STAKEHOLDER MANAGEMENT PRACTICES AND PERFORMANCE OF HEALTHCARE PROJECTS IN MACHAKOS COUNTY, KENYA

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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This work is dedicated to my parents Thomas Letiyon and Sitayei Letiyon and my siblings Joyce, Charles and Talia that have as been there for me always and making sure I always had a shoulder to lean on.

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LIST OF ACRONYMS

CDC: Centre of Diseases Control

GOK: Government of Kenya

HIV: Human Immunodeficiency Virus

IMF: International Monetary Funds

M&E: Monitoring and Evaluation

MOH: Ministry of Health

NACOSTI: National Commission of Science, Technology and Innovation

NGOs: Non-Governmental Organizations

PEDs: Positive Energy Districts

PM: Project Management

PMI: Project Management Institute

PMKB: Project Management Knowledge Book

SCPs: Social Corporate Projects

SPSS: Statistical Package for Social Sciences

UHC: Universal Health Coverage

WB: World Bank

WHO: World Health Organization

DEFINITION OF TERMS

Healthcare Projects: These are projects aimed at enhancing access to quality healthcare and health services to the people. They include projects directly delivering health services and programmes implemented to support health services.

Project Implementation: It is the ability of the project to be completed as expected and delivering the projected output within the set timelines. A successfully implemented project will deliver the expected results in good time, within the budget and in the right quality leading to user satisfaction.

Project Performance: This is the ability of a project to meet the expected outcome using the available resources and time. It is portrayed through aspects such as the project's adherence to budget, schedule, quality standards, and scope, as well as the satisfaction of stakeholders.

Project Stakeholder Management: It is the process of identifying stakeholders, analysing and categorizing their needs, engaging them to ensure their contribution to the project's success, and monitoring their inclusion and activities in the project life cycle.

Stakeholder Communication: Involves sharing the required information with the identified stakeholders to ensure they are well-informed on their expected role in the project. This is enabled by offering the appropriate channels of communication and ensuring effective feedback.

Stakeholder Engagement: It involves seeking the views of the stakeholders and ensuring that their participation in the project is effective and significant to the project success.

Stakeholder Identification: Is the process of analysing the stakeholders to categorise their connection with the project and distinguish the level of involvement in the project based on how they relate with the project.

Stakeholder Monitoring and Evaluation: It is the process of assessing the extent to which stakeholder involvement is contributing to the progress of the project and managing any risks that might come along as a result of stakeholder participation in the project.

Stakeholders: These are individuals, groups of persons or organizations interested in the project and those whose performance will be affected positively or negatively and directly or indirectly by the performance of the project.

ABSTRACT

The health sector in Kenya has been on turmoil for years orchestrated by inadequate focus on the sector by the relevant stakeholders. The projects in this sector are instrumental in steering it success. However, even after the devolution, the sector has seen minimal progress as key projects aimed at enhancing access to quality healthcare remain incomplete. Machakos County despite being one of the counties selected for piloting the universal healthcare coverage programme, has also faced key challenges in its healthcare, as most of healthcare projects in the county remain incomplete. Available empirical evidence shows that managing stakeholders is integral in enhancing success of projects. However, this has inadequate evidence in Kenyan context, particularly in healthcare projects in Machakos County. This motivated the study's main objective to assess the influence of stakeholder management practices on performance of Healthcare projects in Machakos County in Kenya. Specifically, the study sought to establish Stakeholder identification, stakeholder communication, stakeholder engagement, and stakeholder monitoring and evaluation on performance of healthcare projects in Machakos County. This study was anchored on stakeholder theory, systems theory and theory of change. A descriptive approach was utilized. The study's target population comprised of project managers drawn from 341 healthcare projects in Machakos County. The projects were spread across the 8 sub-counties which include Machakos Town, Yattaa, Mavoko, Kangundo, Masinga, Matungulu, Kathiani, and Mwala sub-counties. Using a sampling formula, 184 respondents were sampled. The respondents were picked using a stratified random sampling, where the sub-counties were the strata. A structured questionnaire was utilised for data collection, which was analysed using descriptive and inferential approaches. Descriptive statistics included mean scores, standard deviation, percentages and frequencies. Inferential statistics included Pearson correlation coefficients, R-Square, regression coefficients, t-values and p-values. Statistical Package for Social Sciences was used as the analysis tool. Through frequency tables and bar-graphs, the results were captured. The findings revealed that stakeholder identification significantly influenced performance of healthcare projects in Machakos County. Stakeholder communication was also found to significantly influence performance of healthcare projects. The study further revealed that stakeholder engagement had a significant influence on performance of healthcare projects. The results portrayed that stakeholder monitoring and evaluation had a significant influence on performance of healthcare projects in Machakos County. The study concluded that stakeholder identification, communication, engagement, monitoring and evaluation were not effectively embraced in most of the healthcare projects at the County, and this affected the projects' performance. It is recommended that project managers upholds managing stakeholders through effective identification of stakeholders, and engagement of stakeholders through effective communication, and monitoring the stakeholders to strengthen projects' success. The study suggests that future studies expands the scope to healthcare projects in other counties. The results from this study can be significant to key stakeholders in the health sector like devolved governments, central government, project management practitioners and future researchers and academicians.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Project performance as defined by the Project Management Guide Book is the process of setting a project right from the inception phase to its completion and ensuring that the project meets the intended mandate. Initiating a project could be easy but seeing the project into completion will require intensive commitment from all the project stakeholders. Quality healthcare is a fundamental determinant of a country's sustainable growth and development. For a country to realise its goals and potential, it must have a healthy productive population, and this can only be determined by availability of quality and affordable healthcare (WHO, 2016). To provide quality healthcare, however, the governments and other entities ought to implement healthcare projects. The successful performance of these projects implies that such accomplishments are effectively delivered through intended budget and in good time, and they are able to offer the intended healthcare services and at the intended costs. World Health Organization (WHO) recognizes healthcare project managers as essential determinants of the success of healthcare provision through leading effective performance of healthcare projects (WHO, 2019).

Many governments across the globe have been focusing on provision of affordable and quality healthcare, especially to the vulnerable communities. In USA, Obamacare was introduced with the aim of ensuring that the poor and vulnerable people access quality healthcare, just like the rest in the society (Banerjee et al., 2021). This has also been the norm in other developed countries like Canada, Spain and Japan (Faizi & Kazmi, 2017). To ensure equal access to quality healthcare, these governments have been coming up with various models which are aimed at reducing the costs of treatment for the low-income earners, and putting in place healthcare schemes that enable

the government to cater for the costs of treatment among the vulnerable groups. In view of this, the WHO has been championing for Universal Health Coverage (UHC), which is a framework where governments ensure equal access to quality and affordable healthcare for all. This has been championed as one of the ways that the burden of treatment can be eased and ensures a healthier population. According to the WHO (2017), the UHC comprises of three fundamental pillars which are: Population coverage, out-of-pocket expenditure and the range of health services provided. This is whereby the concept seeks to be availed to large pool of benefices without considering their social and economic status, provide a bigger pool of healthcare services, and have these services offered at the cheapest possible cost.

Project stakeholders are integral for running projects satisfactorily and achieving any intended deliverables. According to Govender (2016), stakeholders comprise of groups, entities, establishments or individuals impacted by a project. Stakeholders fundamentally determine how capable a project is to deliver what is projected in that they have various roles to play in the project, and their involvement and input in program enhances performance of a project. The main project-stakeholders comprise project users, program financiers, project team, and authorities or regulators of project. Managing these stakeholders is a process that involves identification, analysis, continuous engagement, and monitoring of the stakeholders to ensure that their needs are met (Ignatius, Buertey, Amofa, & Atsrim, 2016). For a project to achieve its full potential, it is appropriate to manage the stakeholders in an effective manner, where their views are sought and considered in making decisions during the project performance process. The UHC program in Kenya would require extensive management of the stakeholders as a way of ensuring they support the program and embrace it fully. These stakeholders include the general public, the policy makers, the international agencies and non-governmental agencies as well as the project team.

1.1.1 Performance of Healthcare Projects

Implementing a project means that an idea has been conceptualized, planned, designed and actualized into an actual project that delivers the intended purpose as per the original idea (Chung & Crawford, 2016). According to the PMKB (2019), project performance is the process in which a project is run right from its inception to its completion through integration of project management skills, the required resources and time. A program is said to have succeeded if it becomes capable of providing the projected services to the targeted users (Eskerod, Huemann & Savage, 2015). According to Sperry and Jetter (2019), project performance can be addressed in terms of the period the project took to be completed and the costs incurred. During the project inception and the planning phase, the project initiators set timelines when they intend to have the project realised. They also set the costs that the project would incur from its inception to completion (Silvius & Schipper, 2019). The performance will then mean that the project was not only completed, but met the timelines and within the budgeted cost.

In Mauritius, Mahadew, Addaney, and Cobbinah (2021) assessed project's success though its ability to meet expected output including delivering the projected services and ensuring satisfaction of the targeted users. According to Magazzino, Mele, and Golpîra (2021), a well-implemented project will have more satisfied targeted users since it bares the capability to render the services it was meant to offer. While defining the performance of infrastructural projects in Nigeria, Igwe and Ude (2018) noted that project performance is synonymous to project completion where a program gets achieved under a set cost and timeframe, meets the expectations of the stakeholders in terms of quality, and it is capable of serving the intended purpose for a long foreseeable future. Eja and Ramegowda (2020) on the other hand address performance of projects in terms of accomplishment of a program to deliver the expected mandate. To Aka, Iji, Isa and

Bamgbade (2021), performance is mainly applicable to programs that are expected to continue rendering a specific purpose and comprise of several projects implemented on a gradual basis, as opposed to project completion which is for a project, thus a one-time endeavour focusing on a specific and narrow goal. This is also expounded by Igwe and Ude (2018) who indicate that for a project like the Universal Health Coverage (best defined as a program since it has several projects each with defined objectives to meet) can be implemented where several deliverables are met at sequence of timelines. For Olawumi and Chan (2021), completion would mean that the project has delivered all its intended purpose, which is most unlikely especially for long-term programs like the UHC.

In Kenya, Ongondo, Gwaya and Masu (2019) measured program accomplishments (performance) utilizing timelines, cost and target-user satisfaction. The authors considered performance as a process that goes on gradually as long as the project has been initiated and ground-breaking carried out. According to Musau and Kirui (2018), projects accomplishment will be determined by the daily processes of the project since it has been initiated to the time it is launched and put into the planned use. This means that the performance can be scored based on extent that a program has been actualised to projected outcome (Affara et al., 2021; Ocharo & Kimutai, 2018). This is unlike project completion that can only be achieved when the project is fully implemented. According to Abu and Elliott (2020), projects like the Universal Health Coverage are expected to be undertaken over quite some time, and performance is mainly gradual, with phases set at each defined timelines and costs. The performance of such projects can therefore be assessed in terms of what has been achieved for the completed phases and at what cost.

1.1.2 Project Stakeholder Management

Stakeholder management is the process of identifying, analysing and engaging persons, group of persons or organisations that are likely to have connection/relationship with the project (Jahaf, 2018). In the context of project management, managing stakeholders is an integral process throughout the project performance phase. Unlike other project activities such as planning, design and project closure that take place once during the entire phase of project execution, project stakeholder management is a process that takes places in the entire duration of project execution (Amoatey & Hayibor, 2017). This is because projects have stakeholders who have varied needs and expectations and at varied timeframes of the project performance schedule. The project managers will therefore have the duty to identify these stakeholders right from the project initiation and engage them in the entire lifecycle of the project (Musheke & Phiri, 2021).

Globally, project stakeholder management has been recognised as an essential tool for ensuring continuous success of the projects (Urbinati, Landoni, Cococcioni, & De Giudici, 2020). Multinationals like Microsoft uphold stakeholder management in their programs as a way of seeking their views, addressing their concerns and unifying the preferences of the stakeholders for effective performance of the programs (Lehtinen, Kier, Aaltonen, & Huemann, 2023). According to Joos, Knyphausen-Aufse, and Pidun (2020), the Canadian government emphasises on both public and private entities engaging and managing stakeholders that are likely to be affected by their projects and show evidence of addressing the needs and concerns of the stakeholders. In countries like Japan, Malaysia, and Indonesia, stakeholder especially the members of the public is emphasised as a key enabler to performance of viable projects (Sapapthai et al., 2020; Zwikael, Salmona, Meredith, & Zarghami, 2022).

Regionally, project stakeholder management has been termed as one of the essential activity although overlooked in project management (Wallace & Michopoulou, 2022). A study by Mashali, Motawa, and Elshikh (2019) in South Africa on the drivers of project success, stakeholder management was found to be an essential enabler of project success. Klaus-Rosińska and Iwko (2021) asserts that project stakeholder management involves bringing on board key parties that have interests in the project and engaging them to seek their opinions on the best way to implement the project. Zarewa (2019) addresses project stakeholder management in terms of identifying, communicating to and monitoring the stakeholders to ensure their expectations are met as the project progresses. In Ethiopia, Abera (2021) considers stakeholder management in a project as a process of analysing , seeking opinions and inviting key stakeholders to participate in performance of the project.

In the Kenyan context, stakeholder management is not a strange aspect in the day to day activities and particularly in project management (Ontita & Kinyua, 2020). The constitution of Kenya under article 118 (1) upholds public participation as a significant process to bring any affected party on board before making any decision touching on them. This ensures that the public (stakeholders) are engaged and their contribution included in decision making. In the same breadth, project managers ought to seek the opinions of the stakeholders, and manage these stakeholders through communicating to them and monitoring the extent to which the project meets their expectations (Njoroge et al., 2017). Chileshe, Njau, Kibichii, Macharia, and Kavishe (2022) assessed project stakeholder management among public-private partnership projects in Kenya and established that managing stakeholders was essential in determining the success of the projects through creating and activating the support of the stakeholders to the projects. According to Akhwaba, Bowa, and

Keiyoro (2020), projects touching on public require extensive stakeholder management in order to reduce resistance, enhance viability and enhance their performance.

1.1.3 Healthcare Projects

The healthcare sector has been an integral factor of economic growth and development in both developed and developing countries, owing to its ability to promote productivity through a healthy population (Ogbuabor & Onwujekwe, 2019). However, the cost of quality healthcare services among the population has been a nightmare in many countries, especially poor countries where a majority of the population lives below the poverty line (WHO, 2016). This has seen most governments including the Kenya come up with various measures to enhance access to affordable, equitable, and quality healthcare to the citizens. Universal health coverage (UHC) has been highly drawn from a constitution and set policies by World Health, dating back in 1978. The framework outlines efficiency as one of deliverables for an effective UHC where the healthcare system is run smoothly and in consideration of people's needs. The framework also outlines financing as a core indicator of quality health where there is adequate sources of funds to stimulate the healthcare processes. The other parameter is accessibility where fundamental technologies and medicines are supposed to be availed to hospitals and at such, patients can access them with ease. Another parameter is capacity where it is projected that a quality healthcare system should have capacity to treat patients. This capacity is characetrized by adequate trained personnel, committed personel and motivated to offer quality health services; Nthenya, 2022). To achieve this mandate, there has been a focus on healthcare projects where key projects are implemented to ensure effective delivery of healthcare projects.

In the year 2005, all the WHO member states signed and adopted UHC in an attempt to enhance access to quality healthcare for the citizens. In Kenya, the programme was launched in 2018 through a presidential decree. The programme was one of the government's blueprint programmes towards the achievement of vision 2030 and it was first pretested in 4 devoled units including Isiolo, Kisumu, Machakos, and Nyeri. The counties were identified inconsideration to the burden they encountered in terms of healthcare (Ministry of Health, 2018). Isiolo County, for instance, is one of the top fifteen units where meternal mortality is high, and characterized by pastoralism. Machakos was selected based on its proximity to Mombasa road and is one of the counties with a high number of road traffic accidents. Kisumu County on the other hand was picked as it had high rate of communicable sickness (e.g. malaria, HIV), while Nyeri County had high rates of non-communicable diseases (e.g. cancers, diabetes, hypertension). The full performance of this programme would ensure access to quality healthcare to most citizens especially those with minimal level of income.

The healthcare is fundamental in supporting the economy in both developed and developing nations by fostering productivity through a healthy population (Ogbuabor & Onwujekwe, 2019). Despite this, the affordability of high-quality healthcare services remains a significant challenge, particularly in impoverished countries where a substantial portion of populace are in the trimental poverty (WHO, 2016). Governments, including that of Kenya, have implemented various measures to improve access to affordable, equitable, and high-quality healthcare for their citizens. To achieve this, the governments come up with healthcare projects which are meant to dispense key healthcare functions and services to the people. The success of these projects is instrumental in ensuring delivery of quality healthcare to the people.

Healthcare projects such as the universal health coverage are instrumental in promoting more healthy societies and communities. The government can reap more in terms of its peoples' productivity through more healthcare being provided to the masses. It is therefore crucial that health-based programs be put to a stimulated mode where their completion and successful implementation is fundamentally upheld by governments and related stakeholders. Counties run health systems in the country, thus they have a role to play in strengthening success of health programs (Nthenya, 2022).

To fulfill this objective, there has been a concerted focus on healthcare projects, implementing key initiatives to ensure effective promotion of health-based services. Year 2005 saw all WHO member states, including Kenya, sign and adopt UHC as a commitment to improving access to quality healthcare for their citizens. In Kenya, the program was officially launched in 2018 through a presidential decree and was aligned with the government's Vision 2030 blueprint. The program's initial phase was piloted in 4 counties: Isiolo, Nyeri, Machakos and Kisumu, chosen based on their unique health burden representations (Ministry of Health, 2018).

Machakos has a high proximity to Mombasa road and increased cases of traffic accidents. The successful implementation of this program aims to provide access to quality healthcare for a majority of citizens, particularly those with lower incomes. Healthcare projects are now implemented mainly by the county governments following the devolution of healthcare. The success of these projects has however seen increased underperformance with many counties still recording high rates of incomplete projects. The stakeholders in these projects are mainly the members of the public, the county government employees, the national government, Non-governmental Organizations and other agencies and organizations which are affected directly by

the projects. Managing these stakeholders would be instrumental in ensuring that the healthcare projects perform to deliver the expected healthcare mandates.

1.2 Statement of the Problem

To enhance access to quality and affordable healthcare, the government of Kenya has been committed to coming-up with different programmes and policies supporting the sector, including the devolution of healthcare to the counties (Okech & Lelegwe, 2016). Even after the healthcare was devolved, its success has still been meagre across the country. Most of the counties have recorded an increased number of stalled healthcare projects, despite a big part of the devolved funds spent on healthcare. In Machakos County, the healthcare sector remains poor just like the rest of the counties. This has mainly been attributed to poor performance of the healthcare projects in the county. With over 800 healthcare projects having been launched in the county in the past 10 years of devolution, less than 40% of these projects have been successfully completed and fully running to offer the expected services. The county has been ranked last among the neighbouring counties in terms of healthcare delivery, and this can be mainly attributed to underperformance of the healthcare projects. It also raises the question on the preparedness, involvement of stakeholders, and proper management of the healthcare projects in the county.

Empirical evidence has shown that stakeholder management is instrumental in determining the success of projects both in the public and private sectors (Jayasuriya, Zhang, & Yang, 2020; Dwivedi & Dwivedi, 2021). In a study by Mambwe, Mwanaumo, Nsefu, and Sakala (2020) on the effect of project stakeholder management on the performance of projects, it was established that proper identification and analysis of the stakeholders to establish their impact on the project was essential in enhancing the performance of the project. A study by Saad, Zahid, and Muhammad

(2022) on the role of project stakeholder management on project success, established that through the participation of the stakeholders, the projects were more successful and sustainable even after completion. These studies, however, focused on varied projects and in more advanced countries thus their findings may not be generalised to a Kenyan context, particularly in the Universal Health Coverage. This justified the need for this study to establish the effect of project stakeholder management practices on performance of healthcare projects in Machakos County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to establish the effect of project stakeholder management practices on performance of healthcare projects in Machakos County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To determine how Stakeholder identification influenced performance of healthcare projects in Machakos County, Kenya

ii. To examine stakeholder communication's influence on healthcare projects' performance in Machakos County, Kenya

iii. To assess stakeholder engagement's effect on healthcare projects' performance in Machacos County, Kenya

iv. To determine how stakeholder monitoring and evaluation influenced performance of healthcare projects in Machacos County, Kenya.

1.4 Research Questions

The study sought to answer the following questions:

i. How does stakeholder identification influence performance of healthcare projects in Machakos County, Kenya?

ii. How does stakeholder communication affect performance of healthcare projects in Machakos County, Kenya?

iii. What is stakeholder engagement's effect on performance of healthcare projects in Machakos County, Kenya?

iv. How does stakeholder monitoring and evaluation influence performance of healthcare projects in Machakos County, Kenya?

1.5 Significance of the Study

The accomplishment of this study will have a significant contribution to the body of knowledge stakeholder management practices and their influence project's success. The findings are projected to be significant to key parties such as general public, universal health coverage, government, regulators and policy-makers and future researchers and academicians.

Health ministries at county and national level will benefit from the study findings. Health being one of the devolved functions, it remains the responsibility of both county and central governments. Upon devolution of healthcare, county governments through their respective health ministries were required to work closely with central government to fast-track key projects that would ensure the realisation of the quality healthcare across the country. Results from this work

can enable heads of programs realise the need for stakeholder management and its utilisation to enhance the program's success.

The legislators both at the national government and county government will also benefit from the study findings. The national assembly legislates nation laws while the county assemblies legislate on bylaws. Through the findings, the lawmakers from both levels will identify the key aspects of stakeholder management to emphasise on and ensure successful performance of the healthcare sector.

The general public will equally benefit from the findings of the study. The devolved healthcare is meant to ensure effective access to quality and affordable healthcare among citizens, particularly the low-income earners who are the majority. Once the programme is effectively implemented through stakeholder management, the general public will have access to equitable, quality and affordable healthcare. Performance of the projects will ensure a more robust and productive workforce thus ensuring a better livelihood.

Future researchers and academicians will also reap from the study findings. The study brings new knowledge on the effect of project stakeholder management on project performance. The researchers can through the findings gain knowledge on the need for engaging and managing stakeholders and how stakeholder management can be conceptualised. The scholars can also through the findings gain more understanding on project performance and how it can best be measured.

1.6 Scope of the Study

The study sought to assess the effect of project stakeholder management practices on performance of healthcare projects in Machakos County, Kenya. The study addressed project stakeholder

management practices in terms of stakeholder identification, stakeholder communication, stakeholder engagement, and stakeholder monitoring and evaluation. These are key aspects that ensure the project stakeholders are effectively brought on board and their contribution to the project success maximised. The study assessed the performance of Healthcare projects in terms of the affordability of the healthcare, accessibility of the healthcare services, the uptake of national health insurance and the quality of the healthcare services based on the satisfaction of the citizens. The study was carried out in Machakos County. This is one of the counties where key healthcare programmes such as the UHC have been implemented. Focusing on the county would therefore implied that there were more information to build a case on the performance of healthcare projects in the context of devolution. The data collection focused on the 341 healthcare projects spread across the eight sub-counties in Machakos County. The sub-counties include: Machakos Town, Mavoko, Masinga, Yatta, Kangundo, Kathiani, Matungulu, and Mwala sub-counties. The project managers in these projects were the units of observation. The time scope of the study was five years ranging from 2019 to 2023. The study was carried out in a timeframe of 2 weeks to enable ample time for data collection.

1.7 Limitations of the Study

One of the limitations of the study is that the sampled respondents especially the employees of the hospitals held some information for fear of exposing internal information to unintended persons. This was however controlled by seeking approvals from the National Commission of Science, Technology and Innovation (NACOSTI), as well as the county government to assure the respondents of the intended purpose of the study. The respondents also feared to give out adequate information so as not to be reprimanded. However, this was delimited by assuring the respondents of confidentiality. They were also requested not to indicate the personal information that can lead

to their identification. Some of the sampled health officials were unavailable due to their busy schedules. However, this was controlled by contacting such respondents early enough for booking appointment for the interviews.

1.8 Organization of the Study

The study is organised into five chapters. Chapter one presents the background information related to project stakeholder management and performance. The chapter also covers the problem statement which presents the gap to be filled, the objectives guiding the study, significance and scope of the study as well as the limitations expected to be faced when conducting the research. Chapter two presents the literature related to project stakeholder management and performance projects. Chapter three presents the technique or methods that were used in targeting, collection, sampling and analysing data. The chapter highlighted the research design, target population, sampling, as well as data collection and analysis methods. Chapter four on the other hand covers the research findings and related discussions, while the fifth and final chapter highlights the study's summary, related conclusions and recommendations therein.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter presents the review of literature regarding stakeholder management and its effect on project performance. The chapter specifically covers the review of theories related to the study objectives, the empirical review of related literature, summary of research gaps and the conceptual framework.

2.2 Theoretical Literature Review

Theoretical review is a systematic analysis of the existing thoughts and explanations of a given phenomenon that expounds the study's thematic areas (Snyder, 2019). Through a theoretical review, the researcher is able to support the thought and variables in the study based on how the existing explanations have viewed the variables. In this study, key theories were reviewed to support the study variables. These theories include the stakeholder theory, the systems theory and the theory of change.

2.2.1 Stakeholder Theory

The theory was put across by Freeman (1984) where he referred to a stakeholder as an individual, entity or formation that has a given link with given program. Freeman (1984) indicated that programs or institutions do not operate in vacuum, thus they have parties who have direct or indirect link with them. These parties have varied needs, demands and expectations, thus have a hand to play in how well the programs are run. Based on variations in their needs, expectations and roles, stakeholders have varied links with projects, and this also is the case to their inclusion

and engagement (Shauka et al., 2022). This is an implication that involving stakeholders takes an approach on level at which they're affected by the said programs.

The UHC projects have several stakeholders that need to be involved in the entire process, for the project to be successful. Identifying these stakeholders and analysing them to establish their contribution to the project success would be essential in stimulating the performance of the project (Lehtinen, Kier, Aaltonen & Huemann, 2023). According to Nguyen and Mohamed (2018), projects can only achieve their intended purpose if the stakeholders are satisfied. On the other hand, stakeholders can only be satisfied if they are identified and involved effectively in the project performance. The stakeholder theory upholds the need for analysing the stakeholders to establish how they are affected by the project, and inviting them to be part of the project. This is aimed at ensuring that the stakeholders are brought on board and their views and opinions converted as key inputs to the project's success.

In the context of this study, stakeholder theory was used to expound on the role played by stakeholder identification in enhancing the success of the projects. The theory has highly emphasised on a clear identification and analysis of the stakeholders to ensure they are made part of the project even before they themselves seek inclusion in the project (Jahaf, 2018). According to Chung and Crawford (2016), through the stakeholder theory, the project managers see the need to include stakeholders even though they are not directly attached to the project. This is made possible by identifying and analysing the stakeholders to establish those that could have a high impact on the project despite not being closely attached to the project. The theory was therefore integral in enabling this study to underpin the relationship between stakeholder identification as an aspect of stakeholder management on the performance of Universal Health Coverage program in Kenya.

2.2.2 The Systems Theory

The systems theory was put forward by Bertalanffy (1968) and Ashby (196..). The theory considers an organization or a project as a system, interconnected by several parts, which ought to work together for the system to be effective. The ability of these parts making the system to work together is determined by the information they share together (communication). This means that for a system to efficiently work, the parts making the system ought to communicate and share the necessary information that puts their vision together towards achieving the collective goals of the system (Urbinati et al., 2020). The theory has been utilised to explain the role played by communication in enhancing organisational success by bringing closer various players in the organisational mainstream system and enabling them to collectively achieve the organisational goals and objectives (Lievrouw, & Finn, 2019).

Projects such as the Universal Health Coverage (UHC) program are compared to a system comprising of several parts. These parts are the stakeholders including the community, the government, the agencies supporting the program and the project team. To ensure the success of this system, the parts ought to work together. The enabler that will ensure the parts work together as demonstrated in the systems theory is communication (Diane, 2019). This involves information sharing, the channels of communication, and the feedback from each of the involved parties (Yang, Ye, & Wang, 2021). To manage the stakeholders, communication should be an essential input, where the project managers have to ensure the stakeholders receive information and also send information to the project team, and feedback given accordingly (Zwikael et al., 2022). Through effective communication, the system will work as expected and deliver the intended purpose.

In the context of this study, the systems theory was utilised to expound on the role played by stakeholder communication in enhancing the performance of the healthcare projects. Communication is an essential way to bring the stakeholders together and strengthen their relationship with the project team, thus making it one strong system working towards a common goal in performance of healthcare projects. According to Mahadew *et al.* (2021), systems theory in the approach of project management brings the concept of communication into play by showing how stakeholder communication is an essential determinant of stakeholders' contribution to project success. The theory therefore was used in this study to expound on the relationship between stakeholder communications as an aspect of stakeholder management on the performance of healthcare projects in Kenya.

2.2.3 Theory of Change

The theory of change was first publicized by Weiss (1995). The theory has been extensively used to expound on the need for monitoring and evaluation in projects to steer their successful completion and performance (Weiss, 1998). The theory addresses the extent to which the intended change would be achieved through evaluating and comparing the difference between the state of the project before and after the change (McLellan, 2020). According to Jackson (2013), the theory of change sets the evaluation criteria where the management team is expected to evaluate the difference between what has been achieved and what was there previously.

The theory of change has been utilised to establish the role played by monitoring and evaluation in enhancing project success. According to Douthwaite, Ahmad, and Shah (2020), the theory analyses the milestone made by the project and seeks to address any disparities to ensure successful performance of the projects. Stakeholders ought to be monitored and evaluated in order to establish

whether their contribution was viable to the success of the project. Through evaluation, the project managers will understand the extent to which inclusion of the stakeholders is significant to ensuring project success, and monitoring will pave way for improvement and corrective measures to ensure effectiveness of stakeholder involvement in the project (Mayne, 2017). According to Taplin, Clark, Collins, and Colby (2013), the change theory focuses on defining the actions taken to strengthen the performance process of the project (involvement of stakeholders), the expected change in project performance, and the underlying assumptions as well as the achieved milestone. This enables the project management to identify the next course of action thus streamlining project performance.

In the context of this study, the theory of change contributes in understanding the need for project stakeholder monitoring and evaluation in enhancing the performance of the projects. The theory indicates that monitoring and evaluation is meant to assess the level at which the intended objective of the project has been achieved, and what can be done to stimulate this to be achieved (Apgar et al., 2017). The stakeholders have already been included and now the project managers ought to assess the extent to which their inclusion is significant in enhancing project success. Therefore, as expounded in the theory of change (Allen, Cruz, & Warburton, 2017), the stakeholders can be evaluated and monitored by highlighting their role, why they are included, what they do after inclusion, and what can be done to enhance their contribution to project success in future. The theory was therefore utilised in this study to help in understanding the role played by stakeholder monitoring and evaluation on performance of healthcare projects in Kenya.

Table 2.1: Summary of Theories

Theory	Proponent	Concept supported by the theory
Stakeholder Theory	Freeman (1984)	Stakeholders are integral in the projects and their interests should be focused on for the success of the projects.
The Systems Theory	Bertalanffy (1968)	An organization (project) is interconnected with several related parts which depend on each other. Similarly, projects have interconnected parts (stakeholders) which ought to work together for the success of the projects
Theory of Change	Weiss (1995)	For a change to be achieved, there is need to monitor and evaluate the obtained results visa-a-visa what was intended. Monitoring stakeholders would ensure that their contribution to the project success is significant.

Source: Author (2023)

2.3 Empirical Literature Review

Tengan and Aigbavboa (2017) analyzed how involvement of projects' stakeho1ders enhanced success of projects in Ghana. While utilizing mixed-method, 90 participants were involved and information sought utilizing questionnaire. Quantifiable and quality-based analysis method was employed on attained data. The results revealed how categorization of consulting stakeholders engaged determined success of such programs. According to Tengan and Aigbavboa (2017), project monitoring and evaluation rely on the information given by the stakeholders, and their

participation implies giving adequate and accurate information. The findings further portrayed that as a result of inadequate conculstations with affected parties (stakeholders), most establishemnts failed to gain expected output, thus resulting to waste of any allocated resources. This assessment was however undertaken in Ghana thus there is a contextual gap since the findings may not be generalized into a Kenyan perspective.

Iddi and Nuhu (2018) assessed shortcomings and chances created by engagement of community in programs that concerned them particularly those undertaken by the government. This was done in Tanzania. Their study utilised a descriptive research approach and sampled 107 projects in Tanzania. The authors utilized primary data that descriptively and inferentially categorized. Results from the accomplishment established that participation of stakeholders including the community members was essential for steering the success of the government projects. According to Iddi and Nuhu (2018), the community members were affected by the projects and their views and opinions in the M&E process would be instrumental to the projects by helping capture their interests during the performance process of the project. The only addressed community participation which is only one set of stakeholders as opposed to the entire stakeholder involvement.

Kamau (2017) analysed the role played by stakeholder participation in project performance. The study utilised a survey research approach and surveyed 240 respondents drawn from projects in Kibera, Nairobi County, Kenya employing a questionnaire and obtained info categorized quantitatively via statistical software. Attained results portrayed participation of key stakeholders significantly enhanced the success of the projects. According to Kamau (2017), the engagement of government agencies, community members, and the donors of the projects was essential in enhancing the effectiveness of M&E towards contributing to attainment of projected outcomes in

a program. While citing Porter and Goldman (2013), Kamau indicated that involving stakeholders would imply that the opinions and views of the stakeholders are upheld throughout the project performance process. The study focuses on involving stakeholders through communication and seeking their views, which does not encompass on the entire process of managing stakeholders as it is the focus in this study.

2.3.1 Stakeholder Identification and Project Performance

Stakeholder identification is the process of looking for the key persons, group of persons or organizations that are likely to be affected in any way with the project. Identifying stakeholders implies that the project team is actively collecting information and data regarding the main parties that could have interests on the project and documenting them for the purpose of analyzing their role in the project (Bahadorestani, Naderpajouh, & Sadiq, 2020). According to Hampel, Tracey and Weber (2020), before any plan regarding the stakeholders is carried out, they ought to be identified and documented, thus determining the extent to which each stakeholder can be engaged in the project. Based on Sanghera and Sanghera (2019), controlling participants in a program effectively is determined by the extent to which the stakeholders have been identified.

Wang and Aenis (2019) did evaluated how stakeholder identification drove success of programs based in Southwest of China. Their assessment evaluated role played by identifying, assessing and analysing the stakeholders based on their connection with the project on the success of the projects. Their study utilized a comparative research approach and did a comparison between the projects that had fully identified stakeholders and those that did not identify the stakeholders and document them. Obtained outcomes portrayed stakeholder identification notably contributed to projects' success. Based on Wang and Aenis (2019), projects that had identified, analyzed and documented

their stakeholders were more capable of reaping the benefits of engaging stakeholders towards enhancing their performance as compared to those that did not identify the stakeholders. This is also supported by Saad, Zahid, and Muhammad (2022) who indicated that stakeholder identification is an essential process in stakeholder management that ensures the project team has a record on the stakeholders they are dealing with and how they are engaged. Their assessment was based on public projects in China. This being a more developed country than Kenya, it would be inappropriate to generalize the findings, hence the need for a study in a local context.

Elsewhere in Egypt, Elfouly (2019) did an evaluation on how stakeholder identification correlated with success among urban development programs. It main focused to evaluate role played by recognition and analysis of interested parties on performance of the development projects. The authors utilized a correlational approach and surveyed 107 respondents drawn from project managers in the development projects in Egypt. The collected data was analysed through mixed method approach where both quantitative and quality-based analysis method. Obtained outcomes revealed that project performance relies upon how team undertaking establishments capably identify the stakeholders, analyze their needs and engage them based on their needs and expectations from the project. According to Elfouly (2019), identifying the stakeholders ensured that the projects management team was aware of the type of stakeholders they were dealing with thus making the process of managing such stakeholders easier and more effective. Their findings compare with those by Olatunde, Awodele, and Odeyinka (2021) who contemplated that stakeholder identification is a process in stakeholder management that enables the organizations to come up with an elaborate list of the stakeholders who have interested in the projects. The study addresses identification of stakeholders as the only aspect that could enhance project success.

However, the current study brings-in other aspects of stakeholder management that would enhance project performance.

A study by Mugata and Yusuf (2018) on project stakeholder identification in public sector projects in Kenya sought on examining level that project stakeholders once identified and adequately engaged contributed in program's accomplishment. Survey employed a descriptive approach and collected primary data from 377 respondents drawn from public road construction projects in Kenya. Attained info got categorized embracing descriptive-based and inferential-based approach through use of SPSS. Attained outcomes showed how stakeholder identification determined the effectiveness and the pool of stakeholders identified and how their involvement in the project would ensure project success. According to Mugata and Yusuf (2018), identifying stakeholders is the beginning of the essential process of managing stakeholders, thus its effectiveness would determine the success of the entire stakeholder management process towards enhancing project performance. Their findings are supported by Chepchirchir and Nyang'au (2022) who indicated that identifying stakeholders paves way for a more robust stakeholder engagement thus enhancing the success of stakeholder involvement in project performance. The study was on road construction projects which are managed and run different from the healthcare projects, and particularly the UHC projects.

2.3.2 Stakeholder Communication and Project Performance

Communication is defined as the process of relaying information through defined information-sharing channel to a defined recipient and obtaining feedback (Zwikael et al., 2022). Managing stakeholders require efficient and effective information sharing since stakeholders are mainly in need of information, while the projects on the other hand require information from stakeholders

(Musheke & Phiri, 2021). Stakeholder communication therefore is the process of sharing the necessary information between the project team and the stakeholders. This is a two-way traffic communication where the stakeholders send and receive information to and from the project team. This communication ensures that the stakeholders understand what is expected of them from the project, and the project team know what is expected for the project from the stakeholders (Sanghera & Sanghera, 2019). Taking a universal health coverage program for instance, the project team would want to hear the views of stakeholders such as sponsors and the members of the public, thus they will provide a platform for the stakeholders to share information, and receive feedback from the project team.

Chen (2021) analysed how essential stakeholder communication in a program determine success of non-governmental programs in China. The study focused on project managers and utilised a mixed method research approach where data was collected and analysed both qualitatively and quantitatively. Obtained outcomes showed project stakeholder communication instrumentally predicted effect on project accomplishment. According to Chen (2021), communicating to the stakeholders was a key process towards enhancing the contribution of the stakeholders to the project success. This is supported by Pirozzi (2018) who alludes that project stakeholders communication is integral in ensuring that the stakeholders are aware of the information about the project thus they can easily identify their contribution to the projects. According to Gregory, Atkins, Midgley, and Hodgson (2020), communication with stakeholders ensures that they are brought on-board to the projects, thus strengthening their contribution to the project's success. The study focuses on NGO projects in China. These projects operate and are managed differently as compared to projects like UHC that are in a developed country where the communication procedures and channels with the stakeholders could differ.

A study by Matenga, Zulu, and Mweemba (2019) on determinants of stakeholders' contribution to project completion focused on construction projects in Zambia. The study utilised a descriptive research approach and collected data from 78 project managers using a structured questionnaire and analysed their data using SPSS. The findings revealed that project stakeholder communication was one of the essential determinants of stakeholders' contribution to project completion. Their findings further revealed that the extent to which the stakeholders understood their role at the project and embraced the projects was determined by the information relayed to the stakeholders regarding the project. According to Matenga *et al.* (2019), giving stakeholders adequate information on the project and allowing them to share their feedback and give feedback to their queries ensures that the stakeholders overall contribution to the project is streamlined towards enhancing the success of the projects. While assessing the role of stakeholder communication in modern projects, Saad, Zahid, and Muhammad (2022) also agree that communicating with participants and interested parties in an establishment was crucial and essential in driving goals of such establishments by specifying the role for every stakeholder and making their contribution viable to the project success.

Luhombo, Mukanzi, and Senaji (2019) analysed impact and outcomes of stakeholder communication regarding sustainable nature among Social Corporate Projects (SCPs) in Western Kenya. The study sought to analyse the role played by stakeholder information sharing and communication channels on the projects' sustainability. Through a descriptive research approach, a sample size of 375 project managers was surveyed by embrace of questionnaire, where obtained info was categorized quantitatively. The results revealed that stakeholders were integral in projects' success, thus their involvement was effectively enhanced by continuous communication and information sharing. According to Luhombo *et al.* (2019), utilising the appropriate channels

to communicate to the stakeholders and ensuring that they are given the appropriate feedback ensures that the stakeholders are more brought on board in projects thus enhancing their contribution to the project success. A study by Mwanza, Namusonge, and Makokha (2020) confirmed this by revealing that stakeholders have varied contribution to the projects' success, and when they are accorded the appropriate information through effective communication, their contribution is aligned with program's intended outcomes. Based on Mwanza *et al.* (2020), stakeholder communication to stakeholders such as project financiers/sponsors is integral in ensuring that the projects are effectively supported to deliver the expected output.

2.3.3 Stakeholder Engagement and Project Performance

Stakeholder engagement is the process of bringing on-board the identified stakeholders to ensure they give their views and opinions on the project (Alencar, Russo, & Kniess, 2021). Also known as participation of interested parties, this comprises of upholding stakeholders' active contribution and devotion to bringing programs. When a participant can synthesize the intended outcomes of an establishment, it makes them more valuable in driving capability of an establishment to be successful (Oliveira & Rabechini, 2019). Stakeholder engagement is different from stakeholder identification, analyses and communication in that it comes into play once the stakeholders have been identified and analyzed, and after the appropriate means of communication has been put in place to share the necessary information with the identified stakeholders. Engagement of the stakeholders therefore becomes an ongoing process once the stakeholders have been identified, documented and communicated to (Maina & Kimutai, 2018). The engagement is done from time to time, to seek their views and assess their satisfaction with the progress of the report based on their roles and relationship with the project.

In Australia, Rankinen, Lakkala, Haapasalo, and Hirvonen-Kantola (2022) determined how stakeholder participation drove achievements in project. This assessment sought to evaluate role played by involvement of stakeholders in budgeting process and decision making on the project performance. Using an empirical research approach, the authors analyzed over 97 studies done in the country and portrayed how program's stakeholder participation notably and essentially promoted success of such establishments. According to Rankinen *et al.* (2022), public projects require intensive stakeholder consultations thus engaging stakeholder throughout the project lifecycle was integral in enhancing the success of the projects. This is also articulated by Xue, Shen, Yang, Zafar, Ekanayake, Lin, and Darko (2020) who indicated that most of the project in China relied on the stakeholder engagement for them to record a speedy performance and successful completion.

Ansu, Marfo, Awuah, and Amoako (2021) analyzed effect of stakeholder engagement on the performance of mining establishments in Ghana. The study utilized descriptive design with a targeted population of 398 projects. The data was obtained using semi-structured questionnaire, and analysed using inferential statistics and descriptive statistics. Results attained showed engagement of stakeholders was integral in bringing on-board the stakeholders and making their contribution viable towards enhancing the success of the projects. According to Ansu *et al.* (2021), stakeholders once identified and notified of their role in the project through effective communication, they ought to be engaged continuously so that they can be valuable in enhancing the success of the projects. Their findings are in line with those by Silvius and Schipper (2019) who indicated that stakeholder involvement and participation is a contemporary process that continues throughout the project lifecycle and ensures successful completion of the projects.

According to Amadi, Carrillo, and Tuuli (2018), stakeholder engagement is an essential approach of ensuring the projects are completed on time and with minimal resources.

A study by Tsuma, Siringi, and Wambua (2019) on the effect of project stakeholder engagement on sustainability of church-funded projects in Kenya analyzed the roles shared among stakeholders and continuous involvement of the stakeholders in enhancing project sustainability. The study utilized a cross-sectional research approach and surveyed 412 respondents. The data was collected using a questionnaire and analysed through quantitative analyses using SPSS. The findings revealed that stakeholder involvement had a significant role to play in enhancing the project performance. According to Tsuma *et al.* (2019), church-funded projects attract a wide range of stakeholders with varied contribution to the projects; hence their continued engagement ensures successful implementation. The findings compare with those by Karimi, Mulwa, and Kyalo (2020) which indicated that most of the projects in Kenya were failing to obtain their intended mandates particularly due to lack of effective stakeholder engagement, thus depriving the projects of the contributions of the stakeholders. A study by Ngetich and Gakuu (2019) on the need for stakeholder engagement in public sector projects in Kenya revealed that stakeholders were at the helm of ensuring that the projects were successfully implemented since they bring on board their skills and competences to the advantage of the projects.

2.3.4 Stakeholder Monitoring and Evaluation and Project Performance

According to Jahaf (2018), stakeholder monitoring and evaluation is the process of ensuring the stakeholders have been involved effectively in the project and their needs and expectations have been met. It is during monitoring and evaluation of the stakeholders that the disputes arising from the stakeholders are resolved and a future working relationship derived. Stakeholders hold varied

opinions a times, and it is upon the project management to ensure their opinions are listened to, and any issues emanating from their observations brought on light for scrutiny and integration in the project (Sanghera & Sanghera, 2019). This implies that monitoring the stakeholders will ensure that they are objective and their contribution is adding value to the project. According to Chen (2021), if stakeholders are just involved and their contribution not controlled and monitored, they may affect the project success, and this may leave them out of the blame since they are not part of the executors of the projects. Monitoring stakeholders is therefore not only meant to strengthen their contribution to the project success, but also ensure that their contribution is objective and in line with project goals and objectives.

A study by Amin, Scheepers, and Malik (2022) sought to establish effect of stakeholder monitoring and evaluation on successful completion of technology-based programs in India. The study used an experimental research approach and had a sample of 278 respondents. The authors collected both qualitative and quantitative data where quantitative data was analysed using descriptive statistics and qualitative data analysed using content analysis. The findings revealed that stakeholder monitoring had a significant effect on successful project completion. According to Amin et al. (2022), through stakeholder monitoring, the project managers are able to track down the effectiveness of stakeholder involvement and lessons learnt for better working relationship in future. This compares with the findings by Jayasuriya, Zhang and Yang (2020) which established that stakeholder monitoring and evaluation enables the project team to benchmark on the extent to which stakeholders have given valuable contribution to the project and assess areas of improvement.

Nuwatuhaire and Mubehamwe (2021) assessed how stakeholder through evaluating and monitoring related to accomplishments of of road sector projects in Uganda. The study analyzed

the extent to which monitoring stakeholders enhanced their effective contribution to the projects' success. Using a correlational research approach, their study surveyed project managers and the project sponsors, who were surveyed using an interview guide. The data was qualitatively analysed using thematic content analysis. The findings revealed that monitoring of stakeholders was an essential aspect of stakeholder management that ensured efficient contribution of the stakeholders to accomplishment of set programs and establishments. Further, it established that stakeholders were a time individuals not familiar with project performance processes thus monitoring and evaluating their involvement in the project enabled the project managers identify areas of concern and enable them give the appropriate contribution to the projects. The findings are in agreement with those by Rodriguez and Torous (2019) who indicated that stakeholder evaluation enables the project management team to establish areas where stakeholders are not effectively doing their mandate thus advising them on the right thing to do to ensure the success of the projects.

Moulid, Muchelule and Wechuli (2021) assessed level of connection between stakeholder control and attainment of intended outcomes among Kenya's projects. The study specifically sought to assess the role played by stakeholder monitoring on sustainability of public establishments in Kenya and focused on coast development authority projects. Using a descriptive approach, their study collected data from 120 respondents comprising of the project personnel through a structured questionnaire and the obtained data analysed through quantitative approach. The findings revealed that project stakeholder management through stakeholder monitoring had a significant influence on the performance of public projects. According to the study, stakeholder monitoring through embracing appropriate tools for monitoring, giving feedback to the stakeholders once monitored and ensuring the notable improvements are implemented in decision making play an integral role in enhancing the contribution of stakeholders to the project performance. This is also in line with

the findings by Kalu and Rugami (2021) which established that stakeholder monitoring ensures better learning, control, documentation, legitimization and transparency of the stakeholder involvement thus steering the success of the projects.

2.4 Summary of the Literature Reviewed and Research Gaps

The summary of the reviewed literature and the research gaps obtained from the literature are as shown in Table 2.2. The table also captures the focus of the current study, which s on how the identified gaps were filled.

Table 2.2: Summary of Literature and Research Gaps

Author	Purpose	Major findings	Research gaps	Focus of the current study
Tengan and Aigbavboa (2017)	Stakeholder Participation and Involvement in Monitoring and Evaluation in Construction Projects	For effective project monitoring and evaluation, the key stakeholders must be involved and their participation enhanced	The focus of the study was on how stakeholder involvement affect M&E in the construction projects	The current study assessed management of stakeholders on project performance
Wang and Aenis (2019)	Effect of stakeholder identification on the performance of public projects in Southwest of China	Identifying stakeholders enhances their participation thus steering project performance	The study focused on public projects in China	The current study focuses on healthcare projects in Kenya
Mugata and Yusuf (2018)	Role of Project stakeholder analysis on Project performance	Analysing stakeholders and identifying the most crucial stakeholders to a project significantly influence project performance	The study was limited to construction projects in Elgeyo Marakwet County	The study focused on projects in Machakos County
Chen (2021)	Effect of project stakeholder communication on performance of non-governmental projects in China	Effective communication to stakeholders significantly contributes to project performance	The study focused on NGO projects in China	The study focused on healthcare projects in Kenya

Matenga, Zulu, and Mweemba (2019)	Stakeholders' contribution to project completion among construction projects in Zambia	Stakeholders significantly contribute to project success thus their participation through effective communication is integral	The study was limited to communication among stakeholders despite aiming at assessing their entire role in project completion	The current study focused on other key aspects of stakeholder participation and how they contribute to the project performance
Luhombo, Mukanzi, and Senaji (2019)	Stakeholder communication and sustainability of social projects in Western Kenya	Communication with stakeholder has a strong influence on their contribution to project sustainability	The study focused on project sustainability and addressed the social project in Western Kenya	The current study focuses on performance of UHC projects, which is different from sustainability
Rankinen et al. (2022)	Effect of stakeholder participation on project performance	Projects rely on the contribution of stakeholders to be successful thus their participation is integral	The research was carried out in Australia, a more advanced economy.	The study focuses on a Kenyan perspective and addresses the performance of UHC projects.
Moulid, Muchelule and Wechuli (2021)	Relationship between Stakeholder management and performance of coast development projects in Kenya	Managing stakeholders through monitoring their involvement significantly contributes to project performance	The study focused on coast development projects and analyses the projects based on their performance	The study focuses on UHC projects and analyses their performance.

2.5 Conceptual Framework

Imenda (2014) terms a conceptual framework as a hypothetical structure of a study that shows the projected flow and interrelationship between variables. It is a graphical outline that shows the key variables in a study and how they relate to each other, particularly how the predictor variables relate to the predicted ones. In this study, the conceptual framework adopted (Figure 2.1) shows the relationship between stakeholder management categorised into four specific independent variables; stakeholder identification, stakeholder communication, stakeholder engagement and stakeholder monitoring and evaluation, and performance of universal health coverage program in Kenya as the dependent variable. The sub-constructs or sub-variables that shows how each of the variables will be measured have also been presented.

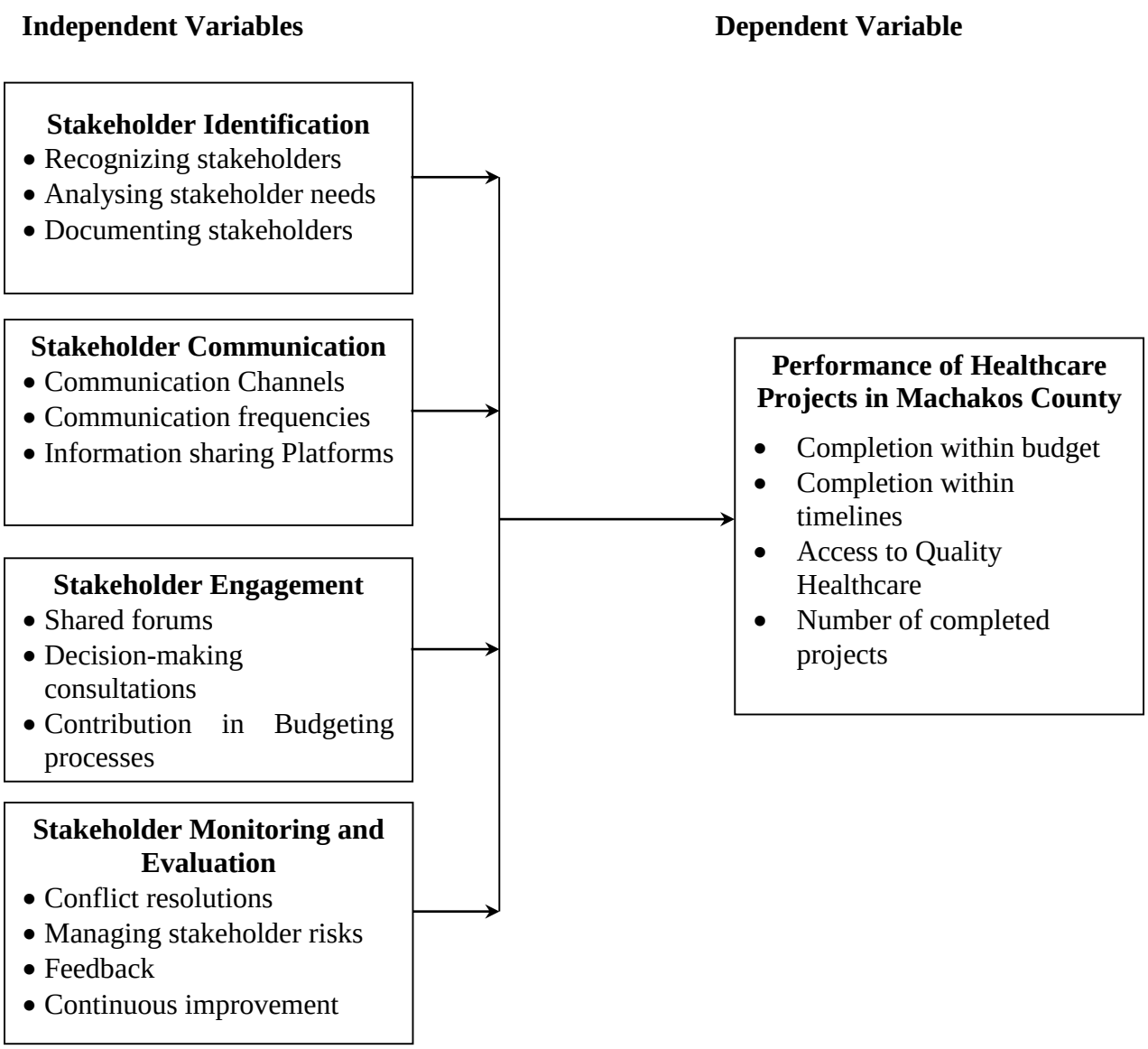

Figure 2.1: Conceptual Framework

Source: Author (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the approaches and techniques that were used in actualising this study. It covers the research design, the population targeted, and the sampling procedures. The chapter also highlights the data collection process which includes the instrument used, testing the instrument's validity and reliability and the collection procedure. Finally the chapter covers the data analysis procedure and the ethical considerations for the study.

3.2 Research Design

In this study, a descriptive research design was used. This design, as expounded by Setia (2016), enables the researcher to not only measure the outcome, but also the exposures leading to the outcome at a go. A research design is the approach or dimension that the study seeks to utilise in obtaining the data to answer the research questions (Solem, 2015). Through a research design, the researcher identifies the philosophy on which the study is built, thus determining the appropriate population to focus on, the right tool to use in obtaining the appropriate data and the best analysis method that would significantly respond to the research problem (Kesmodel, 2018). Descriptive research design also enables the collection of both quantitative and qualitative data, thus enhancing the strength of the study to solve the research problem (Kothari, 2014). This is to mean that it enables one to collect data regarding the stakeholder management and how these impacts project performance. According to Wang and Cheng (2020), descriptive research approach supports collection and analysis of both quantitative and qualitative data, and at the same time support the correlational analysis and regression model analysis that enables the researcher to compare the relationship between the independent variables and the dependent variable.

3.3 Target Population of the Study

A target population is the collection of items or group of items that share a common characteristic and it is this characteristic that has motivated the research to focus on the latter (Gupta & Gupta, 2022). From the definition, it means the population must share a characteristic that the researcher seeks to observe. In this study, the target population was the project managers in the healthcare projects in Machakos County, Kenya. The county is one of the counties in the Metropolitan Area of Nairobi and services a big population of both urban and rural residents. Moreover, as one of the counties chosen for the UHC pilot program rolled out in 2018, it shows a county that has received high attention from the national government in terms of healthcare. The county currently has 341 on-going healthcare projects spread across the eight (8) sub-counties. The sub-counties include Machakos Town, Mavoko, Masinga, Yatta, Kangundo, Kathiani, Matungulu, and Mwala sub-counties. The project managers from these projects were the units of observation. Table 3.1 shows the distribution of the target population.

Table 3.1: Target Population of the Study

Hospital	Target Population	Percentage
Machakos Town	63	18.5%
Mavoko	55	16.2%
Masinga	37	10.8%
Yatta	29	8.5%
Kangundo	31	9.1%
Kathiani	45	13.2%
Matungulu	42	12.3%
Mwala	39	11.4%
Total	**341**	**100%**

Source: Machakos County Health Department (2023)

3.4 Sample and Sampling Technique

A sample is a subset of the population that a researcher seeks to focus on so as to narrow down the number to a more manageable size (Rinjit, 2020). To obtain the sample size, the researcher must be informed by a scientific approach that justifies why a given sample size should be considered as an adequate representation of the targeted population (Zhang, 2022). In this study, the appropriate sample size was determined using the Yamane's (1969) formula as shown below:

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

Where:

n is the sample size

N is the target population (341)

e is the error margin (0.05)

$$n = \frac{341}{1 + 341 * 0.05^2}$$

n = 184

The sample size for the study was therefore 184 respondents. To pick these respondents from the population, a sampling technique was required.

To pick these respondents from the population, a sampling technique was required. Sampling technique according to Rinjit (2020) is the approach used at obtaining the sample size from the target population. In this study, a stratified random sampling technique was used. This is a technique that divides the population into strata and a proportion number of respondents is picked randomly from each of the stratum. The stratified random sampling is deemed appropriate

since it ensures that every category in the population is represented and all the respondents have an equal chance to be included in the study. The 8 sub-counties were the strata. The sample size was distributed as shown in Table 3.2 below.

Table 3.2: Distribution of Sample Size

Hospital	Target Population	Sample Size	Percentage
Machakos Town	63	34	18.5%
Mavoko	55	30	16.2%
Masinga	37	19	10.8%
Yatta	29	16	8.5%
Kangundo	31	17	9.1%
Kathiani	45	24	13.2%
Matungulu	42	23	12.3%
Mwala	39	21	11.4%
Total	**341**	**184**	**100%**

Source: Author (2023)

3.5 Data Collection Instruments

The data for this study was collected using a structured questionnaire. As defined by Rinjit (2020), a structured questionnaire is a type of questionnaire where all the questions are self-explanatory and the respondent can independently fill without the help of the researcher. This type of questionnaire is deemed appropriate since it helps the respondent to have the autonomy to respond to the questions while reducing biasness from the researcher. The questionnaire was structured with two sections (A and B) for respondents to complete. While section A focused on demographic information of the respondents, section B was divided into Parts I to V, with each part catering for the four objectives of the study respectively and the dependent variable

(project performance). Questions were as brief as possible, logically ordered, and with clear instructions to ensure delivery of necessary data. Collecting data using questionnaires helps make use of large samples, thus the results are more dependable and reliable (Gupta & Gupta, 2022). Self-administered questionnaires are cheap to administer and provide a chance to create rapport with respondents so as to increase the response rate.

3.6 Pilot Test

A pilot test was carried out to pretest the research instruments before the actual study. According to Zhang (2022), research instrument pretesting can be performed by use of any number between 5% to 10% of the sample size so long as they are of diverse view and won't be included in the final sample of the study but bearing matching characteristics to the latter. Kotharis (2014) also contemplates that a pilot study can be carried out using 10% of the sample size so as to establish the reliability and viability of the research instrument. A 10% of the sample size for pilot study is also recommended by Creswell (2015) and Saunders (2019). This study used 10% of the sample size (18) to carry out the pilot study. The respondents for the pilot study were obtained in major hospitals in Makueni County, which is a neighbouring county to Machakos County. This was so as to avoid biasness and ensure that the respondents used in piloting are not reciprocated in the main study. The hospitals were conveniently sampled based on accessibility and the availability of the respondents.

3.6.1 Validity of the Research Instrument

Pandey and Pandey (2021) indicated that validity tells how well a given instrument gives responses that align with given subject matter, such that it adds significant value in responding to research questions. When an instrument is expected to achieve certain goals, it can be said to be

valid if it achieves those goals (Kothari, 2014). In this paper, content validity was achieved through contemporary review of literature and major questions drawn from previous authors. Moreover, utilizing Likert's scale questionnaire is set to enhance content captured in regard to the study's thematic areas. Face validity was achieved by seeking expert's inputs from the supervisors and other relevant persons in the field of project management. Comments from these experts were captured and utilized to enhance the quality of instrument. Observing the respondents based on how they interpret and understand questions during pilot test was another significant approach to strengthen instrument's validity.

3.6.2 Reliability of the Research Instrument

Zhang (2022) allude that reliability tells whether a measure when used again and again can give similar answers. It tells how well an instrument can yield uniform or related information following a repeated administration. Reliability refers to accuracy and precision of a measurement procedure (Al Kilani & Kobziev, 2016). A reliable instrument is capable of giving responses that are internally consistent. To test for the reliability, Cronbach's alpha coefficient was employed. The coefficients ranges between 0 and 1, and are usually drawn from piloting data. According to Zhang (2022), coefficients of between 0.7 and above are synonymous to reliable instrument. This threshold was embraced in the study, where questions with 0.7 and above were upheld to be reliable, whereas those that yielded less coefficient were reworded or expunged from the questionnaire.

3.7 Data Collection Procedure

The questionnaire was physically administered to identified participants by dropping them to their respective workplaces. Prior to administration of a permit to allow the research was sought from

KU's graduate school, and this was accompanied by a license from the Science commission (NACOSTI), where both of permits were attached on the questionnaire. Early arrangements were made with the respondents whereby they were contacted early in order to avail themselves for the research. Using two trained research assistants, the questionnaires were distributed to the respondents and collected at a mutually agreed timeline. Constant reminders was used to ensure the respondents filled the questionnaire on time.

3.8 Data Analysis and Presentation

In this study, quantitative data was first coded in SPSS and run through to clean and align it accordingly. It was analysed quantitatively first using descriptive statistics. These are statistics that describe what was observed without going into deeper meaning. Such statistics include standard deviations, mean scores, frequencies and also percentages. Inferential statistics were afterwards embraced to test the relationship between predictor variables and the predicted one. This was done by employing regression model. Statistics such as R-Square, Correlation, P-values, Beta coefficients and T-values are utilized in this case. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Performance of Healthcare Projects

X_1 = Stakeholder Identification

X_2 = Stakeholder Communication

X_3 = Stakeholder Engagement

X_4 = Stakeholder Monitoring and Evaluation

β_0 = Constant

$\beta_{1,2,3,4}$ = Regression coefficients for the independent variables

e = Error Term

Regression model is regarded as instrumental in expounding the relationship between variables thus deemed appropriate for this study.

3.9 Ethical Considerations

To protect the confidentiality of the respondents and ensure authenticity of the study, key ethical considerations were put in place. First, an informed consent was upheld, where the respondents were asked to take part in the out of their own willingness and without any coercion. The respondents were also asked to feel free to withdraw from the participation at any time they feel like doing so, especially where they feel it is not within their rights to do so. The respondents were as well asked to not give any information that would breach their confidentiality or reveal their identity.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The study sought to examine the relationship between project stakeholder management practices and performance of healthcare projects in Machakos County, Kenya. This chapter presents the findings of the study. The chapter covers the response rate of the study, the demographic results, the descriptive statistics and the results of diagnostic tests. The section also covers correlation analysis results, and also regression analysis results.

4.2 Response Rate

The response rate shows the success rate of the study in terms of obtaining adequate number of respondents from the sampled population to fully respond to the issued questionnaires. Table 4.1 represents the response rate for this study. The study had a sample of 184 respondents where an equivalent number of questionnaires were issued. Out of these, 146 questionnaires were dully filled and returned for analysis. This represented a response rate of 79.35%. As per Kothari (2016), a response of 60% and above is considered a good representation of the sample size, thus it is adequate for analysis. The response rate of 79.35% obtained in this study, therefore, implied that it was above the threshold, thus considered adequate for analysis.

Table 4.1: Response Rate

	Count	**Percent**
Distributed questionnaires	184	100%
Returned questionnaires	146	79.35%
Questionnaires not returned	38	20.65%

4.3 Pilot Study Results

Pilot study was carried out to establish reliability and validity of the research instrument. The results are as herein presented.

4.3.1 Reliability Test Results

Reliability is the internal consistency of a research instrument, meaning that the instrument can yield the same results even if the research was repeated after some time. To test for the reliability, this study utilized the Cronbach's alpha. The Cronbach's Alpha coefficient is denoted by 'r' which gives a range of 0 to 1. A Cronbach's alpha of coefficient of 0.7 and above was used as the threshold in this study. As the results on Table 4.2 portray, stakeholder identification with eight (8) questions had a Cronbach's alpha coefficient of 0.917, which is above the 0.70 threshold implying that the questions under stakeholder identification variable were internally consistent. The Cronbach's alpha coefficient for stakeholder communication was 0.849, which again is above the 0.70 threshold, implying that the seven (7) questions under stakeholder communication were reliable. Further, the results revealed that the Cronbach's alpha coefficient for stakeholder engagement was 0.903, which is above the 0.70 threshold. This implies that the questions under stakeholder engagement variable were internally consistent. The nine (9) questions under stakeholder monitoring and evaluation had a Cronbach's alpha coefficient of 0.816, which is above the 0.70 threshold, implying that the questions under the variable were reliable. On the dependent variable (healthcare project performance), a Cronbach's alpha coefficient of 0.799 was obtained, an indication that the questions under the variable were internally consistent. Overall, the questionnaire had a Cronbach's alpha coefficient of 0.801 which is higher than the 0.70 threshold, implying that the instrument was internally consistent, thus all the 41 items were retained for final data collection.

Table 4.2: Reliability Test Results

Variable	Alpha Co-efficient	Number of Items	Decision
Stakeholder Identification	0.917	8	Reliable
Stakeholder Communication	0.849	7	Reliable
Stakeholder Engagement	0.903	8	Reliable
Stakeholder Monitoring and Evaluation	0.816	9	Reliable
Performance of Healthcare Projects	0.799	9	Reliable
Overall Reliability	**0.801**	**41**	**Reliable**

4.3.2 Validity Test Results

The validity of the research instruments is a measure of how well a scientific test or piece of research measures what it sets out to or how well it reflects the reality it claims to represent (Cohen et al., 2017). This study tested three types of validity; face, construct and content validity. Face validity is the ability of an instrument to reflect the true picture of what is expected in a research study. It is the clarity and understandability of the questions towards enabling the respondent to give the expected answers. In this study, face validity was ensured through experts' opinion where the questionnaire was given to experts in project management particularly those with experience in healthcare projects in the context of government institutions or county governments. The experts rated the questions to be clear and understandable. This was also confirmed during the pilot study where the respondents demonstrated clear understanding of the questions as expected.

Content validity is the extent to which the questions in a questionnaire cover the thematic areas sought in the study, thus facilitate collection of data and information that is in line with the study's

themes and objectives. The content validity was ensured through extant literature review where questions aligning to the project management were captured and realigned to form the current questionnaire. Additionally, the experts in project and healthcare management as well as the supervisor were given the questionnaire to ascertain that it indeed addressed the key thematic areas sought in the study. The experts and the supervisor approved the questionnaire to have met content validity.

Construct validity is the extent to which individual items of a questionnaire explain or contribute to the overall meaning of a given variable. The strength of a questionnaire towards explaining the subject matter in a study depends on the strength of each of the questions. It is recommended to only retain questions that contribute significantly to the overall strength of the questionnaire. To test for construct validity, factor analysis through principal component analysis was carried out. The analysis was carried out through SPSS using the data obtained during pilot study. In factor analysis as stipulated by Cohen et al. (2017) the closer the factor loadings are to 1.0, the more reliable the factors are in responding to the main theme of the study. However, Bowman and Goodboy (2020) set a 0.60 threshold whereby if a factor does not add up to 0.60 factor loading, they ought to be excluded from the research instrument. As the findings on Table 4.3 portray, the average factor loading for the questions under stakeholder identification was 0.776>0.60, while the average factor loading on stakeholder communication was 0.802 which is within the 0.60 threshold. The average factor loading for questions under stakeholder engagement was 0.713>0.60, stakeholder monitoring and evaluation had an average factor loading of 0.690>0.60 while project performance had an average factor loading of 0.734. The results are evident that all the variables under this study had their factor loadings exceeding the minimum 0.6 threshold, and

this is a revelation that the factors (questions) under the variables were valid as far as construct validity is concerned. This led to the decision to adopt all the questions in the final questionnaire.

Table 4.3: Construct Validity Results

Variable	Average Factor Loading	Items Retained	Verdict
Stakeholder Identification	0.776	8	All items valid
Stakeholder Communication	0.802	7	All items valid
Stakeholder Engagement	0.713	8	All items valid
Stakeholder Monitoring and Evaluation	0.690	9	All items valid
Performance of Healthcare Projects	0.734	9	All items valid

4.4 Demographic Information

Demographic information regarding the respondents' background was collected. This information as described by Saunders (2017) is meant to establish a rapport between the researcher and the respondent while enhancing a background understanding of underlying demographics that would determine the respondents' responses. Key demographic information sought in this study included the number of years worked in the positions, and relevant training on project management.

4.4.1 Level of Experience in Project Management

The respondents were asked to indicate the number of years they had managed projects as project managers. The findings as shown in Figure 4.1 revealed that 26.2% of the respondents had been project managers for less than a year, 17.1% had headed projects for between 1 and 3 years, while 27.3% of the respondents had overseen projects for a period of between 4 and 6 years. It was also established that 10.9% of the respondents had overseen projects for a period of

between 7 and 10 years, while 18.5% of the respondents had headed projects for more than 10 years.

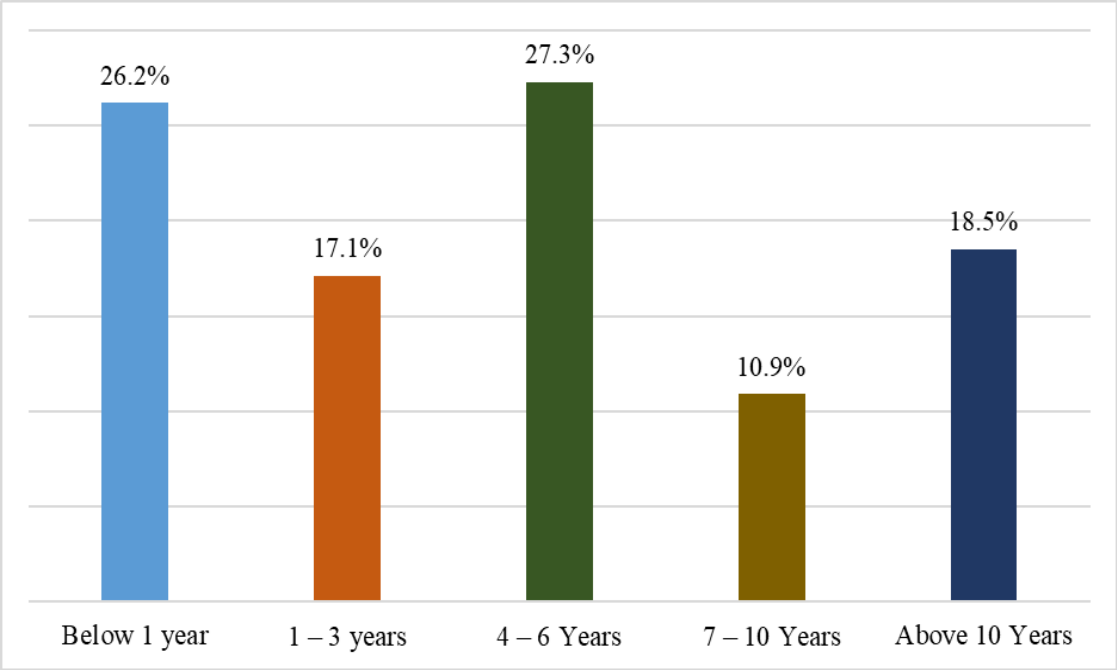

Figure 4.1: Respondents' Level of Experience

4.4.2 Number of Projects Undertaken

The study sought to find out the number of healthcare projects undertaken by the hospitals in Machakos County. The findings as shown in Figure 4.2 portray that 35.6% of the respondents indicated that they had undertaken between 11 and 15 projects, 28.1% had undertaken more than 15 projects, while 23.3% of the respondents had undertaken between 5 and 10 healthcare projects.

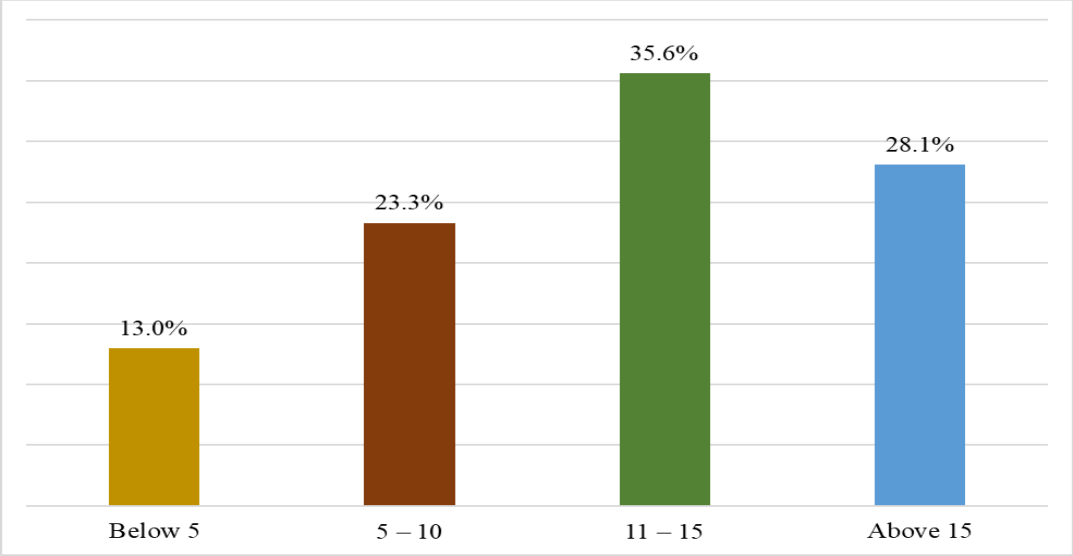

Figure 4.2: Number of Projects Undertaken

4.4.3 Training on Project Management

The respondents were asked to indicate whether they had received any formal training on project management. As the results on Figure 4.3 portray, majority of the respondents (60.3%) indicated that they had not received any formal training on project management while 39.7% of the respondents had been trained on project management.

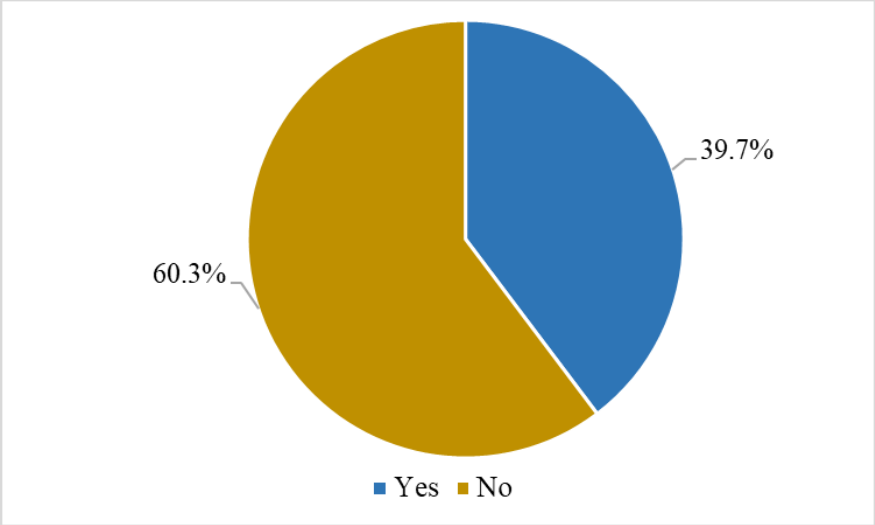

Figure 4.3: Respondents' Training on Project Management

4.5 Descriptive Statistics

This sub-section presents the analysis of the research findings based on the findings for each of the independent variables of the study which were; stakeholder identification, stakeholder communication, stakeholder engagement, and stakeholder monitoring and evaluation. The respondents were asked to specifically give their views based on their highest level of understanding as per the variables.

4.5.1 Stakeholder Identification

The study's first objective was to examine the effect of project stakeholder identification on performance of healthcare projects in Machakos County, Kenya. Identification of stakeholders is an essential step in management of stakeholders where the stakeholders are recognized based on their interaction with the project, their needs analysed and documented for the purpose of inclusion in the project. The sampled participants were asked to indicate their levels of agreement of disagreement with key statements on stakeholder identification. This was based on a five-points' Likert's scale where 5 represented strong agree abbreviated as 'SA', 4 represented agree abbreviated as 'A', 3 was for the neutral responses abbreviated as 'N', 2 was for disagree abbreviated as 'D', while 1 represented strongly disagree abbreviated as 'SD'. Table 4.4 summarizes the findings.

The findings portrayed that 51.1% of the respondents disagreed that there were set frameworks for identifying stakeholders before the healthcare projects are initiated in their respective hospitals (Mean = 2.61; Standard Deviation = 1.43). Further, the respondents disagreed that the project team recognized all the stakeholders who were likely to be affected by the projects (Mean = 2.78; Standard Deviation = 1.01); and that the project team ensured the stakeholders were categorized based on their level of interaction with the project (Strongly Disagree = 34.9%; Disagree = 21.2%;

Mean = 2.64; Standard Deviation = 1.56). The findings imply that the recognition of stakeholders for the purpose of identifying the appropriate stakeholders was not adequately undertaken in most of the surveyed projects.

The findings further portray that majority of the respondents disagreed that the stakeholders in their respective projects were analysed to establish the level at which they are affected or interrelated with the project (Strongly Disagree = 37.0%; Disagree = 15.5%; Mean = 2.58; Standard Deviation = 1.53). The respondents further disagreed that there were reports documented to show the details of the identified stakeholders (Strongly Disagree = 38.4%; Disagree = 24.7%; Mean = 2.37; Standard Deviation = 1.43); and that the possible stakeholders in the projects were informed of the impending identification process for it to be inclusive (Strongly Disagree = 41.1%; Disagree = 17.5%; Mean = 2.70; Standard Deviation = 1.61). The respondents further disagreed that the documentation of stakeholders was shared with the relevant authorities (Strongly Disagree = 36.5%; Disagree = 18.2%; Mean = 2.34; Standard Deviation = 1.53); and that the level of stakeholder identification in our projects has been instrumental in enhancing the success of the projects (Strongly Disagree = 41.8%; Disagree = 34.2%; Mean = 2.07; Standard Deviation = 1.27). The findings are a clear indication that identification of stakeholders has not been effectively carried out among most of the surveyed projects. This justifies the argument by Olatunde *et al.* (2021) that project stakeholders can only be effective in driving the success of the projects if the right stakeholders are identified. As elaborated by Gregory *et al.* (2020), identification of project stakeholders is an essential process in the effective management of projects, which if not done appropriately could derail the project's success.

Table 4.4.: Descriptive Statistics on Project Stakeholder Identification

Statements	SD	D	N	A	SA	Mean	Std. Dev.
There is a set framework for identifying stakeholders before the healthcare projects are initiated	29.9%	21.2%	9.9%	17.1%	21.9%	2.61	1.43
The project team recognizes all the stakeholders who are likely to be affected by the projects	21.2%	29.2%	14.4%	18.8%	16.4%	2.78	1.01
The project team ensures the stakeholders are categorized based on their level of interaction with the project	34.9%	21.2%	7.5%	17.1%	19.2%	2.64	1.56
The stakeholders are analysed to establish the level at which they are affected or interrelated with the project	37.0%	15.5%	13.7%	20.1%	13.7%	2.58	1.53
There are reports documented to show the details of the identified stakeholders	38.4%	24.7%	11.6%	11.6%	13.7%	2.37	1.43
Possible stakeholders are informed of the impending identification process for it to be inclusive	41.1%	17.5%	8.2%	16.0%	17.1%	2.70	1.61
The documentation of stakeholders is shared with the relevant authorities	36.5%	18.2%	9.7%	27.4%	8.2%	2.34	1.53
The level of stakeholder identification in our projects has been instrumental in enhancing the success of the projects	41.8%	34.2%	8.2%	6.2%	9.6%	2.07	1.27
Overall Mean and Std. Dev.						2.51	1.42

4.5.2 Stakeholder Communication

The study's second objective was to examine the effect of project stakeholder communication on performance of healthcare projects in Machakos County, Kenya. Communication plays a critical role in stakeholder management process as it ensures that the stakeholders are informed with the issues and matters to do with the project, thus keeping them in touch with the project progress. For effectiveness of stakeholder communication in a project, there is need to strengthen the communication channels, uphold frequent communication, and embrace diverse platforms of information sharing. The respondents were asked to indicate their levels of agreement of disagreement with key statements on stakeholder communication. This was based on a five-points' Likert's scale where 5 represented strong agree abbreviated as 'SA', 4 represented agree abbreviated as 'A', 3 was for the neutral responses abbreviated as 'N', 2 was for disagree abbreviated as 'D', while 1 represented strongly disagree abbreviated as 'SD'. Table 4.5 summarizes the findings.

As the findings portray, majority of the respondents disagreed that their respective projects had set standards for communicating with the identified stakeholders (Strongly Disagree = 38.4%; Disagree = 34.2%; Mean = 2.19; Standard Deviation = 1.34). The respondents further disagreed that their respective healthcare projects through the responsible project team utilized the right channels to communicate with the identified stakeholders (Strongly Disagree = 39.0%; Disagree = 32.9%; Mean = 2.15; Standard Deviation = 1.29). The channels of communication used to communicate with the stakeholders in most of the projects were not diverse to ensure all the stakeholders are included and accommodated (Strongly Disagree = 39.0%; Disagree = 18.9%; Mean = 2.37; Standard Deviation = 1.63). Moreover, the respondents disagreed there were frequent communications between the project officials and the stakeholders on the progress of the

project (Strongly Disagree = 40.7%; Disagree = 17.5%; Mean = 2.47; Standard Deviation = 1.71). The findings are an implication that the inclusion of stakeholders in running the projects through effective communication was not adequately done. This as noted by Abera (2021) would affect the level at which the stakeholders contribute to the success of the projects.

The findings further revealed that majority of the respondents (58.2%) disagreed that the communication in their respective projects was driven by both the project team and the stakeholders for a two-way traffic (Mean = 2.78; Standard Deviation = 1.51). The respondents further disagreed that the information shared to the stakeholders was adequate and appropriate to address their concerns and enhance the success of the projects (Strongly Disagree = 28.1%; Disagree = 35.6%; Mean = 2.66; Standard Deviation = 1.58); and that there was feedback mechanism where the stakeholders were timely given any feedback required by the project team (Strongly Disagree = 22.8%; Disagree = 35.6%; Mean = 2.74; Standard Deviation = 1.50). The findings imply that communication with stakeholders was not effectively done, and this limits the awareness of project status among stakeholders, thus minimizing their contribution to the project's success. The findings are in line with those by Chen (2021) who established that most projects were facing ineffective performance and failure to meet stakeholders' needs as a result of poor inclusion and involvement of stakeholders through unresponsive and passive communication with the stakeholders. Further, Saad *et al.* (2022) argued that stakeholders' communication was a key measure to bring stakeholders closer to the project, thus supporting the motives of the project for better completion and performance.

Table 4.5: Descriptive Statistics on Project Stakeholder Communication

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The projects have a set standard of communicating with the identified stakeholders	38.4%	34.2%	9.6%	4.8%	13.0%	2.19	1.34
Our healthcare projects through the responsible project team utilizes the right channels to communicate with the identified stakeholders	39.0%	32.9%	12.3%	4.8%	11.0%	2.15	1.29
The channels of communication used to communicate with the stakeholders are diverse to ensure all the stakeholders are included and accommodated	39.0%	18.9%	7.5%	14.7%	19.9%	2.37	1.63
There are frequent communications between the project officials and the stakeholders on the progress of the project	40.7%	17.5%	11.6%	4.1%	26.0%	2.47	1.71
The communication is driven by both the project team and the stakeholders for a two-way traffic	21.2%	37.0%	11.6%	12.7%	17.4%	2.78	1.51
The information shared to the stakeholders is adequate and appropriate to address their concerns and enhance the success of the projects	28.1%	35.6%	6.2%	12.1%	18.1%	2.66	1.58
There is a feedback mechanism where the stakeholders are timely given any feedback required by the project team	22.8%	35.6%	7.5%	12.3%	21.7%	2.74	1.50
Overall Mean and Std. Dev.						2.48	1.51

4.5.3 Stakeholder Engagement

The third objective of the study was to assess the effect of project stakeholder engagement on performance of healthcare projects in Machakos County, Kenya. Stakeholder engagement entails continuous consultations with the stakeholders to ensure they are well-informed of the project status while seeking their continuous contribution to successful implementation of the project. Stakeholders are mainly engaged in budgeting processes and other core matters of the projects, and this is done through frequent shared forums, as well as decision-making consultations. The sampled participants were asked to indicate their levels of agreement or disagreement with key statements on stakeholder engagement. This was based on a five-points' Likert's scale where 5 represented strong agree abbreviated as 'SA', 4 represented agree abbreviated as 'A', 3 was for the neutral responses abbreviated as 'N', 2 was for disagree abbreviated as 'D', while 1 represented strongly disagree abbreviated as 'SD'. Table 4.6 summarizes the findings.

The results revealed that majority of the respondents (62.1%) disagreed that the project management in their respective county's healthcare projects organized forums with the key stakeholders to discuss the progress of the projects (Mean = 2.63; Standard Deviation = 1.38). The respondents disagreed that the forums to engage stakeholders were frequently organized to ensure the stakeholders have full access of the projects' progress (Strongly Disagree = 20.1%; Disagree = 37.7%; Mean = 2.76; Standard Deviation = 1.45); and that there were consultations with the stakeholders before critical decisions on the projects were made (Strongly Disagree = 18.5%; Disagree = 35.6%; Mean = 2.81; Standard Deviation = 1.42). The respondents disagreed that the project teams in their respective projects organized meetings with aggrieved stakeholders to ensure that their grievances were addressed (Strongly Disagree = 11.0%; Disagree = 52.1%; Mean = 2.76; Standard Deviation = 1.36). The results are an indication that engagement of stakeholders was not

effectively upheld in most of the surveyed projects. This is an issue that according to Silvius and Schipper (2019), would draw the stakeholders further from the project, thus their contribution to the effectiveness of the project derailed.

The findings further revealed that majority of the respondents were of the opinion that the views and opinions of the stakeholders were not adequately considered when making project decisions (Strongly Disagree = 22.3%; Disagree = 43.2%; Mean = 2.47; Standard Deviation = 1.46); and that the stakeholders were not adequately consulted in the budget making process to ensure there is accountability in utilizing the project resources (Strongly Disagree = 24.8%; Disagree = 32.2%; Mean = 1.35; Standard Deviation = 1.26). Majority of the respondents (58.9%) disagreed that the stakeholders' complaints on the projects were keenly followed-up and addressed accordingly as evidenced by a mean of 2.44 and a standard deviation of 1.32. The respondents disagreed that the project management team in county's healthcare projects had shown goodwill to continue engaging the project stakeholders (Strongly Disagree = 15.5%; Disagree = 39.5%; Mean = 2.35; Standard Deviation = 1.28). The findings imply that the engagement of stakeholders in most of the surveyed projects was not adequately undertaken, and this is a signal that the stakeholders could not be effectively contribution to the progress of the projects, a matter that according to Mambwe *et al.* (2020) deprives the projects of essential input for better performance. According to Chepchirchir and Nyang'au (2022), projects that record low levels of stakeholder engagement have the least rates of completion, and hardly meet the expectations of the stakeholders as they are not consulted to give their opinions and expectations.

Table 4.6: Descriptive Statistics on Project Stakeholder Engagement

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The project management in our county's healthcare projects organizes forums with the key stakeholders to discuss the progress of the projects	23.7%	38.4%	8.2%	10.5%	19.2%	2.63	1.38
The forums to engage stakeholders are frequently organized to ensure the stakeholders have full access of the projects' progress	20.1%	37.7%	6.8%	16.4%	19.0%	2.76	1.45
There are consultations with the stakeholders before critical decisions on the projects are made	18.5%	35.6%	13.0%	11.6%	21.2%	2.81	1.42
The project team organizes meetings with aggrieved stakeholders to ensure that their grievances are addressed	11.0%	52.1%	8.9%	5.5%	22.6%	2.76	1.36
The views and opinions of the stakeholders are considered when making project decisions	22.3%	43.2%	6.2%	11.0%	17.4%	2.47	1.46
The stakeholders are consulted in the budget making process to ensure there is accountability in utilizing the project resources	24.8%	32.2%	6.8%	14.9%	21.2%	2.35	1.26
Stakeholders' complaints on the projects are keenly followed-up and addressed accordingly	18.2%	50.7%	8.9%	12.3%	9.9%	2.44	1.32
The project management team in the county's healthcare projects has shown goodwill to continue engaging the project stakeholders	15.5%	39.5%	7.5%	19.0%	18.5%	2.35	1.28
Overall Mean and Std. Dev.						2.57	1.37

4.5.4 Stakeholder Monitoring and Evaluation

The fourth objective of the study was to examine the effect of project stakeholder monitoring and evaluation on performance of healthcare projects in Machakos County, Kenya. Monitoring stakeholders is meant to ensure that the identified stakeholders who have been taking part in the project are continually achieving what is intended of them, and that they are satisfied with the progress of the project. Through evaluation of stakeholders, it becomes easier to understand the areas of improvement, identify, and mitigate risks, while keeping long-lasting relationship with the stakeholders. The respondents were asked to indicate their levels of agreement of disagreement with key statements on stakeholder monitoring and evaluation. This was based on a five-points' Likert's scale where 5 represented strong agree abbreviated as 'SA', 4 represented agree abbreviated as 'A', 3 was for the neutral responses abbreviated as 'N', 2 was for disagree abbreviated as 'D', while 1 represented strongly disagree abbreviated as 'SD'. Table 4.7 summarizes the findings.

The findings revealed that majority of the respondents disagreed that the County had a framework for monitoring and evaluating project stakeholders (Strongly Disagree = 19.9%; Disagree = 41.8%; Mean = 2.67; Standard Deviation = 1.40). The respondents further disagreed with the statement that any arising conflicts between the project team and the stakeholders were effectively solved before they escalate to affect project success (Strongly Disagree = 21.3%; Disagree = 39.0%; Mean = 2.68; Standard Deviation = 1.31); and that there were set frameworks to mediate and resolve conflicts between the project team and the stakeholders (Strongly Disagree = 32.2%; Disagree = 21.0%; Mean = 2.76; Standard Deviation = 1.53). Their also disagreed that the project management in their respective projects had set approaches of managing risks that occur as a result of associating with the stakeholders (Strongly Disagree = 48.6%; Disagree =

13.0%; Mean = 2.42; Standard Deviation = 1.64). The findings are an indication that monitoring of stakeholders to ensure their continued contribution to the projects' success was not upheld in most of the projects.

The findings further revealed that 57.6% of the respondents disagreed that the stakeholders' contribution to their respective projects was reviewed from time to time to ensure the intended purpose is met (Mean = 2.54; Standard Deviation = 1.63); while 56.9% of the respondents disagreed that stakeholders in their respective projects were frequently assessed to establish their level of satisfaction based on their expectations on the projects (Mean = 2.58; Standard Deviation = 1.65). Most of the projects (54.3%) did not uphold giving feedback to the stakeholders whenever they raised concerns or required clarifications regarding the projects' progress (Mean = 2.58; Standard Deviation = 1.51), while 71.2% of the respondents disagreed that reports on stakeholders' contribution to the project are prepared after every project to ensure continued learning and improvement (Strongly Disagree = 35.6%; Disagree = 35.6%; Mean = 2.18; Standard Deviation = 1.24). The respondents disagreed that as a result of stakeholder monitoring and evaluation there had been a continuous improvement of county's healthcare project (Strongly Disagree = 30.8%; Disagree = 29.5%; Mean = 2.45; Standard Deviation = 1.34). The findings imply that monitoring and evaluation of stakeholders was not effectively undertaken in most of the projects, and this implies that the success of the projects could be derailed as a result of poor management of the stakeholders. According to Wang and Aenis (2019), monitoring and evaluation of stakeholders ensures that the right stakeholders are on-boarded and that their contribution to the project success is documented for continuous improvement.

Table 4.7: Descriptive Statistics on Project Stakeholder Monitoring and Evaluation

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The county has a framework for monitoring and evaluating project stakeholders	19.9%	41.8%	8.9%	10.3%	19.2%	2.67	1.40
Any arising conflicts between the project team and the stakeholders are effectively solved before they escalate to affect project success	21.3%	39.0%	8.9%	12.3%	18.5%	2.68	1.31
There are set frameworks to mediate and resolve conflicts between the project team and the stakeholders	32.2%	21.0%	11.6%	23.1%	12.1%	2.76	1.53
The project management has a set approach of managing risks that occur as a result of associating with the stakeholders	48.6%	13.0%	6.8%	10.3%	21.2%	2.42	1.64
The stakeholders' contribution to the project is reviewed from time to time to ensure the intended purpose is met	43.2%	14.4%	10.3%	9.6%	22.6%	2.54	1.63
Stakeholders are frequently assessed to establish their level of satisfaction based on their expectations on the projects	43.2%	13.7%	7.5%	13.0%	22.6%	2.58	1.65
Feedback is continually given to the stakeholders whenever they raise concerns or require clarifications	30.8%	23.5%	8.2%	21.0%	16.4%	2.58	1.51
Reports on stakeholders' contribution to the project are prepared after every project to ensure continued learning and improvement	35.6%	35.6%	12.3%	7.5%	8.9%	2.18	1.24
As a result of stakeholder monitoring and evaluation there has been a continuous16 improvement of county's healthcare project	30.8%	29.5%	12.3%	17.8%	9.6%	2.45	1.34
Overall Mean and Std. Dev.						2.54	1.47

4.5.5 Project Performance

The study sought to examine the opinions of respondents regarding performance of healthcare projects in Machakos County, Kenya. This was assessed through key aspects of project performance, with a specific focus on healthcare-based project. The respondents were asked to indicate their levels of agreement of disagreement with key statements on project performance. This was based on a five-points' Likert's scale where 5 represented strong agree abbreviated as 'SA', 4 represented agree abbreviated as 'A', 3 was for the neutral responses abbreviated as 'N', 2 was for disagree abbreviated as 'D', while 1 represented strongly disagree abbreviated as 'SD'. Table 4.8 shows the findings.

As the results portray, the respondents disagreed with the statement that the county had seen an increase in the number of people accessing quality healthcare for the past five years (Strongly Disagree = 28.8%; Disagree = 35.6%; Mean = 2.34; Standard Deviation = 1.22); and that there were fewer complaints on the status of the County's healthcare among the residents (Strongly Disagree = 30.8%; Disagree = 35.6%; Mean = 2.46; Standard Deviation = 1.44). Further, 73.3% of the respondents disagreed that there were fewer incidences of inadequate medical supplies such as drugs in the county's' hospitals (Mean = 2.21; Standard Deviation = 1.23); while 57.6% disagreed that the county hospitals were offering more healthcare services than they were doing before (Mean = 2.47; Standard Deviation = 1.46). Majority of the respondents disagreed that the healthcare in the county hospitals was more affordable than it were in the past five years (Strongly Disagree = 35.6%; Disagree = 23.3%; Mean = 2.46; Standard Deviation = 1.42); and that the incidences of people being unable to clear hospital bills in the county had reduced (Strongly Disagree = 24.7%; Disagree = 29.9%; Mean = 2.63; Standard Deviation = 1.33). The findings are an indication that the quality and affordability of healthcare services have not been achieved

effectively, and this implies that the healthcare projects in the county which are meant to achieve these aspects have not been performing as expected. According to Abu and Elliott (2020), a healthcare project is said to be performing well if it has met the needs of the stakeholders particularly the patients through offering quality, accessible and affordable healthcare services.

On the statement that more people in the county were active members of the National Health insurance, 37.0% of the respondents disagreed, while 55.2% of the respondents agreed. However, despite there being more people subscribed to the national health insurance, Musau and Kirui (2018) noted that the access to healthcare services was still meagre as most hospitals remained incomplete or not adequately stocked with drugs. The respondents disagreed that the healthcare projects in the county were taking lesser time to be completed (Strongly Disagree = 36.3%; Disagree = 24.0%; Mean = 2.37; Standard Deviation = 1.37); and that most of the healthcare projects in the county were completed within the initial budget (Strongly Disagree = 29.2%; Disagree = 32.3%; Mean = 2.39; Standard Deviation = 1.31). The results are an indication that the performance of healthcare projects in Machakos County is still unsatisfactory, where the projects take longer to be completed while others do not meet the needs and expectations of key stakeholders, especially the patients. As elaborated by Aka *et al.* (2021), healthcare projects are meant to promote and uphold the accessibility, affordability and quality of healthcare, and if these aspects are not met, then the projects have not performed as expected.

Table 4.8: Descriptive Statistics on Project Performance

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The county has seen an increase in the number of people accessing quality healthcare for the past five years	28.8%	35.6%	15.8%	12.3%	7.5%	2.34	1.22
There are fewer complaints on the status of the County's healthcare among the residents	30.8%	35.6%	6.2%	11.0%	16.4%	2.46	1.44
There are fewer incidences of inadequate medical supplies such as drugs in the county's' hospitals	31.5%	41.8%	10.3%	6.8%	9.6%	2.21	1.23
The county hospitals can now offer more healthcare services than they were doing before	37.7%	19.9%	13.7%	15.1%	13.7%	2.47	1.46
The healthcare in our county hospitals is more affordable than it were in the past five years	35.6%	23.3%	12.3%	16.4%	12.3%	2.46	1.42
The incidences of people being unable to clear hospital bills in the county have reduced	24.7%	29.9%	10.5%	25.3%	9.6%	2.63	1.33
More people in the county are active members of the National Health insurance	22.6%	14.4%	7.8%	37.0%	18.2%	3.13	1.32
Healthcare projects in the county are now taking lesser time to be completed	36.3%	24.0%	16.4%	12.3%	11.0%	2.37	1.37
Most of the healthcare projects in the county are completed within the initial budget	29.2%	32.3%	11.5%	15.4%	11.6%	2.39	1.31
Overall Mean and Std. Dev.						2.49	1.34

4.6 Diagnostic Test Results

In an aim to ensure that the assumptions of regression model were met and that the study made appropriate and accurate conclusions and recommendations, diagnostic tests were carried out.

The three main tests carried out included normality test, test for Multicolinearity and linearity test.

4.6.1 Normality Test

Normality can be defined as the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods (Hair et al., 2010). Normality is one of main assumptions for multivariate analysis. Regression assumes normality between the variables under analysis (Kansteiner & König, 2020). The study used Kolmogorov-Smirnov (K-S) to test for normality. Kolmogorov-Smirnov (K-S) test is the most popular and appropriate test for normality test. A Normally distributed data when using Kolmogorov-Smirnov should have a significant value of above the standard value of 0.05 to exemplify that the variable under consideration is not statistically significant to normal distribution. Table 4.9 shows all variables with the distribution of the variables of the study with reference to K-S test. The findings show that the variables have level of significance values higher than 0.05 thus implying that they are normally distributed.

Table 4.9: Kolmogorov-Smirnov Test for Normality

Variables	**Kolmogorov-Smirnov[a]**		
	Statistic	**df**	**Sig.**
Stakeholder Identification	.260	146	.107
Stakeholder Communication	.096	146	.085
Stakeholder Engagement	.018	146	.125
Stakeholder Monitoring & Evaluation	.136	146	.061
Performance of Healthcare Projects	097	146	068

4.6.2 Test for Multicollinearity

Multicollinearity exists when the standard errors of estimated coefficients of two or more independent variables are inflated (Siedlecki, 2020). To test for multicollinearity, the study adopted Variance Inflation Factor (VIF) approach to test for multicollinearity. This study adopted the rule of thumb for VIF value of 10 as the threshold (Stoecker & Avila, 2021). The VIF values of greater than 10 would indicate presence of multicollinearity. These results s indicted in Table 4.10 revealed that the VIF values of the independent variables were within the threshold of 10 (ten). The tolerance value was greater than 0.1 ruling out the possibility of multicollinearity (Bloomfield & Fisher, 2019).

The results, therefore implied non- existence of a multicollinearity problem among the independent variables and hence the level of multicollinearity in the model could be tolerated. The multicollinearity diagnosis indicated that there was no threat of multicollinearity problem and therefore, all the independent variables could be used for further analysis using the regression model. A VIF of less than five and tolerance greater than 0.2 are recommended and in the study, values for tolerance and VIF were within an acceptable range.

Table 4.10: Results for Multicollinearity Test

Variable	Tolerance	VIF
Stakeholder Identification	0.785	1.275
Stakeholder Communication	0.785	1.274
Stakeholder Engagement	0.642	1.513
Stakeholder Monitoring and Evaluation	0.661	1.513
Mean Tolerance/VIF	**0.718**	**1.471**

4.6.3 Linearity Test

The multiple regression model assumes that the relationship between the response variable and the predictors is linear. If this assumption is violated, the multiple regressions tries to fit a straight line in a dataset whereas in reality the data could not follow a straight line. To assess linearity, the primary concern is to observe the scatterplot of the standardized residuals with the standardized predicted values. From Figure 4.4, it is evident that the plots (points) fall across the strait regression line. This implies that with increase in the predicted variable (project performance), the predictor variables (project stakeholder management practices) increase by similar or close units, thus implying a linear relationship between the variables. This therefore implies that there is a linear relationship between the predictor variables and the predicted variable, thus the linearity assumption was met.

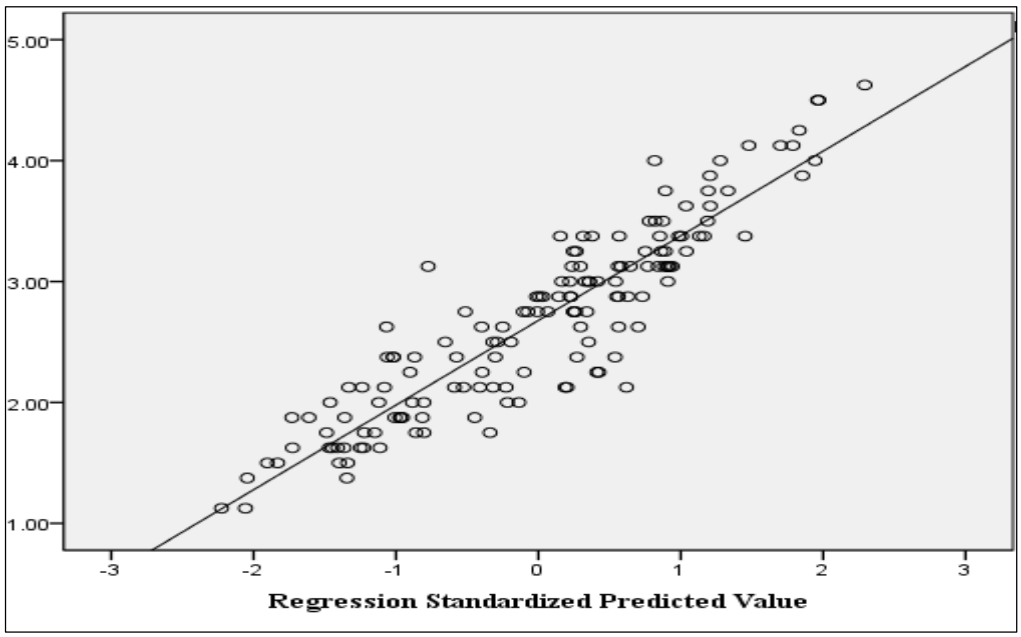

Figure 4.4: Linearity Scatterplot

4.7 Correlation Analysis Results

The study undertook a correlation analysis to establish the correlation between independent variables and the dependent variable (project performance). The results as shown in Table 4.11 revealed that stakeholder identification had a strong and significant positive relation with performance of healthcare projects in Machakos County. This is as evidenced by a Pearson Correlation coefficient (r) of 0.889 and a significance level of 0.000<0.05. A strong correlation as expounded by Rinjit (2020) should exceed a correlation coefficient of 0.60. On the correlation between stakeholder communication and project performance, a Pearson correlation coefficient of 0.625 was obtained at a significant level of 0.000<0.05, an indication that there was a strong and significant correlation between stakeholder identification and performance of healthcare projects in Machakos County. The correlation between stakeholder engagement and performance of healthcare projects in Machakos County was also found to be strong and significant as denoted by a Pearson correlation coefficient of 0.711 and a significant level of 0.000<0.05. This was also the case for project stakeholder monitoring and evaluation where a Pearson correlation coefficient (r) of 0.622 was obtained, implying that project stakeholder monitoring and evaluation had a 62.2% correlation with performance of healthcare projects in Machakos County. The findings compare with those by Musheke and Phiri (2021) who portrayed project stakeholder management through stakeholder identification and stakeholder communication to be strongly correlated with the success of projects. Further, Urbinati *et al.* (2020) in their study established that project stakeholder monitoring and evaluation strongly influenced project's success. However, the findings contradict those of Dwivedi and Dwivedi (2021) who established that stakeholder engagement and stakeholder evaluation had a weak correlation with project performance.

Table 4.11: Correlation Analysis Results

		Project Performance	Stakeholder Identification	Stakeholder Communication	Stakeholder Engagement	Stakeholder M&E
Project Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	146				
Stakeholder Identification	Pearson Correlation	.889**	1			
	Sig. (2-tailed)	.000				
	N	146	146			
Stakeholder Communication	Pearson Correlation	.625**	.601**	1		
	Sig. (2-tailed)	.000	.000			
	N	146	146	146		
Stakeholder Engagement	Pearson Correlation	.711**	.553**	.521**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	146	146	146	146	
Stakeholder M&E	Pearson Correlation	.622**	.106	.101	.214**	1
	Sig. (2-tailed)	.000	.205	.227	.009	
	N	146	146	146	146	146

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

4.8 Regression Analysis Results

To further stablish the statistical relationship between project stakeholder management practices and performance of healthcare projects, a regression model analysis was carried out. The output was displayed in terms of a model summary, Analysis of Variance and the regression coefficients.

4.8.1 Model Summary

The model summary results for the regression analysis are as shown in Table 4.12. As the results portray, an overall correlation coefficient (R) of 0.794 was obtained. This is an indication that when combined, the four stakeholder management practices (stakeholder monitoring and evaluation, stakeholder communication, stakeholder engagement, and stakeholder identification) had a 79.4% correlation with the performance of healthcare projects in Machakos County. The adjusted R-Square value on the other hand was 0.619, which implies that the project stakeholder management practices (stakeholder monitoring and evaluation, stakeholder communication, stakeholder engagement, and stakeholder identification) were responsible for 61.9% variation in performance of healthcare projects in Kenya. The findings are a justification that the performance of healthcare projects in Machakos County is strongly associated with how the stakeholder are managed. According to Chileshe *et al.* (2022), the extent to which the stakeholders are managed through their effective identification and communication as well as continuous engagement plays a fundamental role in steering projects' performance.

Table 4.12: model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794[a]	.630	.619	.35664

a. Predictors: (Constant), Stakeholder Monitoring And Evaluation, Stakeholder Communication, Stakeholder Engagement, Stakeholder Identification

4.8.2 Analysis of Variance

To ascertain that the regression model used was viable to predict the relationship between project stakeholder management and project performance, an ANOVA test was carried out. The results as shown in Table 4.13 revealed that a F-value of 60.003 was obtained. The F-value was within the 95% confidence level as shown by the P-value of 0.000<0.05. This is an indication

that the model was statistically significant to predict the relationship between project stakeholder management and project performance.

Table 4.13: Analysis of Variance Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.528	4	7.632	60.003	.000[b]
	Residual	17.934	141	.127		
	Total	48.463	145			

a. Dependent Variable: Project Performance
b. Predictors: (Constant), Stakeholder Monitoring and Evaluation, Stakeholder Communication, Stakeholder Engagement, Stakeholder Identification

4.8.3 Regression Coefficients

The regression coefficient for the model are as shown in Table 4.14. The Beta coefficients were used to expound on the extent to which the independent variables predicted the dependent variable. The following was the resultant model:

$$\mathbf{Y = 0.256 + 0.396X_1 + 0.253X_2 + 0.215X_3 + 0.208X_4}$$

The beta coefficients have been informed by the standardized regression coefficients.

As the results portray, stakeholder identification had a standardized coefficient of 0.396. This is an implication that stakeholder identification positively influenced performance of healthcare projects in Machakos County, where a unit change in project stakeholder identification would see an increase in project performance by 39.6%. The P-value for the variable was $0.000<0.05$ implying that stakeholder identification significantly influenced performance of healthcare projects.

The beta coefficient for project stakeholder communication was 0.253, an indication that a unit change in stakeholder communication would influence project performance by 25.3%. The P-

value of 0.000<0.05 is an indication that project stakeholder communication had a significant influence on performance of healthcare projects in Machakos County. The coefficient for project stakeholder engagement was 0.215 at a P-value of 0.001<0.05. This implies that stakeholder management as one of the aspects of project stakeholder management had a positive and significant influence on project performance. The results further revealed that the Beta coefficient for stakeholder monitoring and evaluation was 0.208 at a P-value of 0.000<0.05. This is an indication that stakeholder monitoring and evaluation positively and significantly influence performance of healthcare projects in Machakos County. The results compare with those of Zwikael (2022) who established that stakeholder management through stakeholder communication and stakeholder M&E significantly contributed to the effectiveness of project implementation and subsequent performance of the project. Further, a study by Alencar et al. (2021) had it that managing stakeholder through frequent engagement of core stakeholders and continued evaluation of stakeholders' contribution to projects was essential in steering eths success of projects.

Table 4.14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.256	.157		1.628	.106
Stakeholder Identification	.290	.050	.396	5.786	.000
Stakeholder Communication	.196	.052	.253	3.792	.000
Stakeholder Engagement	.172	.052	.215	3.300	.001
Stakeholder Monitoring & Evaluation	.188	.047	.208	3.974	.000

a. Dependent Variable: Project Performance

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter covers the summary of findings in regard to the influence of project stakeholder management practices on performance of healthcare projects in Machakos County. The chapter also covers the conclusions of the study based on the findings, as well as recommendations as informed by the conclusions. The suggestions of areas for further research are also covered in this chapter.

5.2 Summary of Findings

The study aimed at examining the effect of project stakeholder management on performance of healthcare projects in Machakos County, Kenya. Specifically, the study sought to examine the influence of project stakeholder identification on project performance, to assess the effect of stakeholder communication on performance of healthcare projects, to examine the influence of stakeholder engagement on performance of healthcare projects and to establish the influence of stakeholder monitoring and evaluation on performance of healthcare projects in Machakos County. The study collected data from a sample of 184 respondents, out of which 146 questionnaires were returned, signifying a response rate of 79.4%, which was perceived to be adequate for analysis. The demographic results portrayed diversity as far as background characteristics of the respondents were concerned.

5.2.1 Stakeholder Identification and Performance of Healthcare Projects

The first objective of the study was to examine the effect of project stakeholder identification on performance of healthcare projects in Machakos County, Kenya. The findings from the study revealed that most of the projects surveyed lacked a set framework for identifying stakeholders before the healthcare projects were initiated. This implies that from the onset, the projects lacked an effective approach for bringing stakeholder on board, a matter that would mean inadequate stakeholders being identified, thus ineffective management of the stakeholders. The findings further had it that most of the projects did not adequately recognize all the stakeholders that were likely to be affected by the projects. The project team did not also categorize stakeholders in their respective projects to ensure the stakeholders with the highest impact on project came first. This means that the stakeholders identified in these projects lacked the true picture of most affected stakeholders, a matter that would signify ineffectiveness in project stakeholder management. Most of the surveyed respondents indicated that their respective projects did not effectively analyse the identified stakeholders, neither did they prepare reports on the identified stakeholders for future references. These are some of the aspects that are recognized to stimulate project stakeholder identification and involvement in project activities. With such aspects not being effectively upheld in most of the projects, therefore, it is an indication that the identification of stakeholder may not be effective towards contributing to the project's success. This was confirmed in the regression analysis results where project stakeholder identification was found to significantly relate with the project performance of healthcare projects in Machakos County, an indication that the low embrace of project stakeholder identification is associated with the poor performance of the healthcare projects in the county.

5.2.2 Stakeholder Communication and Performance of Healthcare Projects

The study sought to determine the effect of project stakeholder communication on performance of healthcare projects in Machakos County, Kenya. The descriptive analysis of the results revealed that most of the participants were of the opinion that project stakeholder communication was not effectively upheld in their respective projects. It was established that most of the projects lacked set standards for communicating with the identified stakeholders. Moreover, most of the projects through their respective teams did not utilize the right channels to communicate with the identified stakeholders, an indication that the communication undertaken would not have been effective to reach to all the stakeholders. It was also established that the channels of communication used to communicate with the stakeholders in most of the projects were not diverse to ensure all the stakeholders are included and accommodated, and that there were no frequent communications between the project officials and the stakeholders on the progress of the project. These are some of the aspects that portray ineffective communication with project stakeholders, a matter that has significant negative impact on project success. The results further had it that most of the projects surveyed lacked continuous framework for consulting with the stakeholders, where information shared with the stakeholders was not adequate, neither was the feedback given to the stakeholders. With ineffective feedback and lack of committed communication to stakeholders, it implies that most of the projects were deprived of the inputs from stakeholders, thus negatively affecting their performance. The inferential results confirmed this whereby it was revealed that stakeholder communication had a significant influence on performance of healthcare projects in Machakos County, an indication that the poor performance of the projects was associated with ineffective embrace of stakeholder communication as one of the aspects of project stakeholder management.

5.2.3 Stakeholder Engagement and Performance of Healthcare Projects

The third objective of the study was to assess the effect of project stakeholder engagement on performance of healthcare projects in Machakos County, Kenya. The findings from the study revealed that stakeholder engagement had a significant influence on the performance of healthcare projects in Machakos County. The respondents expounded that there were no frequent forums to engage stakeholders in their respective projects, where such forums were not upheld or emphasized by the project management team. It was evident that most projects lacked active and frequent consultations with the stakeholders before critical decisions on the projects were made, despite this being termed as a major move to ensure that project stakeholder contribute effectively to the success of the projects. The results further had it that most projects did not organize meetings to have a one-on-one interaction with the project stakeholders, neither did the project team effectively respond to queries and concerns by the project stakeholders. Project stakeholders are integral in supporting the projects' success, thus their queries mean a lot as far as the success of the projects is concerned. The results revealed that engagement of stakeholder in most of the surveyed healthcare projects was minimal, where most projects did not even consider or collect opinions from the stakeholders, neither did they make follow-ups with the stakeholders to ensure they were satisfied with the projects' progress. This is a justification that the ineffective embrace of project stakeholder engagement is associated with the poor performance of healthcare projects in the County.

5.2.4 Stakeholder Monitoring and Evaluation and Performance of Healthcare Projects

The last objective of the study was to examine the effect of project stakeholder monitoring and evaluation on performance of healthcare projects in Machakos County, Kenya. The results

obtained from the study revealed that the County did not have a framework for monitoring and evaluating project stakeholders despite such a framework being integral in enhancing monitoring of the stakeholder to ensure their continued participation in the projects' implementation process. It was further established that conflicts arising between the project team and the stakeholders were not effectively solved before they escalate to affect project success, a matter that could derail the project's implementation due to growing rift better the stakeholders and project team. The projects also lacked frameworks to mediate and resolve conflicts between the project team and the stakeholders. The projects also lacked avenues and effective approaches for managing risks that occur as a result of associating with the stakeholders. Without proper mechanisms of managing risks that arise as a result of stakeholders' inclusion in the project, it means that any undoing by the stakeholders would see the projects fail to achieve their intended purpose. Most of the projects surveyed were found not to effectively uphold frequent assessment of their stakeholders' contribution to effectiveness of the projects, despite this being an integral projects of ensuring that stakeholders' contribution to project success is monitoring and enhanced as the project's implementation continues. The results further revealed that project stakeholder monitoring and evaluation had a significant influence on project performance, an indication that the continued decline of healthcare projects in the county would be tied to the ineffective monitoring and evaluation of the stakeholders.

5.3 Conclusion of the Study

The study concluded that stakeholder identification as one of project stakeholder management practices had a significant influence on performance of healthcare projects in Machakos County. The results from the study were evident that stakeholder identification through recognition of project stakeholders, as well as analysis and documentation of the stakeholders was not effectively

upheld in most of the surveyed healthcare projects. This is an indication that the poor performance of healthcare projects in Machakos County was significantly associated with ineffective identification of the stakeholders.

The study further concluded that stakeholder's communication had a significant influence on performance of healthcare projects in Machakos County. The study revealed that most projects through their respective teams did not effectively uphold diverse communication channels to share information with the stakeholders, neither did they communicate with the stakeholders frequently nor uphold diverse platforms for information sharing. This is an indication that communication with the stakeholders was ineffective, thus the poor performance of the healthcare projects.

The study also concluded that project stakeholder engagement had a significant influence on performance of healthcare projects in Machakos County. The engagement of project stakeholders through consultations on decision-making shared forums and engagement in budgeting process was not adequately undertaken in most of the surveyed healthcare projects in the County. This is an indication that the declining performance of most of the surveyed healthcare projects in Machakos County was directly associated with ineffective engagement of the stakeholders.

On stakeholder monitoring and evaluation, the study concluded that there was a significant association between project stakeholder monitoring and evaluation and performance of healthcare projects in Machakos County. As evident from the obtained results, most projects lacked avenues for resolving conflicts with the stakeholders, and that the management of risks associated with the stakeholders' inclusion in the projects was also not effectively upheld. This justifies the conclusion that the continued decline in performance of the healthcare projects was associated with ineffective monitoring and evaluation of the stakeholders.

5.4 Recommendations of the Study

The study recommends that there is need for project managers and other initiators of healthcare projects in Machakos County to uphold identification of key stakeholders who are associated with the projects either directly or indirectly in order to establish their needs and how to best involve them in the implementation of the projects.

The project managers have a duty to ensure effective communication with identified stakeholders as way of ensuring the opinions and views of stakeholders are sought within the course of the project implementation. This way, the stakeholders will feel part of the project and dedicate their support to the projects. Adopting diverse communication channels and offering feedback and efficient information sharing would be integral in steering effective stakeholder involvement of better project success.

The study recommends that project managers in healthcare projects in Machakos County ought to engage the identified stakeholders frequently to ensure the stakeholders contribute directly to the success of the projects. The project managers ought to carry out stakeholder consultation forums and frequent meetings to engage with stakeholders and ensure they are actively contributing to the progress of the projects.

Project managers as the custodians of most of the decision-making in the projects have a duty to continually monitor the involvement of stakeholders through frequent analysis of the contributions made by the stakeholder to the projects. This will ensure that the stakeholders are being valuable to the project, while promoting their continued support for effective implementation of the projects.

5.5 Recommendations of Areas for Further Research

The study focused on project stakeholder management and how this influenced performance of healthcare projects in Machakos County. It is recommended that other studies focuses on other aspects affective performance of healthcare projects in the County, apart from stakeholder management.

The study addressed the need for stakeholder management in healthcare projects in Machakos County. It is therefore recommended that a different study should focus on other devolved projects apart from the healthcare projects, as it is evident that most devolved projects including healthcare have not seen a significant improvement despite the significant investment made on devolution.

The study was based in Machakos County. However, other counties too are facing healthcare challenges orchestrated by ineffective performance of healthcare projects. It is therefore recommended that a different study focuses other counties to establish the status of stakeholder management and performance of healthcare in those counties.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir / Madam

I am a Master's candidate at Kenyatta University. As part of my academic program, I am conducting a study on **"Project Stakeholder Management and Performance of Universal Health Coverage Projects in Machkos County, Kenya"**. Your identification as a potential respondent to this study has been made. Please use your best judgment when responding to each question. Your involvement in responding to these questions is really appreciated. Your responses are 100% private and confidential.

Yours Faithfully,

Agnes N.

Appendix II: Questionnaire

Section A: Demographic Information

1. Which hospital do you work for in Machakos County?
   Machakos Level 5 Hospital [ ]
   Kathiani Level 4 Hospital [ ]
   Mwala Level 4 Hospital [ ]
   Matuu Level 4 Hospital [ ]
   Kangundo Level 4 Hospital [ ]
2. What position do you currently hold in the Hospital
   ……..
3. Number of years you have worked in your current position?
   Below 1 year [ ] 1 – 3 years [ ] 4 – 6 Years [ ]
   7 – 10 Years [ ] Above 10 Years [ ]
4. How many healthcare projects have been undertaken in your respective hospital in the past two years?
   Below 5 [ ] 5 – 10 [ ] 11 – 15 Years [ ] [ ] Above 15 [ ]
5. Have you ever been in charge of any healthcare projects in the county?
   Yes [ ] No [ ]

Section B: Stakeholder Identification

Tick whether you concur or not concur with statements hereunder regarding identification of stakeholders in the healthcare projects in Machakos County. Use a Likert's scale ranging from l to 5 whereby; l will represent a strong divergence, two will imply a mere divergence, three will mean neither concur or not concur, four will be in concurrence, and five will imply high concurrence.

Statement	**5**	**4**	**3**	**2**	**1**

1. There is a set framework for identifying stakeholders before the healthcare projects are initiated					
2. The project team recognizes all the stakeholders who are likely to be affected by the projects					
3. The project team ensures the stakeholders are categorized based on their level of interaction with the project					
4. The stakeholders are analysed to establish the level at which they are affected or interrelated with the project					
5. There are reports documented to show the details of the identified stakeholders					
6. Possible stakeholders are informed of the impending identification process for it to be inclusive					
7. The documentation of stakeholders is shared with the relevant authorities					
8. The level of stakeholder identification in our projects has been instrumental in enhancing the success of the projects					

How would you comment on the effectiveness of stakeholder identification process and how it has contributed to the performance of healthcare projects in the county?

……

……

……

……..

Section C: Stakeholder Communication

Tick whether you concur or not concur with statements hereunder regarding identification of stakeholders in the healthcare projects in Machakos County. Use a Likert's scale ranging from l to 5 whereby; l will represent a strong divergence, two will imply a mere divergence, three will mean neither concur or not concur, four will be in concurrence, and five will imply high concurrence.

Statement	**5**	**4**	**3**	**2**	**1**
1. The projects have a set standard of communicating with the identified stakeholders					
2. Our healthcare projects through the responsible project team utilizes the right channels to communicate with the identified stakeholders					
3. The channels of communication used to communicate with the stakeholders are diverse to ensure all the stakeholders are included and accommodated					

4. There are frequent communications between the project officials and the stakeholders on the progress of the project					
5. The communication is driven by both the project team and the stakeholders for a two-way traffic					
6. The information shared to the stakeholders is adequate and appropriate to address their concerns and enhance the success of the projects					
7. There is a feedback mechanism where the stakeholders are timely given any feedback required by the project team					

How would you comment on the effectiveness of stakeholder communication and how it has contributed to the performance of healthcare projects in the county?

……

……

……

……..

Section D: Stakeholder Engagement

Tick whether you concur or not concur with statements hereunder regarding identification of stakeholders in the healthcare projects in Machakos County. Use a Likert's scale ranging from l to

5 whereby; l will represent a strong divergence, two will imply a mere divergence, three will mean neither concur or not concur, four will be in concurrence, and five will imply high concurrence.

Statement	**5**	**4**	**3**	**2**	**1**
1. The project management in our county's healthcare projects organizes forums with the key stakeholders to discuss the progress of the projects					
2. The forums to engage stakeholders are frequently organized to ensure the stakeholders have full access of the projects' progress					
3. There are consultations with the stakeholders before critical decisions on the projects are made					
4. The project team organizes meetings with aggrieved stakeholders to ensure that their grievances are addressed					
5. The views and opinions of the stakeholders are considered when making project decisions					
6. The stakeholders are consulted in the budget making process to ensure there is accountability in utilizing the project resources					

7. Stakeholders' complaints on the projects are keenly followed-up and addressed accordingly					
8. The project management team in the county's healthcare projects has shown goodwill to continue engaging the project stakeholders					

How would you comment on the effectiveness of stakeholder engagement process and how it has contributed to the performance of healthcare projects in the county?

……

……

……

……..

Section E: Stakeholder Monitoring and Evaluation

Tick whether you concur or not concur with statements hereunder regarding identification of stakeholders in the healthcare projects in Machakos County. Use a Likert's scale ranging from l to 5 whereby; l will represent a strong divergence, two will imply a mere divergence, three will mean neither concur or not concur, four will be in concurrence, and five will imply high concurrence.

Statement	**5**	**4**	**3**	**2**	**1**
1. The county has a framework for monitoring and evaluating project stakeholders					

2. Any arising conflicts between the project team and the stakeholders are effectively solved before they escalate to affect project success					
3. There are set frameworks to mediate and resolve conflicts between the project team and the stakeholders					
4. The project management has a set approach of managing risks that occur as a result of associating with the stakeholders					
5. The stakeholders' contribution to the project is reviewed from time to time to ensure the intended purpose is met					
6. Stakeholders are frequently assessed to establish their level of satisfaction based on their expectations on the projects					
7. Feedback is continually given to the stakeholders whenever they raise concerns or require clarifications					
8. Reports on stakeholders' contribution to the project are prepared after every project to ensure continued learning and improvement					

9. As a result of stakeholder monitoring and evaluation there has been a continuous improvement of county's healthcare project					

How would you comment on the effectiveness of stakeholder monitoring and evaluation and how it has contributed to the performance of healthcare projects in the county?

……

……

……

……..

Section F: Project Performance

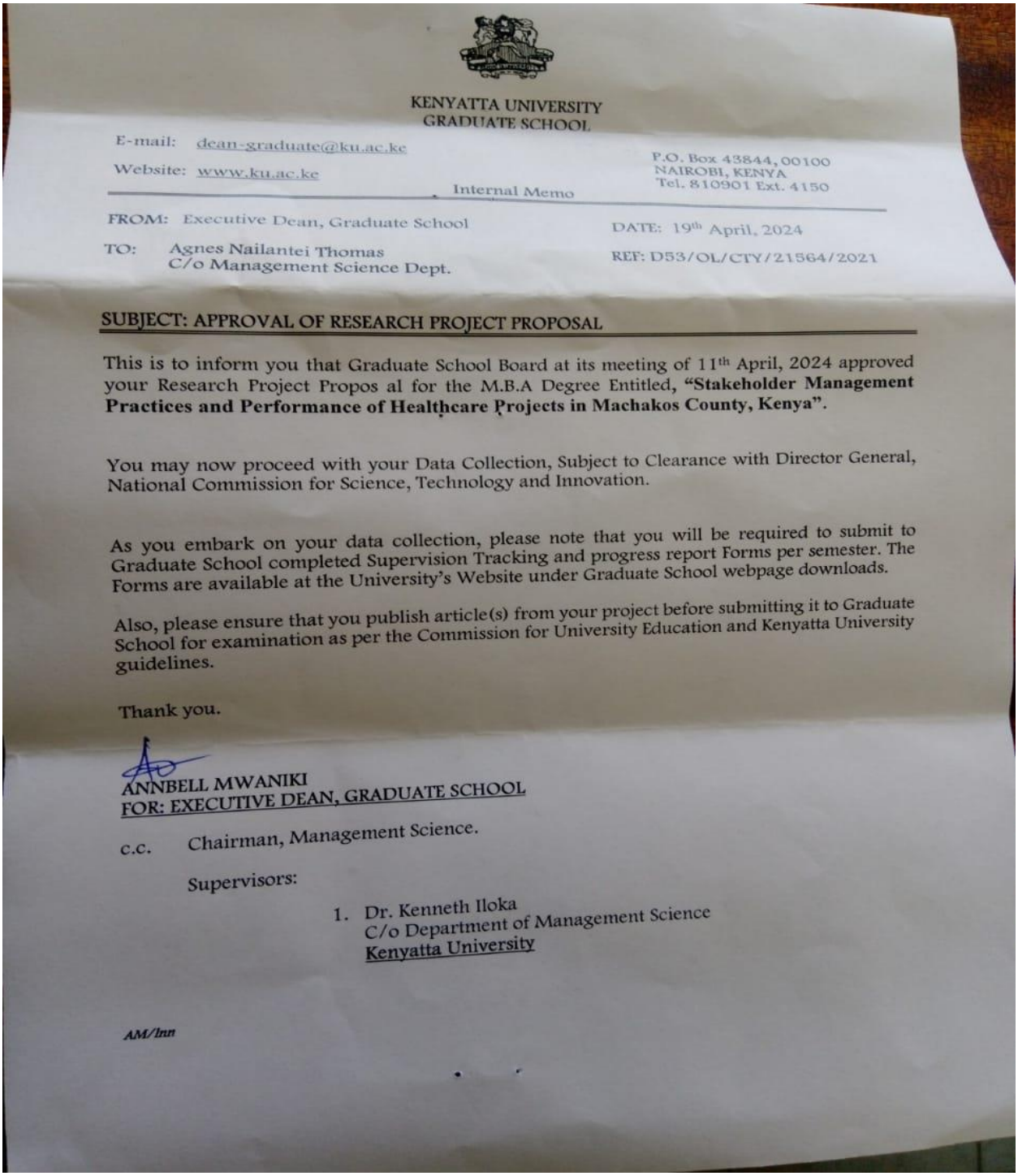
Tick whether you concur or not concur with statements hereunder regarding identification of stakeholders in the healthcare projects in Machakos County. Use a Likert's scale ranging from l to 5 whereby; l will represent a strong divergence, two will imply a mere divergence, three will mean neither concur or not concur, four will be in concurrence, and five will imply high concurrence.

Statement	**5**	**4**	**3**	**2**	**1**
1. The county has seen an increase in the number of people accessing quality healthcare for the past five years					

2. There are fewer complaints on the status of the County's healthcare among the residents					
3. There are fewer incidences of inadequate medical supplies such as drugs in the county's' hospitals					
4. The county hospitals can now offer more healthcare services than they were doing before					
5. The healthcare in our county hospitals is more affordable than it were in the past five years					
6. The incidences of people being unable to clear hospital bills in the county have reduced					
7. More people in the county are active members of the National Health insurance					
8. Healthcare projects in the county are now taking lesser time to be completed					
9. Most of the healthcare projects in the county are completed within the initial budget					

How would you comment on the general performance of healthcare projects in the county?
……
……
……
……..

Appendix III: Approval of Research Proposal



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Internal Memo

FROM: Executive Dean, Graduate School

DATE: 19th April, 2024

TO: Agnes Nailantei Thomas
C/o Management Science Dept.

REF: D53/OL/CTY/21564/2021

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11th April, 2024 approved your Research Project Propos al for the M.B.A Degree Entitled, **"Stakeholder Management Practices and Performance of Healthcare Projects in Machakos County, Kenya".**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

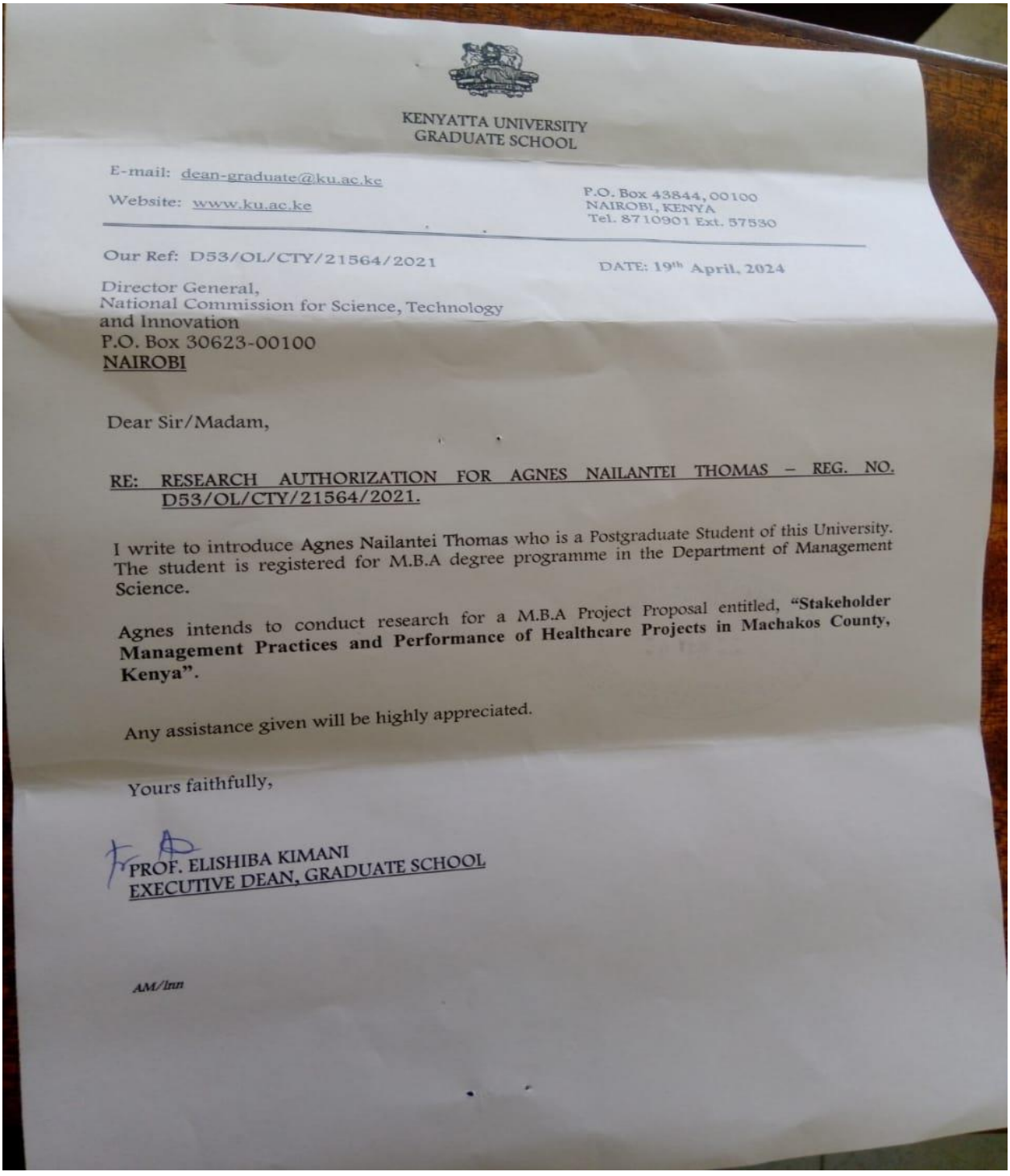
c.c. Chairman, Management Science.

Supervisors:

1. Dr. Kenneth Iloka
   C/o Department of Management Science
   Kenyatta University

AM/lnn

Appendix IV: Research Authorization by KU Graduate School



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/21564/2021

DATE: 19th April, 2024

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR AGNES NAILANTEI THOMAS – REG. NO. D53/OL/CTY/21564/2021.

I write to introduce Agnes Nailantei Thomas who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Management Science.

Agnes intends to conduct research for a M.B.A Project Proposal entitled, **"Stakeholder Management Practices and Performance of Healthcare Projects in Machakos County, Kenya".**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/lnn

Appendix V: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **822679**

Date of Issue: **22/May/2024**

RESEARCH LICENSE

This is to Certify that Ms.. AGNES THOMAS NAILENTEI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Machakos on the topic: Stakeholder Management Practices and Performance of Healthcare Projects in Machakos County, Kenya for the period ending : 22/May/2025.

License No: **NACOSTI/P/24/35490**

822679

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions