for instance in Uganda, the health care sector is full of projects that were completed with significant cost, scope, and time deviations, for instance Hima-Katunguru health care projects with cost overran of Ushs 322 billion (US 87,278million) (Mwelu *et al.*,2019). Most health care projects are eventually completed more or less to specification, although they are seldom on time and within budget. When a health care project is not completed according to the initial time plan, a delay occurs and increases project cost which causes poor project outcomes and service delivery to project beneficiaries. Mkutano (2018) observed that In Tanzania and Uganda, there are almost 500 NGOs, and Kenya has a similar number. But over 35% of the numerous NGOs' projects fail in the beginning. The collection of effective variables and their explanation of how they relate to one another received greater attention than the grouping of individual components that determine the performance

of projects. It even gets worse as some of the projects embarked upon either end up being abandoned or even when completed fails to meet the desired standard (Njeri & Were, 2017).

In Kenya, overtime NGOs have played a role in the development of the nation by executing various projects that have national relevance. According to Njeri and Were (2017), in Kenya, nearly one-third of non-profit organizations that carry out health care project implementation have encountered setbacks in their projects. Even the United Nations Development Programme (UNDP), which is a primary non-profit organization operating within Kenya and carries out numerous health care projects, has faced numerous challenges relating to quality, cost, scope and time. Jason (2016) claims that majority of health projects in Nairobi City County fail and have been labeled as unsuccessful or disappointing due to poor management backing, which is necessary for garnering resources for the purpose of the project, and that projects could additionally fail to meet their goals and targets as a result of de-motivation, low morale, project team relations ineffectiveness and lack of passion and commitment.

Stakeholders are important people that have a direct passion for the accomplishment of a project. They constitute the people or group of people whose lives might be affected or are projected to be affected by the results of the projects being carried out (Akinola, 2022). Management of stakeholders is a crucial component of business success. Proficient management can assist businesses in establishing faith, augmenting prestige, and generating enduring benefits for all stakeholders, comprising investors, patrons, staff, providers, governing bodies, communities, and the ecosystem (Nginya & Mutuku (2024). Therefore, the current study will aim to determine the effect of stakeholder management on NGOs supported health care projects in Nairobi City County, Kenya.

1.1.1 Project Performance

A project is an exceptional procedure comprising of a series of synchronized undertakings with beginning and concluding dates, intended to attain a goal in conformity with definite prerequisites, and each venture has its interested parties (Stevens, 2016). The most popular way to gather and present data about project inputs, efficiency, and effectiveness is through performance measurement. Measurements are essential for monitoring, predicting, and managing the critical factors that determine a project's success. According to Mkutano (2018) the project performance metrics have been time, cost, security, excellence, and satisfaction with customers. According to Jiang (2019) project performance refers to the attainment of predetermined goals within the specified time frame, while adhering to the allocated budget and financial resources. According to Gatambia and Mutuku. (2023) there has been a historical emphasis among project managers on the significance of technical knowledge and talents in the field of project management. The importance of effective project management necessitates the use of enhanced proposal administration processes that recognize the significance of human capital and leadership ability (Nginya & Mutuku, 2024).

The success of a health care project is determined by its adherence to the predetermined timeline, financial constraints, and level of quality. The project's performance may be evaluated based on many key factors, including schedule adherence, cost management, reliability, customer satisfaction, innovation, business outcomes, and health and safety considerations (Cheung, 2019). However, the primary performance metrics that have been examined in several research are time, cost, and quality (Takim, Roshana & Hamimah, 2019). Therefore, the proposed study

will use time, cost and quality to determine the performance of Healthcare projects in Nairobi City County, Kenya.

The Infrastructure Investment Strategy (2019) in Great Britain underscores the need of considering project performance beyond the traditional cost-quality-time triangle in order to achieve the government's objectives in construction and infrastructure development. This statement does not aim to dispute the continued significance of existing performance measures. Rather, it underscores the additional expectation for projects to achieve improved efficiency, timeliness, and environmental sustainability. Understanding the reasons behind the underperformance of some projects, as well as the success of others, is of utmost importance in the development of health care projects that not only foster economic growth but also exhibit qualities of fairness and sustainability (Crouzet & Eberly, 2019).

Furthermore, the insufficiency of skilled laborers and appropriate construction equipment is a contributing factor to the prolonged duration of health care development projects. According to Soderland's (2020) health care infrastructure investments in South Africa are fairly successful. However, it was noted that a significant proportion of the country's key health care projects were being executed by NGOs. Soderland (2019) stated that health care projects in South Africa had several challenges in successfully completing infrastructure projects within the prescribed budgetary constraints and designated timeframe.

Lavasseur (2016) asserts that Tanzanian health care projects encountered challenges pertaining to a dearth of proficient workforce, inadequate budget management, and scope creep, resulting in substantial financial burdens and project delays within the realm of infrastructure projects. Takim, Roshana, and Hamimah (2019) avers that

five major factors: stakeholders management, operational assurance, education, exploitation, and customer happiness are key to health care projects success. According to Lisa (2016), supplementary project success criteria include the execution of the task in accordance with stated standards, adherence to the allocated budget, and completion ahead of schedule. The efficacy of the Project is heavily contingent upon crucial performance measures, such as the duration of completion and adherence to regulations established by diverse governing bodies, including federal and local authorities (Gatambia & Mutuku, 2023). The present research will assess project performance via the use of quality control measures, financial planning analysis, and adherence to timely delivery schedules

1.1.2 Stakeholder Management

Stakeholder management is an integrated and comprehensive strategy for dealing with related management problems. The crucial step in the stakeholder management phase would be to establish the stakeholders' composition, including their identities and the functions they play, and then collaborate with them to create plans that will boost the effectiveness of our efforts (Akinola, 2022). Being able to identify stakeholders at the onset of projects, spotting and dealing with their needs and expectations will make a contribution to the introduction of an appropriate surrounding and become catalyst for a better performance. For Bonge, Sang and Mutuku (2019) managing and including stakeholders in the project, as well as keeping track of that involvement is what stakeholder management is all about. Stakeholders' management involves stakeholder identification, communication, participation and stakeholder monitoring in the project and stakeholder monitoring (Akinola, 2022; Retta, 2021; & Bourne & Walker, 2018).

The Project Management Institute (PMI) define stakeholders in a project as the individuals or institutions that are, in one way or the other, involved in the project, whose needs are indispensable and therefore may be affected by the project (PMI, 2010). To identify stakeholders and their expectations an analysis is required and the aim of such analysis for a project is to boost the project group's capacity to predict potential prospects and challenges involved in the project in advance, while the project team still has sufficient time and flexibility to make adjustments (Retta, 2021). The continuous process of recognizing stakeholders is crucial, as each stage of a project involves distinct stakeholders. As stakeholders are valuable resources in providing expertise and assistance to achieve project objectives, the use of effective tools and competencies to identify them is essential (Bongei, Sang & Mutuku, 2019). The continuous process of recognizing stakeholders is crucial, as each stage of a project involves distinct stakeholders. As stakeholders are valuable resources in providing expertise and assistance to achieve project objectives, the use of effective tools and competencies to identify them is essential (Bourne & Walker, 2018).

One of the goals of stakeholder management is to promote participation of stakeholder groups, which aims to involve all of the stakeholders such that the quality of the projects improves (Nginya & Mutuku, 2019). Stakeholder involvement or participation a very important part of stakeholder management has to do with the approach an organization takes to engage with individuals who could be impacted by its decisions or have the ability to affect the execution of those decisions. These individuals may hold either supportive or opposing views towards the decisions and can possess significant influence within the organization or the community. In order to enhance business practices, it is vital to involve stakeholders (Nginya & Mutuku, 2024). Many managers view this as a pragmatic method to predict and tackle ethical

predicaments that stakeholders encounter while managing their business. Therefore, stakeholder participation is deemed a crucial strategy (Mitchell, Mitchell, Hunt & Townsend, 2020).

It is important for stakeholders to have knowledge of the obligations that govern projects, comprehend the influence and involvement of both regulators and clients in the execution of a project, recognize how the collaborations can foster innovation, mold procedures, bring about transformations, and ultimately lead to increased profitability for the organization, hence this underpins the relevance of stakeholder communication (Akinola, 2022). Effectively involving all project stakeholders, utilizing diverse communication methods and resources, according to a well-defined plan and strategy, is a crucial trait of accomplished managers (Retta, 2021). The management of communication in projects involves various proactive measures taken by management to handle the aspirations and demands of the various stakeholder units participating in the work. Efficient management of communication, particularly in stakeholder management of relationships, is the process of successful information exchange (Gatambia and Mutuku, 2023). It entails making sure that the work or any other undertaking receives all the information necessary to handle expectations of stakeholder and to guarantee that the project is proceeding smoothly.

Stakeholder relationships have to be monitored throughout the project. Monitoring involves data analysis, data representation, communication skills, and decision making. This process aims to monitor the relationships between the project stakeholders in general, adjusting strategies and plans to maintain engagement (Bongei, Sang, & Mutuku, 2024). It provides the means to see if the communication strategy that has been implemented has been successful. According to PMI (2017) it is the process of monitoring project stakeholder relationships and tailoring strategies for

engaging stakeholders through the modification of engagement strategies and plans. The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. Monitoring stakeholder engagement process oversees stakeholder engagement using inputs, tools, techniques. The process ensures that the information needs of the project stakeholders are met throughout the entire project lifecycle as planned in the communication management plan and the stakeholder engagement plan and evaluating the project. The process oversees stakeholder engagement and converts the engagement-related data from the project execution into work performance information and generates necessary change requests (Bongei, Sang & Mutuku, 2019). To improve stakeholders 'engagement and commitment, the relationships with stakeholders should be regularly monitored and assessed. There is a need to monitor the stakeholders and respond to their dynamism in order to avoid any negative effects. Effective and proactive monitoring of stakeholders will ensure that their adverse actions do not affect project success (Chinyio & Olomolaiye, 2021)

1.1.3 Project Performance in Health Sector in Nairobi County, Kenya

NGOs, which are commonly known as non-state actors, encompass all organisations that are not backed by the government. These organisations must operate within the legal framework of the country they operate in and function on a completely voluntary basis. NGOs are professionally managed entities that strive to mitigate human suffering and foster the growth of underprivileged nations using diverse approaches, such as financing initiatives, aiding in service delivery, and enhancing capability. NGOs in Nairobi city county mostly focus on executing various projects that involve providing immediate assistance, like shelter and aid, taking care of the underprivileged, promoting education by promoting critical analysis and awareness of

the environment, and advocating for policies involving the public like anti-corruption measures and anti-smoking policies (Abiddin, Ibrahim & Abdul, 2022).

Health care projects in Nairobi City County are distributed in various sub counties; Ruaraka, Roysambu, Langata, Dagoreti,, Westlands, Kibra, Makadara, Kamukunji, Starehe and Mathare. The Board's extensive authority enables them to enroll, supervise, synchronize, and promote all Health care projects that function in Kenya (Mkutano 2018). There was a significant increase in the number of health care projects supported by NGOs in Kenya between 2017 and 2023, with a growth rate of 58%. However, starting from 2019 the health care projects supported by NGOs in Kenya have experienced decline in quality, timely delivery and cost overruns (NGO Coordination Board, 2021). By December 2022, the NGO coordination board reported that over 32 health care project had experienced over 120% cost overrun, delayed timely completion and quality delivered did not meet the stakeholders expectations. During the period from 2019 to 2023, there was a growth in the number of NGOs supported health projects. However, based on NGO Coordination Board (2023) statistics, 14% of agriculture, 8% of economic empowerment, 12% of emergency relief, 56% of health, 21% of social welfare, and 9% of youth empowerment projects failed in terms of quality, timely delivery and financial planning analysis.

These NGOs have executed various projects across the years. According to Center for Disease Control (2022) various health care projects in Nairobi City County have faced delay in timely delivery, experienced huge costs and quality delivered on the projects is low. For instance; Mental Health Project Imarisha Maisha, TB Reach Wave 9 project, Leading in Health System Strengthening Course Projects, AMREF Nutrition Mapping and Integration Project, Prevention, Management & Control of Infectious

Diseases in Kenya Projects, Human Resources for Health (HRH) Kenya Mechanism, Projects, Youth in Action Project, eCampus Project, Connect Program-CIHEB, PAMANECH, Kibera Reach 90 project, Lea Mimba Project, Afya Uzazi, Project Ezesha_99DOTs, Track project, Dream connect, Upgrade the Riruta Health Centre, Upgrade the Dandora Health Centre, Upgrade the Karen Health Centre, Upgrade the Mathare North Health Centre, Upgrade the Mukuru Kwa Njenga Health Centre, Upgrade the Embakasi Health Centre, Upgrade the Mama Lucy hospital, Upgrade the Mbagathi hospital/mortuary, install security cameras around the health facilities in Stahere, Complete the Mbagathi hospital incinerator, upgrade the Mutuini hospital to level 5 hospital in Dagoreti South and upgrade Pumwani to a woman and baby hospital have failed to meet stakeholders expectations in quality, timely delivery and cost. Similarly, these NGOs have encountered various challenges that could be mitigated with the application of certain strategic practices that include stakeholder management. Therefore, this study aims to determine the effect of stakeholder management on performance of health care projects supported by NGOs in Nairobi City County.

1.2 Statement of the Problem

Various development partners and non-governmental organizations support Nairobi City County in improving health care service delivery through community and facility level projects, in improving health information system, in strengthening health leadership and management, and addressing gaps in the health workforce and health infrastructure. The total contribution from partners and NGOs remains difficult owing to inadequate coordination of resource flows, quality of work delivered to beneficiaries and the fact that most of the contribution is indirect (USAID, 2021). Majority of the Health care projects in Nairobi City County partially or fully

supported by Non-governmental organizations (NGOs) have reported unexpected incurred costs and cost overrun. For instance; Mutuini hospital upgrade budgeted cost of 150M with actual costs 174M recording 116% cost overrun, Mbagathi upgrade estimated costs of Kshs. 124M actual costs incurred was 146M recording 118% budget overrun, and Pumwani upgrade cost was estimated Kshs. 80M with actual cost of 117.5M recording 147% cost overrun (CDC, 2023).

Additionally, NGOs sponsored projects such as Mental Health Project Imarisha Maisha, TB Reach Wave 9 project, Leading in Health System Strengthening Course Projects, AMREF Nutrition Mapping and Integration Project, Prevention, Management & Control of Infectious Diseases in Kenya Projects, Upgrade the Mukuru Kwa Njenga Health Centre and Upgrade the Embakasi Health Centre did not meet the quality specification and were not delivered in time. For instance; Mental Health Project Imarisha Maisha initiated in 2017 completed 2022, its planned completion was in 2019. Further, AMREF Nutrition Mapping and Integration Project, Prevention, Management & Control of Infectious Diseases in Kenya Projects, and Upgrade the Mukuru Kwa Njenga Health Centre initiated in 2016 with its planned completion time in 2019 was completed in January 2023 (PEPFAR report 2023). The report indicates that failure in time, quality and cost was attributed to resource management and stakeholder management.

A report by USAID (2023) indicated that many NGOs especially those in the health sector face challenges in managing their stakeholders effectively, which can impact the success of their projects. While some of the project that are initiated get to be completed in a timely manner and according to specification some others experience either delays, don't get to be completed at all or if completed fall below standard. Also Odhiambo and Njuguna (2021) reported that Kenyan NGOs deal with a number

of management issues, including those related to budgeting, hiring, and overall operational administration of the organization. Effectively managing connections with other parties, such as those with businesses, government agencies, non-profits, and the communities they serve, is another problem they encounter and these challenges significantly impacts their project performance.

Some studies have been done of stakeholder management and project performance for example Ontita and Kinyua (2020) carried out a research on the impact of stakeholder management on the performance of commercial banks specifically in Nairobi City County and reported that effective stakeholder management had a significant influence on the performance of commercial banks in Kenya. The study though relevant left a gap with regards to institution of focus. Retta (2021) did a study that sought to determine the limitations have an impact on NGOs managing natural resources in Ethiopia's Oromia area. The report of the study was that Legal and bureaucratic hurdles, poor communication and coordination among NGOs, a lack of resources, a lack of knowledge, and an unclear role on policy matters are some of the challenges to influencing natural resource management and project execution. The study focus on Ethiopia means that there is a contextual gap and conceptual gap. Mkutano, (2018) also carried out a study and to assess how project management techniques influence the success of non-governmental organization projects in Nairobi City, Kenya and reported that using project management techniques like collaboration, strategy, stakeholder monitoring, involvement and assessment of running of a project effectively led to enhanced project performance. The scope and demographics that the study focused on left gaps.

Despite studies that have been carried out previously, there are still contextual, conceptual and methodological gaps identified as some of the studies placed focus on

just the problem that NGOs face, focus on performance of organizations and not projects, other reviewed conceptualized stakeholder management differently. Based on the identified problem relating to quality, cost and time and the identified gaps, underscore why this study is relevant and timely. This study aimed to examine the effect of stakeholder management on performance of NGOs supported health care projects in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to examine the effect of stakeholder management on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives;

- i. To examine the effect of stakeholder identification on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya.
- ii. To analyse the influence of stakeholder participation on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya.
- iii. To establish the effect of stakeholder communication on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya.
- iv. To determine the stakeholder monitoring on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya.

1.4 Research Questions

- i. What are the effect of stakeholder identification on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya?
- ii. What are the influence of stakeholder participation on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya?
- iii. What are the effect of stakeholder communication on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya?
- iv. What are the effect of stakeholder monitoring on performance of non-governmental organizations supported health care projects in Nairobi City County, Kenya?

1.5 Significance of the Study

The study on non-governmental organizations' (NGOs) stakeholder management and project performance in the health sector in Nairobi County, Kenya, is noteworthy for a number of reasons. The findings of the study are important to the project administrators working on healthcare projects funded by NGOs in Kenya in utilizing stakeholder management. The policy makers working among health care projects such as USAID, PEPFAR, CDC, the national government are able to understand important policies around stakeholder management that can enhance successful performance of health care projects. It would increase the understanding of stakeholder management in the NGO in the health sector and provided new perspectives on the particular contextual elements that influence stakeholder involvement in project performance. The study would assist NGOs in the health sector in developing policies and

guidelines for stakeholder involvement as well as assisted them in identifying best practices for stakeholder management. The study would be a big impact on the Academia and add to the larger conversation on stakeholder engagement in development.

1.6 Scope of the Study

Being academic research the study covered just certain areas in terms of geographic, methodological, institutional, meaning and implication scope. Conceptually, the research investigated the stakeholder management practices of NGOs supported projects in health sector in Nairobi County and the impact on their performance. Contextually and institutionally, the study focused on registered NGOs projects in healthcare sector completed in the year 2022 and 2023 that are actively operating in Nairobi County, Kenya. Theoretically the study was anchored by stakeholders' theory and resource-based view theory. The study independent variables included stakeholder identification, participation and communication as well as stakeholder monitoring. The study examined the performance of NGOs supported health care projects in Nairobi City County. Methodologically, the research adopted a quantitative analysis and descriptive research design.

1.7 Limitation of the Study

The study anticipated the following limitations; considering the nature and scope of the study certain limitations which could affect the study are identified and they include, sample size which is concerned with the number of potential NGOs projects and stakeholders for the study. The generalizability of the results was affected because not all project managers or stakeholders in Nairobi County might agree to participate in the study also they were prone to bias in data collection and analysis because the participants were made up of human beings who can be subjective in

responding to questions. To check that, a stratified sampling method was employed so as that it captured a wide variety of views and perspective. Respondents who choose to be reluctant to respond to questions for fear of privacy issues, were assured of confidentiality of their data. Data collection authorization letter was obtained from Kenyatta University which will helped in persuading the respondents that filled in the questionnaires. The respondents were reminded that the data collected will be used for education purposes

1.8 Organization of the Study

Chapter one of the research proposal focuses on the study background, statement of problem, the research objectives, research questions, research significance, the scope of the research and the limitations of the research and then the organization. Chapter two focuses on theoretical framework, empirical review and also the conceptual framework of the study. Chapter three consist of the methodology adopted for the research. Chapter four presents data analysis and discussions. Chapter five presents a summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the study takes a vivid look at the various theories that are related to the study that includes Theory of Constraints, Stakeholders theory and Systems theory. It also place focus on the various empirical literatures that are related to the study, research gaps and the conceptual framework of the study.

2.2 Theoretical Literature Review

The study was guided by theory of constraints, stakeholder theory and systems theory.

2.2.1 Theory of Constraints

This is a theory by Goldratt (1984), which maintains that a system is faced by constraints that limits it from achieving its objectives. Some of these limiting factors emanate from production, planning, production control, managing a project, logistics, accounting, and measurement of performance and other paths of business which might impact on performance. In this theory, constraints define the output of a given system whether or not they are recognized. The aim of the top management is finding appropriate ways to minimize the constraints of a system in the organization. This way the organization can effectively be able to realize its goals and maximize profits. This theory describes the causes of the system constraints and also sheds light on the best ways to deal with these constraints (Goldratt, 2006). A health care project operates with the help of systems which consists of independent and interrelated process which works together in generating outputs from inputs when pursuing certain goals of timely delivery, right cost and right quality.

The limitation for this system is a constraint which prevents the system from its efforts of achieving organizational goals (Noreen, Smith, & Mackey, 2008). Theory

of constraints is applicable in this study since the planning, scheduling, allocation and monitoring of project resources are constraints that face project teams when carrying out health care infrastructure projects. The best way to handle such kind of a problem is to find ways of countering these challenges to remove barriers in implementing health care projects (Ruhl, 2011). Stakeholder management is an important aspect in executing health care projects and should be undertaken in an effective manner in order to improve success of these endeavors. Among the impediments affecting success of projects are time constraints, financial constraints and quality issues that are poorly allocated to project tasks. These limitations highly contribute to failure of project completion resulting into inefficiencies and delays which might result in increased costs of projects.

However, the supporters of this theory; Noreen *et al.*, (2012) put more emphasis on the significance of project costs and time identifying the limitations and establishing effective ways to deal with these limitations at early stages to reduce their impact on projects. Within this study, this theory guided not only the overall study objectives but also the specific ones as well. First, this theory is crucial in as it addressed the dependent variable which was the project performance. In order to Health care projects undertaken by NGOs to perform well, it is necessary to lessen the constraints that can otherwise diminish the project outcomes such as the quality of health infrastructure constructed.

2.2.2 Stakeholder Theory

Stakeholder theory is frequently attributed to Freeman as its originator in the 1980s. The organizational management as well as corporate ethics theory, a concept of dealing with ethics and principles in administering a company was initially explained by Freeman (1984) in which he highlighted the movement from the simple business

structure termed “production view” whereby ownership and management could be the same person or members of family to a more complex structure which he called “managerial view” whereby the management and ownership are separate hence the need for especially the manager to adopted a different approach to issues factoring the interest of the owner or stakeholders and employees or He/she could guarantee his/her demise. This situation has forced a conceptual shift from the previous static theories that explain management.

The major proposition of the theory is that Companies and organizations have an obligation to consider the concerns of all stakeholders, not only stockholders. This implies that organizations should always consider how their decisions will impact clients, workers, suppliers, communities, and the environment. Hence companies should be accountable to all stakeholders for their deeds and endeavors ought to generate worth for every interested party, not exclusively for stockholders (Freeman 1984). Furthermore Laplume, Sonpar and Litz, (2008) asserted that the satisfaction of various stakeholders is a condition for the success of the business or organization because stakeholder interests are interrelated and can influence the latter's overall performance. By generating shared benefit for all stakeholders and coordinating commercial interests with social and environmental objectives, stakeholder engagement can result in better decision-making and enhanced performance (Donaldson & Preston 1995). In application developing and maintaining stronger connection with relevant stakeholders such as staff, suppliers, clients and communities may result in enhanced shareholder returns by assisting firms in developing indistinguishable significant assets that can serve as drivers for market advantage (Hillman & Keim 2001).

However there have been other views that have arisen overtime to challenge some of the premises of the stakeholder theory. For example, Jensen, (2002) proposed a new structure in which the framework of stakeholder theory is largely used by enlightened value maximization, which embraces maximization of the firm's long-term worth as the standard for deciding how resources can be allocated among the numerous stakeholders and defines the firm's goal as long-term value maximization or value seeking. The theory however supported the independent variables as for any organization to thrive it must be able to identify who stakeholders are and ensure that their interest is well captured. Also, to effective communication is also an aspect that ensure that stakeholders are carried along and are able to contribute to the development and performance of the organization.

2.2.3 Systems Theory

Systems theory origin is believed to be from von Bertalanffy's work in the 1960s. The work by von Bertalanffy offered a framework that enables users to employ theories from several fields to examine the intricate structure of interpersonal interactions in a social setting (Luhmann, Baecker & Gilgen, 2013). The theory highlights how various systems in nature and society are interconnected and dependent on one another (Bertalanffy, 1968). Furthermore, Systems are made up of interdependent parts, which means that they are interrelated and have an impact on one another. Modifications made to a particular section of the system might also affect other sections of the system. Frequently, alterations in the system happen due to various factors, both within and outside the system. They possess the capacity to maintain homeostasis and stability in the face of shifting conditions. By disassembling systems into their constituent elements and examining the relationships and interactions between them, systems can be studied and understood. Computer modeling can be used to study the

consequences of changes in various system components and replicate the behavior of complex systems (Forrester, 1997).

To expound on complex systems that encompass the individual-in-surroundings, one approach employed is systems theory (Anderson, Carter & Lowe 1999). Moreover, the theory of systems empowers us to understand the constituents and kinetics of customer systems for scrutinizing complications and devising well-proportioned intervention tactics to ameliorate the compatibility between individuals and their environment.

Systems theory has some flaws that have been identified. For instance, Fook, Ryan and Hawkins (1997), maintained that systems theory has been widely used in social work and other helping professions, but it is sometimes overblown about how effective it is in the real world. Also the systems theory can sometimes reduce complex social phenomena to simplistic cause-and-effect relationships which can overlook the social, cultural, and historical factors that shape individuals and systems. System theory can ignore the dynamics of power and oppression in social systems. This can cause disparities to persist and hinder efforts to advance social justice. However, this theory supported the need for an organization to have systems that support stakeholder participation, communication and monitoring for successful project performance.

2.3 Empirical Literature Review

The studies presented here related to stakeholder management; stakeholder identification, stakeholder communication, stakeholder participation and stakeholder monitoring and how they affected project performance.

2.3.1 Stakeholder Identification and Project Performance

Retta (2021) studied effect stakeholder identification impacts German Society for International Cooperation GIZ project performance in Ethiopia. Twelve initiatives under the GIZ-QEP were included in the 152-stakeholder target population. The method of stratified random sampling was employed, wherein every stratum comprised of both project stakeholders who were internal and external. The questionnaire was formulated using the primary data collected from 122 respondents. The tool underwent pilot testing to ascertain its accuracy. The collected information was statistically evaluated using the latest version of SPSS, yielding both descriptive and inferential statistical outcomes. Results show that stakeholder identification and project performance are positively correlated. The cultural and socio-economic realities of Ethiopia differ from that of Nairobi, Kenya hence a gap. The study will focus on NGOs in the health sector in Nairobi Kenya.

Mary (2021) conducted research on effect stakeholder identification on projects performance Kenyan police housing projects in Kenya. The Normalization Process Theory and the Resource Dependence Theory were used in the investigation. The research used a descriptive approach. The design made it easier to gather data on how Kenyan police housing projects performed in relation to stakeholder participation. The target population was made up of 230 respondents. The study involved a population sample of 146 participants. The questionnaire consisted of both structured and unstructured items. The secondary data for assessing performance was extracted from the financial statements of the institutions under scrutiny. The data was coded and subsequently entered into SPSS for further analysis. The Pearson correlation analysis was utilized to establish the connection between the different study variables. The results revealed that the performance of police housing projects is significantly

influenced by stakeholder engagement and identification. The focus on Police a security sector limits the applicability in other sectors hence living a gap. This research will look at stakeholder management and project performance of NGOs in the health sector.

Cruz Villazón, *et al.*, (2020) studied stakeholder identification of key performance indicators in project-based organizations through the lean approach. Projects are complex with several phases which makes it even harder to determine project success criteria. Projects usually have multi-dimensions, and that different people involved in the project have different priorities. Therefore, not only should several dimensions for assessing the project success be considered, but also the fact that project success may vary over time based on different people's interest. Identification of the project is crucial in knowing the current status of the projects well as explore the stakeholders' needs and requirements. This aid in complementing the initial information and also determine the strategic needs of a project. The study adopted lean approach and the proposed study employed explanatory research design and this result to conceptual gap.

Research was conducted by Njeri and Were (2017) the stakeholder identification on the execution of projects in non-governmental organizations operating in Kenya. With 304 respondents as its target audience, the study used a descriptive research approach. The respondents were field officers, senior managers, branch managers, and accountants correspondingly. In order to select 105 participants from each stratum of the population being studied, a stratified random sampling method was utilized. A minimum of 30% of the populace constituted the selected sample size. The chief information for this investigation was obtained through semi-structured surveys, which were utilized to collect data. In statistical terms, the questionnaires' internal

coherence was utilized to determine their dependability. The efficiency of internal coherence methods was assessed by means of Cronbach's Alpha. A Cronbach's Alpha score above 0.7 was deemed acceptable. In order to assess the authenticity and reliability of the research tool, a preliminary examination was conducted. Upon scrutinizing the information, it was ascertained that the recognition and engagement of interested parties is a pivotal element that impacts the success of the project. Despite its relevance the study failed to capture in all the variables thereby leaving a gap. This study factored in stakeholder identification, participation, communication and stakeholder monitoring.

2.3.2 Stakeholder Participation and Project Performance

Murira and Muchelule (2022) did research to determine how stakeholder participation on the implementation of the National Integrated Identity Management System (NIIMS) initiative was conducted in Kenya, exploring the influence of stakeholder engagement on the successful implementation of the NIIMS initiative in Kenya. The study employed a descriptive research approach. The study's scope encompassed the NIIMS project overseen by the Ministry of Interior and the government's supervision, with 100 managers responsible for operations, projects, and ICT comprising the target population. The research in question utilized the census method of sampling. The research utilized a robust questionnaire for information gathering. The research employed descriptive statistics in conducting analysis of the gathered data. The outcome of the study demonstrated that the successful implementation of the NIIMS project in Kenya is significantly and positively impacted by stakeholder engagement. The study institutional scope which is National Integrated Identity Management System NIIMS a government agency leaves a gap. This study will focus on Non-Governmental organizations in the health sector in Nairobi, Kenya.

Nguyen, Mohamed and Mostafa (2021) did a research in which the links between Stakeholder participation and project performance in complicated and non-Complex Project environments were empirically investigated in this study. The conceptual model for the study was developed using a thorough literature review. In order to measure the connection between SE and project performance within the context of CPs, the study defined 22 parameters. To gather information for quantifying the correlations, a literature study was followed by a questionnaire survey. Project managers in various locations submitted 144 responses. The response data underwent analysis using structural equation modeling. The measurements model was assessed using confirmatory factor analysis. When applied to intricate projects, stakeholder involvement was found to have a favorable and noteworthy influence on qualitative project performance, despite having an unfavorable effect on quantitative project performance. Stakeholder engagement has a favorable impact on the quality of non-complex project performance as well. Furthermore, Stakeholder Engagement has a detrimental impact on schedule performance in the setting of Complex Projects

Nguyen and Mohamed (2019) studied the effect of stakeholder participation on project success in Complex projects. A quantitative research approach was used to verify the study model and test the suggested hypotheses. The data were gathered from 136 project managers and project management team members from a variety of industries in more than 20 countries using a number of multivariate statistical techniques. To find factor configurations that reflected each fundamental construct, a method called exploratory factor analysis was used. It was discovered in the research that stakeholder engagement plays a role in project performance. The scope of the research help gives a global perspective to the research but also leaves a gap as far as

specific peculiar traits of local realities is concern. This study will focus on Nairobi County Kenya.

Mkutano, (2018) conducted a study in which the purpose was to examine how project participation affects non-governmental organization initiatives in Nairobi City County, Kenya, how well they perform. The study employed a descriptive research design, with a target population of 201 non-governmental organizations (NGOs) operating in Nairobi County. A stratified and simple random sampling technique was utilized to select 100 NGOs, representing 50% of the target population, in Nairobi County. The research employed primary data obtained firsthand. The research employed survey forms to collect primary information. Statistical methods like descriptive and inferential statistics were used to analyze the data once it was verified that all the data entered was precise. The study's findings showed that effective stakeholder participation led to an improvement in project performance. The research fell short in encompassing all the factors, thereby leaving a gap. This research studied stakeholder identification, participation, communication and stakeholder monitoring and how they impact performance.

2.3.3 Stakeholder Communication and Project Performance

Nginya and Mutuku (2024) studied stakeholder management and performance of non-governmental organizations supported health care projects in Nairobi County, Kenya. Specifically, the study aimed to research how stakeholder identification, participation, communication, and stakeholder monitoring impacted the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. The research utilized a descriptive research design. The target population for the study was 47 projects. The respondents consisted of 47 project managers and 47 program officers. Data were obtained through a descriptive research design. Questionnaires

were administered to respondents. The data obtained were cleaned and analyzed using descriptive statistics and inferential statistics. Conclusions and recommendations were drawn from the results of the analysis. All ethical standards were maintained to ensure the reliability of findings. Generally, there was a positive perception, with stakeholders expressing confidence, enthusiasm, and optimism. High levels of stakeholder involvement in project planning, common understanding, contribution, training, and positive outcomes. High agreement on plan, clear channels, timely communication, feedback mechanism, and positive impact. There was a strong positive correlation between identification, participation, communication, monitoring, and project performance. Significant positive correlations suggest that improving these factors may positively impact project performance.

Gatambia and Mutuku. (2023) studied the effects of communication on sustainability of road construction projects in Embu Government, Kenya. This study used a descriptive research design. The entire number of ward representatives, county engineers, site engineers, road contractors, surveyors, and road construction technicians made the target population, which were 176. 20 ward representatives representing electoral wards where road projects were performed were thus included among the study's participants. It has 83 road construction technicians who have finished implementing road projects to bituminous standards, 25 county site engineers who are engaged on a permanent basis by the governments of Embu and Kenya, 13 road contractors and 20 surveyors. A population census was carried out because of the tiny population and the need to improve data accuracy in order to obtain accurate results. Questionnaires were used to gather the data, and both regression analysis and descriptive statistics were used to analyze it. The study found a strong and positive correlation between effective communication and the long-term viability of road

construction projects. According to the study's findings, it is essential to keep lines of communication open, frequent, and accurate with all project staff members and stakeholders in order to ensure that capital expenditure projects are carried out successfully.

Murira and Muchelule (2022) conducted research on how stakeholder involvement and communication affect the Kenyan NIIMS program's ability to be carried out effectively. Descriptive research methods were employed in the study. The intended audience of the research comprised of 100 managers who oversee the NIIMS project at the Ministry of Interior and the national government, specifically in the areas of operations, project management, and ICT. The aforementioned study employed the census sampling technique. The study utilized a thorough survey to accumulate data. Descriptive statistics were used in the study's examination of the data acquired. It was discovered that effective stakeholder communication has tremendous and positive impact on project implementation. Following the sample adopted for the research the demographic covered differs from those of NGOs in Nairobi Kenya hence living a gap. This study focused on demography in NGOs in the health sector in Nairobi, Kenya.

Retta (2021) investigated how stakeholder communication affects the success of German Society for International Cooperation (GIZ) projects in Ethiopia. Within the 152-stakeholder target population, twelve GIZ-QEP activities were represented. The stratified random sample method was applied, with both internal and external project stakeholders represented in each stratum. A questionnaire was made which provided the primary data, and it was administered to 122 respondents. Pilot tests were conducted on the instrument to determine its validity. Using SPSS version 25, the gathered data were statistically examined, yielding descriptive and inferential

statistical findings. The results indicate a noteworthy correlation between efficient stakeholder correspondence and triumph in projects. The focus of the study on Ethiopia limits the applicability of the findings elsewhere hence living a research gap. This study focused on Nairobi County Kenya.

Melton, (2018), in research sought out to investigate the impact that an effective stakeholder communication system has on long-term project performance in Prescott Valley, Arizona. The employment of numerous internal and external stakeholders over a project life cycle over multiple phases was examined using a qualitative instrumental multiple case study. In order to provide case studies and evaluate the impact of stakeholder management, semi-structured interviews with ten project managers were undertaken. To enable the researcher to glean the maximum information possible from each subject, each case was handled as complete. After the completion of the analysis by all the participants, a cross-case analysis was carried out, which was evaluated in relation to the study subjects. The results of the research revealed that ensuring project success is directly influenced by efficient communication with all the stakeholders. The cultural and economic characteristics of Arizona differs from that of Kenya, hence the study gap. This study captured the realities of Nairobi, Kenya.

Atamba, (2018) in research, endeavored to examine the degree of stakeholder communication implementation in the Integrated Financial Management Information System (IFMIS) initiative and its impact on the project's performance. The study employed a descriptive research design and included a sample of 95 participants. Data was collected from the diverse group of individuals through the use of a partially structured survey. After analyzing the data gathered result showed that effective stakeholder communication has significant influence on project performance. The

focus on IFMIS however leaves a gap. This study placed focus on NGOs in the health sector in Nairobi County.

2.3.4 Stakeholder Monitoring and Project Performance

Adhan and Mutuku (2023) studied monitoring and evaluation staff competency on performance of community water projects in Mandera County, Kenya. A descriptive design was adopted for data collection and analysis. The target population for the study comprised of 14 project managers and 319 staff of the 14 community water projects in Mandera County. Simple random sampling and purposive sampling was used to select 110 respondents. Primary data collection was done using a structured questionnaire. Prior to the main study, a pilot test was carried out in 3 water projects in Wajir County and involved 11 participants. Refinement of the questionnaire was done to ensure validity and reliability. Data analysis used both descriptive and inferential techniques. The study found a significant influence between M&E staff competency and project performance. The study concluded that one of the most common tasks of a Project M&E Officer is to develop the monitoring and evaluation skills of project personnel and partners. The study recommended that the project managers should develop M&E competency profile for the project positions by categorizing the project staff into managers, specialists and implementer.

Retta (2021) investigated how stakeholder monitoring affects the success of German Society for International Cooperation (GIZ) projects in Ethiopia. The 152-stakeholder target population included 12 activities under the GIZ-QEP. Each layer of the stratified random sample method included both internal and external project stakeholders. The questionnaire was developed using the primary information provided by 122 respondents. To establish the credibility of the tool, a trial run was executed. The collected data was subjected to statistical analysis using SPSS version

25, generating results for both explanatory and statistical summaries. Results indicate there is a robust link between managing stakeholder conflicts and the success of a project, highlighting the significance of overseeing and regulating conflicts in project management. The entity of concern, known as GIZ, has not fully addressed a research void as the relevance of their discoveries is restricted. The scope of this investigation concentrated on non-governmental organizations in the health sector situated in Nairobi County, Kenya.

De Oliveira and Rabechini (2019) influence of stakeholder monitoring on trust in project settings and its consequent effect on performance. The information was gathered from 130 project managers representing companies from diverse domestic and global industries that are active in Brazil. To analyze and process the data, the PLS-PM method was employed. The results indicate that effectively managing relationships with stakeholders has a significant and crucial effect on building trust, which ultimately influences performance. The scope of the research both in terms of institution which is business that are profit making and geographic scope which is Brazil limits the applicability of the findings in cases of NGOs that are in the health sector in Nairobi Kenya which was the focus of this study.

Mueni (2018) the research sought to establish the impact of performance on involved monitoring and evaluation of projects in community schools in Mutomo Sub-County, Kenya. The study targeted a total of 33 public secondary schools. The sample strategy that the research used is purposeful sampling. The research determined that stakeholders were not part of the process of school projects management. Furthermore, it established that strengthening of institutions can be enhanced by open seminars, forums, and meetings, comprising of stakeholders to give their opinions and exchange their viewpoints. The study failed to determine the effect of stakeholder

participation on performance of projects thus resulting to conceptual gap. Furthermore, the study did not explicitly highlight the role of M&E in performance of projects whether positive or negative.

Ndonga (2018) determined extent to which the need for stakeholder monitoring influences the implementation of M&E among NGOs in Murang'a County, Kenya. The research populace being 100 and data collection instruments were questionnaires. Pilot research was done to find the instruments' dependability. Data collected was evaluated using expressive figures through percentages, and frequency. The study found out that the NGOs had small sized budgets allocated for purposes of M&E which hampered implementation of M&E. It also established that there was lack of professionalism on part of qualified practitioners as most employees were diploma and certificate holders in order to pay them low wages due to inadequate financial resources. The study failed to quantify the effect of stakeholder participation through M&E process on the performance of projects whether positive or negative.

2.4 Summary of Literature Review and Research Gaps

Author	Aim of Research	Research Result	Research Gap	Addressed Gap
Njeri and Were (2017)	identify the factors that influence project performance in Kenyan NGOs	Identification and involvement of stakeholders influences performance of NGOs in Kenya	The Study covered only two variables	This study focused on stakeholder identification, Participation, communication and monitoring
Mkutano, (2018)	examine how project management techniques affect non-governmental organization initiatives in Nairobi City	effective stakeholder participation led to an improvement in project performance.	The study placed focus on participation leaving other variables	This study focused on stakeholder identification, participation , communication and monitoring

	County, Kenya, how well they perform			
Retta (2021)	investigated how stakeholder management affects the success of German Society for International Cooperation (GIZ) projects in Ethiopia	link between effective stakeholder communication and project success.	The study focused on Ethiopia leaving a contextual gap	This study placed attention to Nairobi County Kenya.
De Oliveira and Rabechini (2019)	Examined how stakeholder management affects trust in project environments and how it impacts performance.	interpersonal stakeholder management has a considerable and important impact on trust, which has an impact on performance	The study focused on businesses that are profit making leaving an institutional gap	This study focused on Nongovernmental organizations in the health sector in Nairobi Kenya.

2.5 Conceptual Framework

A conceptual framework is an outline or a group of concepts that offered a means of classifying and analyzing information. It was a theoretical framework used to direct investigation or comprehend a complicated occurrence. For this study the conceptual framework consisted of independent variables which are Stakeholder Identification, Stakeholder participation, Stakeholder, communication and monitoring. Dependent variable is project performance.

Independent Variables

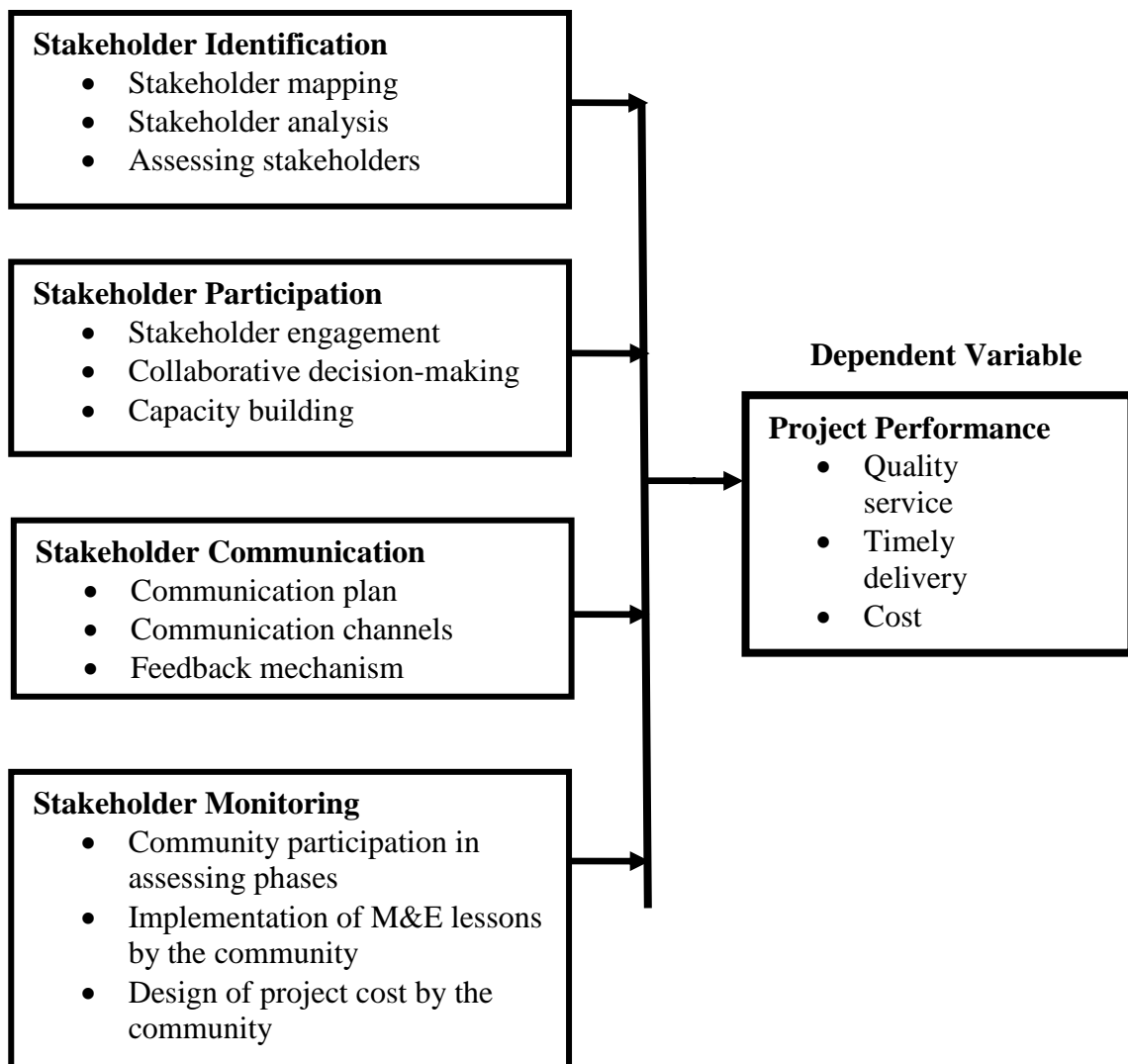


Figure 2.1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this part of the research, the study discusses the techniques that will be employed to attain the study goals. The key aspects will involve the investigation blueprint, the intended audience of the study, the procedures for gathering information, along with the approaches for scrutinizing and exhibiting data.

3.2 Research Design

The study analyzed how stakeholder engagement affected the project success of non-governmental organizations (NGOs) in the health sector in Nairobi, Kenya. The data was gathered using a structured questionnaire and analyzed using descriptive and inferential statistical technique. A descriptive study is a research approach that aims to measure and observe phenomena in their natural state without any intervention or manipulation by researchers. It focuses on accurately capturing and describing things as they are, without influencing the actions or experiences of the subjects involved (Price & Lovell, 2018). A descriptive research design was chosen because of the nature of the study which aims to analyze and give a description of how stakeholder management impacts performance of health care-based NGOs projects in Nairobi City County. This also informed the choice of method of data collection and method of analysis. Descriptive design had the capacity to offer an elaborate depiction of a populace or occurrence, its simplicity of utilization, non-intrusive characteristic, capability to furnish numerical information.

3.3 Target Population

The total group of cases from which a sample was taken was referred to as the target population. As the whole collection of examples included different entities or elements, the term "population" in the context of sampling does not necessarily refer to living beings alone (Saunders, Lewis, & Thornhill, 2009). The study targeted 47 NGOs supported health care projects in Nairobi City County. The unit of analysis was the 47 healthcare projects. The respondents were the 47 project managers and 47 program officers for each of the 47 projects making a total respondent of 94. Due to small and manageable size of the respondents the study was a census.

3.4 Data Collection Instruments

A primary data collection method was utilized for this study. A designed questionnaire for the survey of the chosen NGOs health care projects was one of the tools used to collect data for the study. Closed ended questions to measure the variables of the study using five-point Likert scale created to gather information on stakeholder management and project performance indicators.

3.5 Pilot Study

The pilot study carried out in Nairobi City County, Kenya and targeted the 9 key respondents in various projects. The researcher excluded the nine (9) from the main study.

3.5.1 Validity of Research Instrument

For the study, it was essential to guarantee the authenticity of the data gathering tool. The study made use of a number of techniques, including content validity, construct validity, criterion validity, face validity, and internal consistency, to evaluate and guarantee the validity of the data gathered through the structured questionnaire. The study tried to make sure the questionnaire was valid, reliable, and generated accurate

and relevant data for the study's objectives by combining these methods. This made it possible for the study to reach solid findings regarding the health care project performance and stakeholder management in Nairobi City County.

3.5.2 Reliability of Research Instrument

When an assessment method consistently measures the features of interest, it demonstrates reliability, which is the degree to which an instrument measures the same way each time it is employed under the same circumstances with the same individuals. For the study to produce consistent and accurate results, the instrument's reliability must be guaranteed. Test-retest reliability, internal consistency, inter-rater reliability, split-half reliability, and parallel forms reliability were only a few of the ways the study employed, to evaluate and guarantee the dependability of the research instrument. The study made sure that the research tool was trustworthy and generated reliable data for the study's objectives by combining these techniques. Cronbach Alpha score of 0.7 was also used as the threshold.

3.6 Data Collection Procedure

The researcher prepared for data collection immediately authorization from Kenyatta University and NACOSTI will be obtained. The process of gathering data for the study included selecting respondents from 47 projects and 94 respondents. To guarantee that the information gathered is accurate, trustworthy, and moral, the study adopted drop and pick later method. The respondents were given 12 days to fill in the questionnaires after which the researcher collected the questionnaire for analysis.

3.7 Data Analysis and Presentation

Descriptive statistics, inferential statistics, data visualization, report authoring, and suggestions for respondents was used in the study's data analysis and presentation. To guarantee the legitimacy and dependability of the conclusions, the data analysis and

presentation adopted a strict and open methodology. The report provided a thorough analysis of the data gathered as well as suggestions for projects to enhance the effectiveness of their stakeholder management plans and projects. The regression equation that was used to identify the relationship between variables was;

$$Pp = \beta_0 + \beta Si + \beta Sp + \beta Sc + \beta Sm + \alpha$$

Where: Pp is the dependent variable (project performance),

β_0 is the regression coefficient/constant/Y-intercept,

Si is stakeholder identification,

Sp is stakeholder participation,

Sc is stakeholder communication,

Sm is stakeholder monitoring,

α is an error term.

3.8 Ethical Considerations

The study abided by the moral standards for using human participants in research. Informed consent, confidentiality, privacy, minimizing of harm, impartiality, approval from ethics committees, and acknowledgment of funding was all be upheld during the course of the study. To protect the rights and welfare of the participants and to ensure that the study is carried out in a responsible and professional manner, these ethical considerations were taken into account at every stage of the research process. Data collection authorization letter and NACOSTI were obtained from Kenyatta University and ministry of education respectively.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Chapter four provides an overview of the results and analysis derived from the study. The content is structured into sections that cover tests for assumptions related to the linear regression model, descriptive statistics, as well as correlation and regression results. The collected data underwent rigorous statistical analysis, employing correlation and multiple regression techniques to ascertain the level of association and establish potential causal relationships between the dependent and independent variables. The analytical tools utilized for this examination were based on SPSS version 25.

4.2 Response Rate

The provided information indicates that 94 questionnaires were distributed, and 82 of them were successfully returned, resulting in an 87% response rate. 95.70% were the project officers and 78.70% were the managers. This response rate is generally considered impressive and suggests a high level of engagement from the chosen sample of respondents.

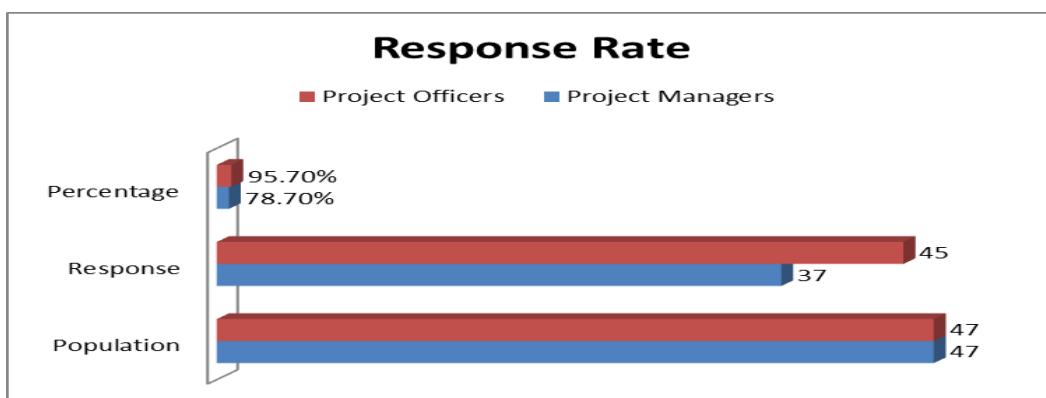


Figure 4.1 Response Rate

Source: Field Data (2024)

4.3 Reliability Tests

The provided data presents the results of reliability tests for various constructs measured in a study. The reliability tests are assessed using Cronbach's alpha coefficient, which is a measure of internal consistency. Here's an interpretation and analysis of the data in Table 4.1:

Table 4.1 Test of Reliability

Constructs	Alpha Score	No. of Items	Comments
Project Performance	.832	5	Reliable
Identification	.799	5	Reliable
Participation	.811	5	Reliable
Communication	.809	5	Reliable
Monitoring	.821	8	Reliable
Aggregate Score	0.814		Reliable

Field Data (2023)

The alpha score for Project Performance is 0.832, which is considered high. This indicates a high level of internal consistency among the items measuring project performance, suggesting that they reliably measure the same underlying construct. The alpha score for Identification is 0.799, indicating a good level of internal consistency. While slightly below 0.8, it is still generally acceptable and suggests that the items measuring identification form a reliable scale. The alpha score for Participation is 0.811, indicating good internal consistency. This suggests that the items measuring participation are reliable and consistent in capturing the intended construct. The alpha score for Communication is 0.809, indicating good internal consistency. This suggests that the items measuring communication form a reliable scale. The alpha score for Monitoring is 0.821, which is considered high. This suggests a strong level of internal consistency among the items measuring monitoring, indicating that they reliably assess the same underlying construct.

4.4 Demographic Characteristics

4.4.1 Gender of the Respondents

The table provides information on the gender distribution of the respondents (project managers and program officers).

Table 4.2 Gender of the Respondents

	Frequency	Percent
Valid Male	40	48.8
Female	42	51.2
Total	82	100.0

Source: Field Data (2024)

The majority of respondents are female (51.2%), while 48.8% are male. The total number of respondents is 82, indicating a small percentage did not provide information on gender. The gender distribution is relatively balanced, with a slight majority of female respondents. It's essential to consider potential gender-related perspectives in the study findings, as different experiences and viewpoints may arise.

4.4.2 Age Bracket

Table 4.3 categorizes respondents based on age brackets.

Table 4.3 Age Bracket

	Frequency	Percent
Valid Below 25 Years	12	14.6
25Yrs – 50Yrs	60	73.2
Above 50 Years	10	12.2
Total	82	100.0

Source: Field Data (2024)

The largest proportion falls within the age bracket of 25 to 50 years (73.2%), followed by below 25 years (14.6%) and above 50 years (12.2%). The total number of respondents is 82, suggesting that a small percentage did not provide information on age. The majority of respondents are in the mid-range of 25 to 50 years, indicating a relatively young to middle-aged group. The age distribution provides insights into the demographic profile of the respondents.

4.4.3 Education Level

Table 4.4 presents the educational qualifications of the respondents.

Table 4.4 Education Level

		Frequency	Percent
Valid	Diploma	22	26.8
	Bachelor Degree	45	54.9
	Masters	15	18.3
	Total	82	100.0

Source: Field Data (2024)

The majority have a Bachelor's degree (54.9%), followed by Diploma holders (26.8%) and those with a Master's degree (18.3%). The total number of respondents is 82, suggesting a small percentage did not provide information on education. The educational background is diverse, with a significant proportion holding at least a Bachelor's degree. This diversity can contribute to a varied perspective on healthcare projects.

4.4.4 Work Experience

Work experience is an essential component of demographic analysis, providing a more comprehensive profile of individuals within a population. This information is valuable for understanding the composition of various professional groups. Table 4.5 presents the work experience of respondents.

Table 4.5 Work Experience

		Frequency	Percent
Valid	Less Than 5 Year	2	2.4
	6 to 15 Years	4	4.9
	More Than 5 Years	76	92.7
	Total	82	100.0

Source: Field data (2024)

The majority have more than 5 years of work experience (92.7%), with a small percentage having 6 to 15 years of experience (4.9%), and very few with less than 5 years of experience (2.4%). The majority of respondents have extensive work experience, potentially contributing to a deep understanding of healthcare projects.

The small percentage with less than 5 years of experience suggests that the study mainly involves experienced professionals.

The demographic profile of the respondents reveals a diverse group in terms of gender, age, education, and work experience. This diversity is beneficial for obtaining a comprehensive understanding of healthcare projects from different perspectives. The study's reliance on a census approach, considering the manageable size of 94 respondents, enhances the representativeness of the findings within the context of the 47 healthcare projects.

4.5 Descriptive Analysis

Descriptive analysis involves summarizing and presenting the main features of a dataset.

4.5.1 Stakeholder Identification and Project Performance

Table 4.6 presents data on stakeholder identification and project performance, collected through a Likert scale. The table includes the mean and standard deviation for various statements related to stakeholders' attitudes and their impact on project performance.

Table 4.6 Stakeholder Identification and Project Performance

	Mean	Std. Deviation
There is a plan to identify stakeholders	3.0366	.57618
The expectations of the stakeholders are captured	3.9268	.40917
Before projects stakeholders are considered	3.8537	.35562
Stakeholders are assessed before projects	3.8902	.41592
Stakeholder identification has had positive impact on performance.	3.8537	.35562
Aggregate Score	3.7122	.42250

Source: Field Data (2023)

The findings from Table 4.6, which focuses on stakeholder identification and its influence on project performance, reveal several noteworthy insights. Firstly, the

mean score of 3.0366, accompanied by a standard deviation of 0.57618, suggests a moderate level of agreement regarding the existence of a plan for stakeholder identification. The subsequent aspect, capturing stakeholder expectations, demonstrates a robust consensus (mean = 3.9268) with a low standard deviation of 0.40917, indicating a consistent perception among respondents that stakeholder expectations are effectively captured. Additionally, stakeholders being considered before project initiation received a positive mean score of 3.8537, coupled with a low standard deviation of 0.35562, emphasizing a widely shared view on the importance of this practice. Similarly, the assessment of stakeholders before projects, with a mean of 3.8902 and a standard deviation of 0.41592, further supports the notion that stakeholders are routinely evaluated prior to project commencement. The table also highlights a positive impact of stakeholder identification on project performance, as reflected in a mean score of 3.8537 and a standard deviation of 0.35562. Finally, the aggregate score of 3.7122, along with a standard deviation of 0.42250, provides an overall moderate assessment, signaling a generally favorable perception of the relationship between stakeholder identification practices and project performance. While there is consensus on the positive impact, the moderate aggregate score suggests potential areas for improvement or differing opinions within the surveyed participants.

4.5.2 Stakeholder Participation and Project Performance

Table 4.7 provides data on stakeholder participation and its impact on project performance, collected through a Likert scale.

Table 4.7 Stakeholder Participation and Project Performance

	Mean	Std. Deviation
Stakeholders are involved in project planning	4.1183	.5472
Stakeholders share a common understanding on the project	4.1098	.58807
Stakeholders make contribution to project process	4.5610	.49932
Stakeholders are trained on the basics of the project	4.5355	.50003
Stakeholder participation has yielded positive result.	4.5366	.50173
Aggregate Score	4.3722	.52727

Source: Field Data (2024)

The respondents, on average, scored around 4.12, indicating a high level of stakeholder involvement in project planning. The moderate standard deviation suggests some variability in individual responses, but the overall agreement is relatively strong. The respondents, on average, scored around 4.11, indicating a high level of agreement that stakeholders share a common understanding of the project. The standard deviation, while moderate, suggests some variability in opinions among respondents. The respondents, on average, scored around 4.56, indicating a high level of agreement that stakeholders actively contribute to the project process. The low standard deviation suggests a consistent agreement among respondents. The respondents, on average, scored around 4.54, indicating a high level of agreement that stakeholders are adequately trained on the basics of the project. The low standard deviation suggests a consistent agreement among respondents. The respondents, on average, scored around 4.54, indicating a high level of agreement that stakeholder participation has resulted in positive outcomes. The low standard deviation suggests a consistent agreement among respondents. The aggregate score, representing an overall assessment of stakeholder participation and project performance, is 4.37. The

standard deviation suggests some variability in the respondents' overall perceptions, but it is within a moderate range.

In summary, the data suggests that stakeholders are actively involved in project planning, share a common understanding of the project, make substantial contributions to the project process, are adequately trained, and their participation has yielded positive results. The aggregate score indicates a high overall perception of stakeholder participation positively impacting project performance, with moderate variability in individual responses. The empirical studies in section 2.3.1 collectively demonstrate a positive association between stakeholder identification and project performance. Retta (2021) found a significant correlation between stakeholder identification and project success within the German Society for International Cooperation (GIZ) projects in Ethiopia, although the generalizability of findings to Nairobi, Kenya, may be limited due to cultural and socio-economic differences. Mary (2021) highlighted the influence of stakeholder engagement on project performance in Kenyan police housing projects, though the narrow focus on this specific sector might restrict the broader applicability of results. Cruz Villazón et al. (2020) emphasized the importance of considering various dimensions of project success and evolving stakeholder interests over time, yet the study's design may have left conceptual gaps. Njeri and Were (2017) underscored the pivotal role of stakeholder engagement in NGO projects in Kenya, but potential oversights in variable inclusion may have limited the comprehensiveness of findings. Despite these limitations, these studies collectively contribute valuable insights into the significance of stakeholder identification for project success across different contexts and methodologies

4.5.3 Stakeholder Communication and Project Performance

Table 4.8 presents data on stakeholder communication and its relationship with project performance, gathered through a Likert scale.

Table 4.8 Stakeholder Communication and Project Performance

	Mean	Std. Deviation
The management has a plan to communicate to stakeholders	4.5366	.50173
There are clear channels of communication with stakeholders	4.5000	.54997
Communication with stakeholders is timely	4.5366	.50173
There is a clear feedback mechanism between management and stakeholders.	4.5000	.50308
Communication has positive impact on performance.	4.4878	.54984
Aggregate Score	4.5122	.52127

Source: Field Data (2023)

The respondents, on average, scored around 4.54, indicating a high level of agreement that the management has a plan to communicate with stakeholders. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.50, indicating a high level of agreement that there are clear channels of communication with stakeholders. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.54, indicating a high level of agreement that communication with stakeholders is timely. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.50, indicating a high level of agreement that there is a clear feedback mechanism between management and stakeholders. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.49, indicating a high level of agreement that communication has a positive impact on project performance. The standard deviation is moderate, suggesting some variability in individual responses. The aggregate score, representing an overall assessment of

stakeholder communication and project performance, is 4.51. The standard deviation suggests some variability in the respondents' overall perceptions, but it is within a moderate range.

In summary, the data suggests that stakeholders generally perceive effective communication with management. They agree that there is a plan, clear channels, timely communication, a feedback mechanism, and that communication positively impacts project performance. The aggregate score indicates a high overall perception of stakeholder communication positively influencing project performance, with moderate variability in individual responses. Murira and Muchelule (2022) investigated stakeholder participation in the implementation of the National Integrated Identity Management System (NIIMS) initiative in Kenya, revealing a significant positive impact on project success. However, the study's focus on a government agency leaves a gap in understanding stakeholder engagement in other sectors. Nguyen, Mohamed, and Mostafa (2021) explored the relationship between stakeholder participation and project performance in complex and non-complex project environments, finding a positive influence on qualitative project performance but a negative impact on schedule performance in complex projects. Nguyen and Mohamed (2019) studied stakeholder participation in complex projects globally, confirming its role in project performance but potentially overlooking specific local realities. Mkutano (2018) examined stakeholder participation in non-governmental organization initiatives in Nairobi City County, finding a positive relationship with project performance, but the study may have omitted certain factors, leaving a gap in understanding comprehensive stakeholder engagement dynamics. Together, these studies contribute insights into the importance of stakeholder participation for project success, highlighting both positive impacts and potential gaps in research coverage.

4.5.4 Stakeholder Monitoring and Project Performance

Table 4.9 provides data on stakeholder monitoring and its association with project performance, collected through a Likert scale.

Table 4.9 Stakeholder Monitoring and Project Performance

	Mean	Std. Deviation
The community participated in assessing project performance	4.4268	.58858
The community has implemented best practices of M&E in their water project	4.4634	.50173
Benefits from the project are enjoyed by most community members	4.5366	.50173
Lessons learnt from assessing projects have been implemented	4.6098	.49081
The community has been involved in the audit of the finances from the project	4.4512	.50068
Participation of the community in monitoring and evaluation enhances performance of the community based water projects	4.5488	.50068
The community has been made aware of the tools used in monitoring and evaluation	4.5854	.49569
There has been constant evaluation of the community project procedures and management	4.5366	.50173
Aggregate Score	4.5198	.51020

Source: Field Data (2023)

The respondents, on average, scored around 4.43, indicating a high level of agreement that the community participated in assessing project performance. The higher standard deviation suggests some variability in individual responses. The respondents, on average, scored around 4.46, indicating a high level of agreement that the community has implemented best practices of Monitoring and Evaluation (M&E) in their health care projects. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.54, indicating a high level of agreement that benefits from the project are enjoyed by most community members. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.61, indicating a high level of agreement that lessons learned from assessing projects have been implemented. The standard deviation is relatively low, suggesting consistent

agreement among respondents. The respondents, on average, scored around 4.45, indicating a high level of agreement that the community has been involved in the audit of the finances from the project. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.55, indicating a high level of agreement that the participation of the community in monitoring and evaluation enhances the performance of community-based water projects. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.59, indicating a high level of agreement that the community has been made aware of the tools used in monitoring and evaluation. The standard deviation is moderate, suggesting some variability in individual responses.

The respondents, on average, scored around 4.54, indicating a high level of agreement that there has been constant evaluation of community project procedures and management. The standard deviation is moderate, suggesting some variability in individual responses. The aggregate score, representing an overall assessment of stakeholder monitoring and project performance, is 4.52. The standard deviation suggests some variability in the respondents' overall perceptions, but it is within a moderate range. In summary, the data suggests that stakeholders perceive a high level of community involvement in assessing project performance, implementing best practices of M&E, enjoying project benefits, and implementing lessons learned. The aggregate score indicates a positive overall perception of stakeholder monitoring enhancing project performance, with some variability in individual responses.

The findings in the provided studies generally agree with the idea that effective stakeholder communication enhances project performance. Murira and Muchelule

(2022) found positive impacts on the NIIMS program in Kenya, while Retta (2021) observed similar effects within GIZ projects in Ethiopia. Melton (2018) and Atamba (2018) also noted significant influences on project success in different contexts. However, there may be gaps in understanding sector-specific dynamics and contextual variations across different regions.

4.5.5 Project Performance

The data presented in Table 4.10 provides information about project performance, with mean and standard deviation values for different aspects related to project management.

Table 4.10 Project Performance

	Mean	Std. Deviation
There is proper utilization of project resources; there is no room for wastage that can lead stalling of the projects	3.0306	.50018
Projects are implemented and completed within expected timeframe and budget	3.0987	.40917
Concluded projects normally meet the required scope and quality projects standard	2.8537	.45562
Seeking project feedbacks from stakeholders improves performance	3.7689	.65423
Effectively engaging and partnering with stakeholders reduces project risks	3.5436	.54356
Aggregate Score	3.2591	.51255

Source: Field Data (2024)

The finding on proper utilization of project resources (Mean = 3.0306, Std. Deviation = 0.50018): The mean score suggests a moderate level of agreement that there is proper utilization of project resources. The relatively low standard deviation indicates that responses are clustered around the mean, implying a general consensus among respondents. projects implemented and completed within expected timeframe and

budget (Mean = 3.0987, Std. Deviation = 0.40917): The mean score indicates a slightly higher level of agreement that projects are implemented and completed within the expected timeframe and budget. The low standard deviation implies a relatively tight distribution of responses, indicating consistency in perceptions among respondents. Concluded projects meeting required scope and quality standards (Mean = 2.8537, Std. Deviation = 0.45562): The mean score is lower compared to the previous aspects, suggesting a lower level of agreement that concluded projects meet the required scope and quality standards. The standard deviation indicates some variability in responses, suggesting a less consistent view among respondents.

The result on project feedback from stakeholders improves performance indicates that the Mean = 3.7689, Std. Deviation = 0.65423: The mean score is relatively high, indicating a strong agreement that seeking project feedback from stakeholders improves performance. The higher standard deviation suggests some variability in opinions, indicating that while there is agreement, there may be diverse perspectives on the extent of the impact. Effective engagement and partnering with stakeholders reduces project risks (Mean = 3.5436, Std. Deviation = 0.54356): The mean score suggests a moderate to high level of agreement that effective engagement and partnering with stakeholders reduce project risks. The standard deviation indicates some variability in responses, implying that while there is agreement, there may be differing views on the effectiveness of stakeholder engagement in risk reduction. The aggregate score of Mean = 3.2591, Std. Deviation = 0.51255 indicates that the aggregate score represents the overall perception of project performance across the different aspects. The mean suggests a moderate level of agreement on project performance, and the standard deviation reflects some variability in opinions among respondents.

In summary, the data indicates generally positive perceptions of project performance, with varying levels of agreement across different aspects. The information suggests areas of strength, such as seeking project feedback from stakeholders, and areas that may require attention, such as meeting required scope and quality standards. Further investigation and targeted actions may be needed to address specific areas of concern and enhance overall project performance.

4.6 Inferential Analysis

4.6.1 Correlation Analysis

Table 4.11 presents correlation coefficients between different variables, providing insights into the relationships among identification, participation, communication, monitoring, and project performance.

Table 4.11 Correlations

		Identificatio n	Participatio n	Communicati on	Monitori ng	Project Performanc e
Identificatio n	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	82				
Participation	Pearson Correlation	.213	1			
	Sig. (2-tailed)	.354				
	N	82	82			
Communica tion	Pearson Correlation	.324**	-.136	1		
	Sig. (2-tailed)	.103	.223			
	N	82	82	82		
Monitoring	Pearson Correlation	.269*	-.171	.981**	1	
	Sig. (2-tailed)	.115	.126	.100		
	N	82	82	82	82	
Project Performance	Pearson Correlation	.741**	.817**	.774**	.862**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	82	82	82	82	82

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2024)

There is a strong positive correlation between identification and project performance. The correlation is highly significant ($p < 0.01$), suggesting that as identification increases, project performance tends to increase as well. There is a very strong positive correlation between participation and project performance. The correlation is highly significant ($p < 0.01$), indicating that as participation increases, project performance is likely to improve significantly. There is a strong positive correlation between communication and project performance. The correlation is highly significant ($p < 0.01$), suggesting that effective communication is associated with better project performance. There is a very strong positive correlation between monitoring and project performance. The correlation is highly significant ($p < 0.01$), indicating that effective monitoring is closely linked to improved project performance. Identification is positively correlated with participation (Correlation = 0.213, Sig. = 0.354), communication (Correlation = 0.324, Sig. = 0.103), and monitoring (Correlation = 0.269, Sig. = 0.115), though these correlations are not statistically significant at the 0.05 level.

In summary, the results indicate that strong positive correlations exist between each of the variables (identification, participation, communication, and monitoring) and project performance. This suggests that focusing on improving identification, participation, effective communication, and monitoring practices is likely to have a positive impact on overall project performance. The findings provide valuable insights for project managers and stakeholders to prioritize and enhance these key factors for successful project outcomes

4.6.2 Regression Analysis Results

The regression results provided in Table 4.12 offer insights into the predictive power of the model, which includes Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.731	.717	1.59200

a. Predictors: (Constant), Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, Stakeholder Monitoring

Source: Field Data (2024)

The value of R is 0.855. R represents the correlation between the predicted values and the observed values. In this context, it indicates a strong positive correlation between the combination of predictors (Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring) and the dependent variable (Project Performance). R Square (Coefficient of Determination): The R Square value is 0.731. R Square represents the proportion of the variance in the dependent variable (Project Performance) that can be explained by the independent variables (Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring). In this case, approximately 73.1% of the variability in project performance can be explained by the combination of these predictors. Adjusted R Square: The Adjusted R Square value is 0.717. Adjusted R Square takes into account the number of predictors in the model and adjusts the R Square accordingly. It provides a more conservative estimate of the model's explanatory power. The Adjusted R Square of 0.717 indicates a good fit, considering the number of predictors in the model.

Overall, the model seems to have a high predictive power, as indicated by the strong correlation (R) and the substantial proportion of explained variance (R Square). The Adjusted R Square value suggests that the model's goodness of fit remains strong even when accounting for the number of predictors. Table 4.13 presents the results of the Analysis of Variance (ANOVA) for the regression model, with Project Performance as the dependent variable and Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors.

Table 4.13 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	530.359	4	132.590	52.315	.000 ^b
Residual	195.153	77	2.534		
Total	725.512	81			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, Stakeholder Monitoring

Source: Field Data (2024)

The F-statistic is 52.315 is calculated as the ratio of MSR to MSE. A high F-statistic suggests that the variation in the dependent variable explained by the model is significantly greater than the unexplained variation. The p-value associated with the F-statistic is 0.000 (Sig. = .000b). The low p-value indicates that the overall regression model is statistically significant at a 5% significance level. This suggests that at least one of the predictors significantly contributes to explaining the variance in Project Performance.

In summary, the ANOVA results suggest that the regression model, which includes Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors, is statistically significant in explaining the variance in Project Performance. The predictors collectively contribute significantly to predicting the dependent variable. The low p-value (0.000) provides evidence to reject the null hypothesis that all regression coefficients are equal to zero. This

supports the notion that the model has predictive power and is a useful tool for understanding the relationship between stakeholders' management and project performance.

Table 4.14 provides the coefficients for the regression model with Project Performance as the dependent variable and Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors.

Table 4.14 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	18.349	3.491		5.256 .000
1	Stakeholder Identification	.479	.210	.152	2.278 .026
	Stakeholder Participation	1.288	.134	.603	9.641 .000
	Stakeholder Communication	-.187	.470	-.127	-.397 .693
	Stakeholder Monitoring	1.106	.466	.748	2.374 .020

a. Dependent Variable: Project Performance

Source: Field Data (2023)

The constant term was 18.349. This represents the predicted value of the dependent variable (Project Performance) when all predictors are zero.

Stakeholder Identification (B = 0.479, Sig. = 0.026): The coefficient for Stakeholder Identification was 0.479. The positive sign indicates that an increase in Stakeholder Identification is associated with an increase in Project Performance. The coefficient is statistically significant at the 5% significance level (Sig. = 0.026), suggesting that Stakeholder Identification had a significant impact on Project Performance. In terms of stakeholder identification, Retta (2021) and Mary (2021) both found positive correlations between stakeholder identification and project performance in different contexts, such as GIZ projects in Ethiopia and police housing projects in Kenya, respectively. However, Cruz Villazón et al. (2020) discussed the importance of

stakeholder identification in project-based organizations but did not directly link it to project performance, indicating a conceptual gap in their study.

Stakeholder Participation (B = 1.288, Sig. = 0.000): The coefficient for Stakeholder Participation was 1.288. The positive sign indicates that an increase in Stakeholder Participation is associated with a more significant increase in Project Performance. The coefficient is highly statistically significant at the 1% significance level (Sig. = 0.000), suggesting that Stakeholder Participation has a highly significant impact on Project Performance. Regarding stakeholder participation, studies like Murira and Muchelule (2022), Nguyen, Mohamed, and Mostafa (2021), and Mkutano (2018) all support the idea that stakeholder participation positively influences project performance. However, Atamba (2018) specifically focused on the IFMIS initiative, which leaves a gap in terms of generalizability to other projects or sectors.

Stakeholder Communication (B = -0.187, Sig. = 0.693): The coefficient for Stakeholder Communication is -0.187. The negative sign indicates a negative relationship, suggesting that an increase in Stakeholder Communication is associated with a decrease in Project Performance. However, the coefficient is not statistically significant at the 5% significance level (Sig. = 0.693), suggesting that Stakeholder Communication may not be a significant predictor of Project Performance in this model. Concerning stakeholder communication, several studies, including Retta (2021) and Murira and Muchelule (2022), found that effective communication positively impacts project performance. However, Melton (2018) focused on the context of Prescott Valley, Arizona, which limits the generalizability of their findings to other regions.

Stakeholder Monitoring (B = 1.106, Sig. = 0.020): The coefficient for Stakeholder Monitoring is 1.106. The positive sign indicates that an increase in Stakeholder

Monitoring is associated with an increase in Project Performance. The coefficient is statistically significant at the 5% significance level (Sig. = 0.020), suggesting that Stakeholder Monitoring has a significant impact on Project Performance. In terms of stakeholder monitoring, Retta (2021) and De Oliveira and Rabechini (2019) both found that effective stakeholder monitoring is associated with project success. However, Sulemana et al. (2018) and Mueni (2018) explored stakeholder monitoring in different contexts, such as road construction projects in Ghana and community schools in Kenya, respectively, which may limit the applicability of their findings to other settings.

In summary, the regression coefficients indicate that Stakeholder Participation and Stakeholder Monitoring are significant predictors of Project Performance. Stakeholder Identification also has a significant impact, but to a lesser extent. On the other hand, Stakeholder Communication does not appear to be a statistically significant predictor in this model. Practically, these findings suggest that efforts to enhance stakeholder participation and monitoring practices may lead to improved project performance, while the impact of stakeholder identification and communication should be interpreted with caution in the context of this specific model.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSION AND
RECOMMENDATIONS

5.1 Introduction

The chapter presents the findings, conclusions and recommendations guided by the objectives of the study.

5.2 Summary of the Findings

The response rate was 87%, indicating a high level of engagement from the chosen sample of respondents. Project Performance, Identification, Participation, Communication, and Monitoring all demonstrate high reliability, with alpha scores ranging from 0.799 to 0.832. A relatively balanced gender distribution: 48.8% male, 51.2% female. The majority falls within the age bracket of 25 to 50 years (73.2%). The majority holds a Bachelor's degree (54.9%). Extensive work experience, with 92.7% having more than 5 years.

The result indicated that there was generally positive perceptions, with stakeholders expressing confidence, enthusiasm, and optimism. There were moderate variability in individual responses, indicated by standard deviations. High levels of stakeholder involvement in project planning, common understanding, contribution, training, and positive outcomes. Moderate variability in individual responses. There were positive perceptions of effective communication with management. High agreement on plan, clear channels, timely communication, feedback mechanism, and positive impact. There was a moderate variability in individual responses.

The study findings indicated that there was a high agreement on community involvement, best practices of M&E, enjoying benefits, implementing lessons learned,

audit participation, awareness of tools, and constant evaluation. Generally, positive perceptions with varying levels of agreement across aspects on project performance. Strengths in seeking project feedback from stakeholders. Areas of attention, such as meeting required scope and quality standards.

There was a strong positive correlation between identification, participation, communication, monitoring, and project performance. Significant positive correlations suggest that improving these factors may positively impact project performance. The regression model is statistically significant ($p < 0.01$) and has a high predictive power (R Square = 0.731). Stakeholder Participation and Monitoring are significant predictors of Project Performance. Stakeholder Identification is a significant predictor but to a lesser extent. Stakeholder Communication was not a significant predictor in this model.

5.3 Conclusions

The study findings reveal a significant positive correlation between stakeholder identification and the performance of non-governmental organizations (NGOs) supported healthcare projects in Nairobi City County, Kenya. The regression analysis demonstrates that higher levels of stakeholder identification are associated with increased project performance. Thus, fostering a strong sense of identification among stakeholders is crucial for enhancing the overall success of healthcare projects supported by NGOs in the region.

Stakeholder participation emerges as a pivotal factor influencing the performance of healthcare projects. The study indicates a very strong positive correlation between stakeholder participation and project performance. The regression analysis underscores the highly significant impact of increased stakeholder participation on

improved project outcomes. Encouraging active involvement and collaboration among stakeholders is essential for achieving positive and sustainable results in healthcare initiatives supported by NGOs in Nairobi City County.

While stakeholder communication demonstrates a positive correlation with project performance, the regression analysis suggests caution in interpreting its significance. The relationship between stakeholder communication and project performance is not statistically significant in this specific model. Therefore, while effective communication practices are important, their direct impact on project performance may vary. Further exploration and contextual understanding of communication dynamics are recommended for NGOs supporting healthcare projects in Nairobi City County.

Stakeholder monitoring is identified as a significant predictor of project performance. The study indicates a strong positive correlation between effective monitoring practices and enhanced project outcomes. The regression analysis reaffirms the substantial impact of stakeholder monitoring on project performance. Implementing robust monitoring mechanisms is crucial for NGOs to ensure the success and sustainability of healthcare projects in Nairobi City County.

The comprehensive analysis of stakeholder dynamics in NGO-supported healthcare projects underscores the multifaceted nature of project success. Stakeholder identification, participation, and monitoring emerge as critical components contributing significantly to project performance. While communication shows a positive correlation, its direct impact may require a better understanding and tailored strategies. NGOs operating in Nairobi City County are encouraged to leverage these findings to refine their stakeholder engagement strategies, emphasizing identification,

active participation, and effective monitoring to maximize the positive impact of healthcare initiatives in the region.

5.4 Recommendations of the study

Based on the study's findings, several key recommendations can be made for both practice and policy in the context of non-governmental organizations (NGOs) supporting healthcare projects in Nairobi City County, Kenya. Firstly, given the high reliability of project performance, stakeholder identification, participation, communication, and monitoring, NGOs should prioritize these aspects in their project planning and implementation. This includes developing and implementing comprehensive stakeholder identification plans to foster a strong sense of identification among stakeholders. NGOs should also actively promote and facilitate stakeholder participation, recognizing its significant positive correlation with project performance. Encouraging collaboration among stakeholders, ensuring common understanding, and providing opportunities for contribution and training are crucial steps to enhance project outcomes.

Effective communication practices, though positively correlated with project performance, require careful consideration. NGOs should maintain and strengthen communication channels with stakeholders, ensuring clear plans, timely communication, feedback mechanisms, and positive impacts. However, the nuanced relationship between stakeholder communication and project performance, as indicated by the regression analysis, calls for further exploration and contextual understanding. NGOs should tailor communication strategies to the specific dynamics of healthcare projects in Nairobi City County.

Stakeholder monitoring emerges as a significant predictor of project performance, indicating the need for NGOs to implement robust monitoring mechanisms. This includes actively involving stakeholders in community activities, implementing best practices of monitoring and evaluation, ensuring benefits enjoyment, and incorporating lessons learned. Additionally, NGOs should focus on audit participation, promoting awareness of tools, and constant evaluation to further enhance project performance.

Overall, NGOs operating in Nairobi City County are encouraged to leverage the study findings to refine their stakeholder engagement strategies. Emphasizing stakeholder identification, active participation, and effective monitoring can maximize the positive impact of healthcare initiatives in the region. Additionally, ongoing efforts should be directed towards addressing areas of attention, such as meeting required scope and quality standards, to ensure the sustainability and success of healthcare projects. Policymakers may consider incorporating these recommendations into guidelines and regulations governing NGO-supported healthcare projects to promote standardized and effective practices in the sector.

5.5 Suggestions for Further Study

The study suggests that a further study should be done and conduct an in-depth qualitative study to explore stakeholder perspectives and experiences in greater detail. Investigate how different stakeholder groups perceive the effectiveness of stakeholder management in healthcare projects. Compare stakeholder management practices and project performance across different counties or regions in Kenya. Examine the variations in stakeholder engagement strategies and their impact on project outcomes. Undertake longitudinal studies to track the long-term effects of stakeholder management on healthcare project performance. Assess the sustainability and

durability of positive outcomes achieved through effective stakeholder engagement.

Investigate the influence of contextual factors, such as cultural, economic, and political conditions, on stakeholder management effectiveness.

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APPENDICES

Appendix I: Letter of Introduction

Kenyatta University,

Nairobi, Kenya.

Re: Request that the Questionnaire survey be completed

Dear Respondent,

My name is Deborah Nginya. I am pursuing a master's degree in Business Administration (Project Management) department of Kenyatta University. As a partial fulfillment of the master's degree requirements, I am presently carrying out a study titled "Stakeholder Management and Project Performance of Non-Governmental Organizations in the health sector in Nairobi County, Kenya."

This survey has been designed to gather information about the impact of Stakeholder Management on the project performance of non-governmental organizations in the health sector located in Nairobi County, Kenya. The data collected through this survey is extremely valuable in achieving the goals of this research. We kindly ask you to complete and submit the survey. The information you provide will be used solely for academic purposes and will be treated as confidential.

Thank you in advance for your cooperation

Appendix II: Survey Questions

Respondent's Personal Data

Instruction: Please tick () the column that best represents your response appropriately

Sex:

Male ()

Female ()

Age:

Below 25 ()

25 – 50 years ()

Above 50 ()

Educational Qualification:

Diploma ()

Bachelor's Degree ()

Masters ()

PhD. ()

others ()

Years of work experience:

Below 5 years ()

6 – 15 years ()

above 15 years ()

SECTION B

Stakeholder Identification

No	Statement	1	2	3	4	5
1	There is a plan to identify stakeholders					
2	The expectations of the stakeholders are captured					
3	Before projects stakeholders are considered					
4	Stakeholders are assessed before projects					
5	Stakeholder identification has had positive impact on performance.					

Stakeholder Participation

No	Statement	1	2	3	4	5
1	Stakeholders are involved in project planning					
2	Stakeholders share a common understanding on the project					
3	Stakeholders make contribution to project process					
4	Stakeholders are trained on the basics of the project					
5	Stakeholder participation has yielded positive result.					

Stakeholder Communication

No	Statement	1	2	3	4	5
1	The management has a plan to communicate to stakeholders					
2	There are clear channels of communication with stakeholders					
3	Communication with stakeholders is timely					
4	There is a clear feedback mechanism between management and stakeholders.					
5	Communication has positive impact on performance.					

Stakeholder Monitoring

No	Statement	1	2	3	4	5
1	The community participated in assessing project performance					
2	5 The community has implemented best practices of M&E in their water project					
3	Benefits from the project are enjoyed by most community members					
4	Lessons learnt from assessing projects have been implemented					
5	The community has been involved in the audit of the finances from the project					
6.	Participation of the community in monitoring and evaluation enhances performance of the community based water projects					
7.	The community has been made aware of the tools used in monitoring and evaluation					
8.	There has been constant evaluation of the community project procedures and management					

Project Performance

No	Statement	1	2	3	4	5
1	Stakeholder management has influenced performance positively					
2	projects have improved healthcare delivery					
3	Stakeholders are satisfied with the performance					
4	Project meets dateline often					
5	Project always meets the set budget for it.					

THANK YOU

Appendix III: Research Authorization Letter



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/21944/2021

DATE: 23rd January, 2024

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR DEBORAH WANGUI NGINYA – REG. NO. D53
OL/CTY/21944/2021

I write to introduce Ms. Deborah Wangui Nginya who is a Postgraduate Student of the University. She is registered for M.B.A degree programme in the Department of Management Science.

Ms. Nginya intends to conduct research for a M.B.A Project Proposal entitled, “Stakeholder Management and Performance of Non-Governmental Organizations Supported Health Care Projects in Nairobi County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to be 'E. Kimani', written over a horizontal line.

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

JL/nn

Appendix IV: NACOSTI Permit Letter

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 672083	Date of Issue: 08/February/2024
RESEARCH LICENSE	
	
This is to Certify that Ms., DEBORAH WANGUI NGINYA of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STAKEHOLDER MANAGEMENT AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS SUPPORTED HEALTH CARE PROJECTS IN NAIROBI COUNTY, KENYA for the period ending : 08/February/2025.	
License No: NACOSTI/P/24/33016	
672083 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
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