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

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ABSTRACT

This study examined the effect of stakeholder management on the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. Specifically, the study aimed to research how stakeholder identification, participation, communication, and stakeholder monitoring impacted the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. The research utilized a descriptive research design. The target population for the study was 47 projects. The respondents consisted of 47 project managers and 47 program officers. Data were obtained through a descriptive research design. Questionnaires were administered to respondents. The data obtained were cleaned and analyzed using descriptive statistics and inferential statistics. Conclusions and recommendations were drawn from the results of the analysis. All ethical standards were maintained to ensure the reliability of findings. Generally, there was a positive perception, with stakeholders expressing confidence, enthusiasm, and optimism. High levels of stakeholder involvement in project planning, common understanding, contribution, training, and positive outcomes. High agreement on plan, clear channels, timely communication, feedback mechanism, and positive impact. There was a strong positive correlation between identification, participation, communication, monitoring, and project performance. Significant positive correlations suggest that improving these factors may positively impact project performance. The comprehensive analysis of stakeholder dynamics in NGO-supported healthcare projects underscores the multifaceted nature of project success. Stakeholder identification, participation, and monitoring emerge as critical components contributing significantly to project performance. While communication shows a positive correlation, its direct impact may require a better understanding and tailored strategies. NGOs operating in Nairobi City County are encouraged to leverage these findings to refine their stakeholder engagement strategies, emphasizing identification, active participation, and effective monitoring to maximize the positive impact of healthcare projects in the region.

Key Words: *Stakeholder Identification, Participation, Communication, Stakeholder Monitoring*

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INTRODUCTION

Globally, there has been various Non-Governmental Organizations NGO that carryout various projects across various sectors. The effectiveness of health infrastructure projects implemented by devolved units has been a significant issue in several countries globally (Zakayo, 2021). The outcomes of these projects have varied across different nations. In Italy, Fazekas and Toth (2018) highlight the significance of devolved health care projects. The effective management of health care infrastructure projects have been hindered by several difficulties related to resources, stakeholder management and project planning (Chen, *et al.,* 2022). In addition to variations in management of stakeholders for health infrastructure projects across different countries and regions, European countries have considered health care construction projects to be key to their economic development. Countries like England, Germany, France, Portugal and Spain have emphasized on stakeholder management in attempt to increase the performance of various health care construction projects in their countries (Chen, Liu, & Lee, 2022). According to Standish Group (2019) less than 25% of health care projects in the USA sponsored by NGOs were successful, and over 76% were either challenged or failed due to ineffective management of stakeholders. Therefore, stakeholder management has been key in project performance in healthcare projects across the European nations.

The presence of many devolved administrations in Czech Republic has led to a situation where more than 15% of healthcare construction projects are confronted with challenges pertaining completion time, quality, budget and cost overruns (Pinha & Ahluwalia, 2019). Nevertheless, there has been considerate development in stakeholder identification, stakeholder participation, stakeholder communication and stakeholder monitoring which have contributed to performance of various healthcare construction projects in the years 2019 to 2022. The enhancement of healthcare infrastructure has seen a notable boost in Czech, Singapore and Russia due to enhancement of the stakeholder management across these countries (Sushma, Bhavya, Rajeeva, & Narayan, 2018). It is therefore evident that stakeholder identification, stakeholder participation, stakeholder communication and stakeholder monitoring have been key to various health construction projects across regions and countries.

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

In the African region NGOs have executed several Health care projects and have also faced various challenges that hampered the smooth execution of some of the projects. However, the issue of health care project delays and completion rates are present in Nigeria. The decentralization of Health infrastructure led to project cost overruns, which had the knock-on effect of raising project completion costs relative to initial budgets (Omoregie & Radford, 2018). Seven of every ten health care projects in Nigeria, have experienced delays due to allocation resources, ineffective time

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management and quality management. Stakeholder identification, stakeholder participation, stakeholder communication and stakeholder monitoring have increased significantly as a result of various reforms (Tsekpo & Hudson, 2020), but healthcare projects have been left behind in their comfort zones of development, causing imbalances in regional project developments that are linked to insufficient finances (Besançon *et al.* 2022).

In East Africa, for instance in Uganda, the health care sector is full of projects that were completed with significant cost, scope, and time deviations, for instance Hima-Katunguru health care projects with cost overran of Ushs 322 billion (US 87,278million) (Mwelu *et al.,*2019). Most health care projects are eventually completed more or less to specification, although they are seldom on time and within budget. When a health care project is not completed according to the initial time plan, a delay occurs and increases project cost which causes poor project outcomes and service delivery to project beneficiaries. Mkutano, (2018) observed that in Tanzania and Uganda, there are almost 500 NGOs, and Kenya has a similar number. But over 35% of the numerous NGOs' projects fail in the beginning. The collection of effective variables and their explanation of how they relate to one another received greater attention than the grouping of individual components that determine the performance of projects. It even gets worse as some of the projects embarked upon either end up being abandoned or even when completed fails to meet the desired standard (Njeri & Were, 2017).

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

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

These NGOs have executed various projects across the years. According to Center for Disease Control (2022) various health care projects in Nairobi City County have faced delay in timely delivery, experienced huge costs and quality delivered on the projects is low. For instance; Mental Health Project Imarisha Maisha, TB Reach Wave 9 project, Leading in Health System Strengthening Course Projects, AMREF Nutrition Mapping and Integration Project, Prevention, Management & Control of Infectious Diseases in Kenya Projects, Human Resources for Health (HRH) Kenya Mechanism, Projects, Youth in Action Project, eCampus Project, Connect Program-CIHEB, PAMANECH, Kibera Reach 90 project, Lea Mimba Project, Afya Uzazi, Project Ezesha_99DOTs, Track project, Dream connect, Upgrade the Riruta Health Centre, Upgrade the Dandora Health Centre, Upgrade the Karen Health Centre, Upgrade the

Mathare North Health Centre, Upgrade the Mukuru Kwa Njenga Health Centre Upgrade the Embakasi Health Centre, Upgrade the Mama Lucy hospital, Upgrade the Mbagathi hospital/mortuary, install security cameras around the health facilites in Stahere, Complete the Mbagathi hospital incinerator, upgrade the Mutuini hospital to level 5 hospital in Dagoreti South and upgrade Pumwani to a woman and baby hospital have failed to meet stakeholders expectations in quality, timely delivery and cost (PEPFAR, 2022). Similarly, these NGOs have encountered various challenges that could be mitigated with the application of certain strategic practices that include stakeholder management. Therefore, this study aims to determine the effect of stakeholder management on performance of health care projects supported by NGOs in Nairobi City County.

Statement of the Problem

Various development partners and non-governmental organizations support Nairobi City County in improving health care service delivery through community and facility level projects, in improving health information system, in strengthening health leadership and management, and addressing gaps in the health workforce and health infrastructure. The total contribution from partners and NGOs remains difficult owing to inadequate coordination of resource flows, quality of work delivered to beneficiaries and the fact that most of the contribution is indirect (USAID, 2021). Majority of the Health care projects in Nairobi City County partially or fully supported by Non-governmental organizations (NGOs) have reported unexpected incurred costs and cost overrun. For instance; Mutuini hospital upgrade budgeted cost of 150M with actual costs 174M recording 116% cost overrun, Mbagathi upgrade estimated costs of Kshs. 124M actual costs incurred was 146M recording 118% budget overrun, and Pumwani upgrade cost was estimated Kshs. 80M with actual cost of 117.5M recording 147% cost overrun (CDC, 2023).

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

A report by USAID (2023) indicated that many NGOs especially those in the health sector face challenges in managing their stakeholders effectively, which can impact the success of their projects. While some of the project that are initiated get to be completed in a timely manner and according to specification some others experience either delays, don't get to be completed at all or if completed fall below standard. Also Odhiambo and Njuguna (2021) reported that Kenyan NGOs deal with a number of management issues, including those related to budgeting, hiring, and overall operational administration of the organization. Effectively managing connections with other parties, such as those with businesses, government agencies, non-profits, and the communities they serve, is another problem they encounter and these challenges significantly impacts their project performance.

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

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

Objectives of the Study

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

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

The research responded to the following questions

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

LITERATURE REVIEW

Theoretical Literature Review

Theory of Constraints

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

The limitation for this system is a constraint which prevents the system from its efforts of achieving organizational goals (Noreen, Smith, & Mackey, 2008). Theory of constraints is applicable in this study since the planning, scheduling, allocation and monitoring of project resources are constraints that face project teams when carrying out health care infrastructure projects. The best way to handle such kind of a problem is to find ways of countering these challenges to remove barriers in implementing health care projects (Ruhl, 2011). Stakeholder management is an important aspect in executing health care projects and should be

undertaken in an effective manner in order to improve success of these endeavors. Among the impediments affecting success of projects are time constraints, financial constraints and quality issues that are poorly allocated to project tasks. These limitations highly contribute to failure of project completion resulting into inefficiencies and delays which might result in increased costs of projects.

Stakeholder Theory

Stakeholder theory is frequently attributed to Freeman as its originator in the 1980s. The organizational management as well as corporate ethics theory, a concept of dealing with ethics and principles in administering a company was initially explained by Freeman (1984) in which he highlighted the movement from the simple business structure termed "production view" whereby ownership and management could be the same person or members of family to a more complex structure which he called "managerial view" whereby the management and ownership are separate hence the need for especially the manager to adopted a different approach to issues factoring the interest of the owner or stakeholders and employees or He/she could guarantee his/her demise. This situation has forced a conceptual shift from the previous static theories that explain management.

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

Systems Theory

Systems theory origin is believed to be from von Bertalanffy's work in the 1960s. The work by von Bertalanffy offered a framework that enables users to employ theories from several fields to examine the intricate structure of interpersonal interactions in a social setting (Luhmann, Baecker & Gilgen, 2013). The theory highlights how various systems in nature and society are interconnected and dependent on one another (Bertalanffy, 1968). Furthermore, Systems are made up of interdependent parts, which means that they are interrelated and have an impact on one another. Modifications made to a particular section of the system might also affect other sections of the system. Frequently, alterations in the system happen due to various factors, both within and outside the system. They possess the capacity to maintain homeostasis and stability in the face of shifting conditions. By disassembling systems into their constituent elements and examining the relationships and interactions between them, systems can be studied and understood. Computer modeling can be used to study the consequences of changes in various system components and replicate the behavior of complex systems (Forrester, 1997).

To expound on complex systems that encompass the individual-in-surroundings, one approach employed is systems theory (Anderson, Carter & Lowe 1999). Moreover, the theory of systems empowers us to understand the constituents and

kinetics of customer systems for scrutinizing complications and devising well-proportioned intervention tactics to ameliorate the compatibility between individuals and their environment.

Empirical Literature Review

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

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

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

Nguyen, Mohamed and Mostafa (2021) did a research in which the links between Stakeholder participation and project performance in complicated and non-Complex Project environments were empirically investigated in this study. The conceptual model for the study was developed using a thorough literature review. In order to measure the connection between SE and project performance within the context of CPs, the study defined 22 parameters. To gather information for quantifying the correlations, a literature study

was followed by a questionnaire survey. Project managers in various locations submitted 144 responses. The response data underwent analysis using structural equation modeling. The measurements model was assessed using confirmatory factor analysis. When applied to intricate projects, stakeholder involvement was found to have a favorable and noteworthy influence on qualitative project performance, despite having an unfavorable effect on quantitative project performance. Stakeholder engagement has a favorable impact on the quality of non-complex project performance as well. Furthermore, Stakeholder Engagement has a detrimental impact on schedule performance in the setting of Complex Projects

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

Retta (2021) investigated how stakeholder communication affects the success of German Society for International Cooperation (GIZ) projects in Ethiopia. Within the 152 stakeholder target population, twelve GIZ-QEP activities were represented. The stratified random sample method was applied, with both internal and external project stakeholders represented in each stratum. A questionnaire was made which provided the primary data, and it was administered to 122 respondents. Pilot tests were conducted on the instrument to determine its validity. Using SPSS version 25, the gathered data were statistically examined, yielding descriptive and inferential statistical findings. The results indicate a noteworthy correlation between efficient stakeholder correspondence and triumph in projects. The focus of the study on Ethiopia limits the applicability of the findings elsewhere hence living a research gap. This study focused on Nairobi County Kenya.

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

In Ghana, a research by Sulemana *et al*. (2018) investigated how stakeholder monitoring affects performance of road construction projects. A case study research design guided their study that had a mock-up population of one hundred and ninety-six respondents. The discoveries showed how participatory M&E was high among district assembly members and municipal planning and coordinating unit associates, but very low at the community and zonal council levels. According to respondents, this state negatively impacted on project sustainability, accountability and transparency. The gap created in this study is that it

was done in different geographical setting than the current study and they failed to link PM&E on performance of projects.

Conceptual Framework

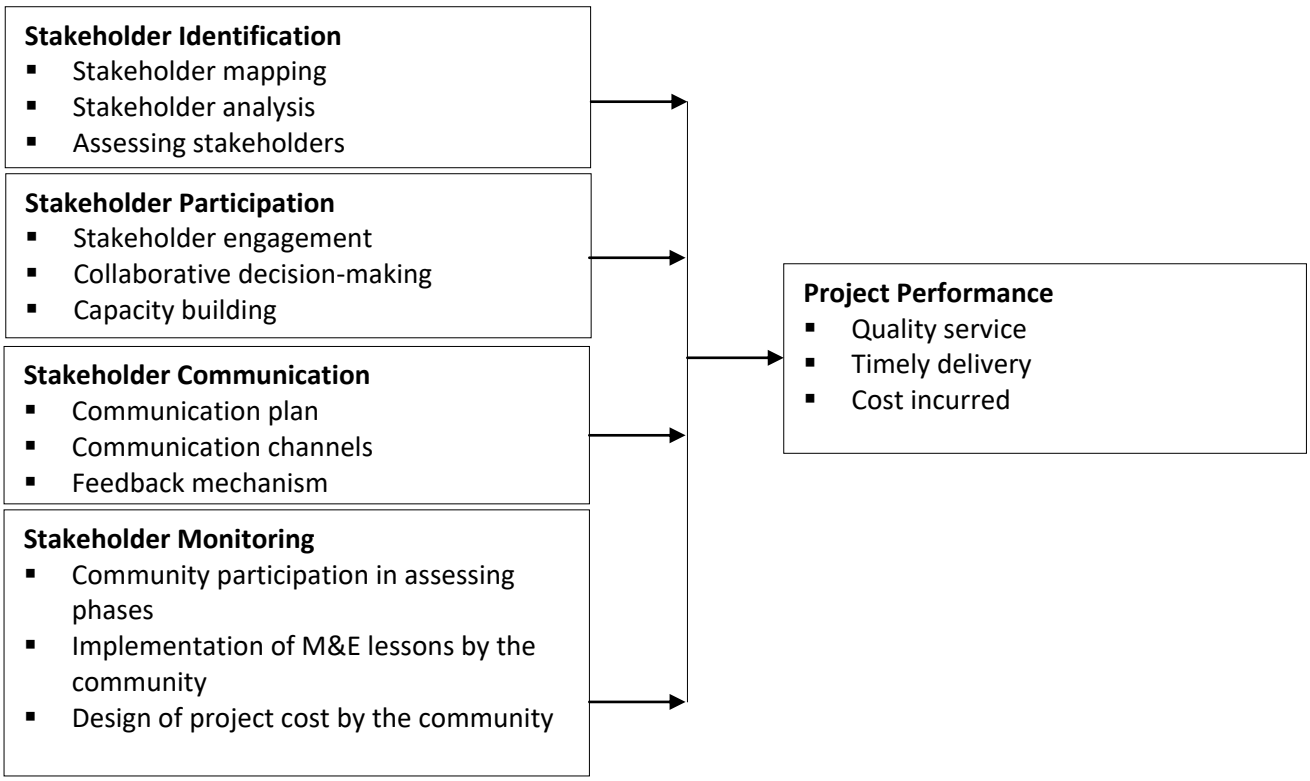

Figure 1: Conceptual Framework

Source: Researcher (2024)

METHODOLOGY

A descriptive research design was chosen because of the nature of the study which aims to analyze and give a description of how stakeholder management impacts performance of health care based NGOs projects in Nairobi City County. The study targeted 47 NGOs supported heath care projects in Nairobi City County. The unit of analysis was the 47 healthcare projects. The respondent's w the 47 project managers and 47 program officers for each of the 47 projects making a total respondent of 94. A primary data collection method was utilized for this study. The data was gathered using a structured questionnaire and analyzed using descriptive and inferential statistical technique. The pilot study carried out in Nairobi City County, Kenya and targeted the 9 key respondents in various projects. The researcher excluded the nine (9) from the main study. Cronbach Alpha score of 0.7 was also used as the threshold. Descriptive statistics, inferential statistics, data visualization, report authoring, and suggestions for respondents was used in the study's data analysis and presentation.

FINDINGS AND DICUSSIONS

Descriptive Analysis

Stakeholder Identification and Project Performance

Table 1: presents data on stakeholder identification and project performance, collected through a Likert scale. The table includes the mean and standard deviation for various statements related to stakeholders' attitudes and their impact on project performance.

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Table 1: Stakeholder Identification and Project Performance

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

Source: Field Data (2023)

The findings from Table 1: which focuses on stakeholder identification and its influence on project performance, reveal several noteworthy insights. Firstly, the mean score of 3.0366, accompanied by a standard deviation of 0.57618, suggests a moderate level of agreement regarding the existence of a plan for stakeholder identification. The subsequent aspect, capturing stakeholder expectations, demonstrates a robust consensus (mean = 3.9268) with a low standard deviation of 0.40917, indicating a consistent perception among respondents that stakeholder expectations are effectively captured. Additionally, stakeholders being considered before project initiation received a positive mean score of 3.8537, coupled with a low standard deviation of 0.35562, emphasizing a widely shared view on the importance of this practice. Similarly, the assessment of stakeholders before projects, with a mean of 3.8902 and a standard deviation of 0.41592, further supports the notion that stakeholders are routinely evaluated prior to project commencement. The table also highlights a positive impact of stakeholder identification on project performance, as reflected in a mean score of 3.8537 and a standard deviation of 0.35562. Finally, the aggregate score of 3.7122, along with a standard deviation of 0.42250, provides an overall moderate assessment, signaling a generally favorable perception of the relationship between stakeholder identification practices and project performance. While there is consensus on the positive impact, the moderate aggregate score suggests potential areas for improvement or differing opinions within the surveyed participants.

Stakeholder Participation and Project Performance

Table 2: provides data on stakeholder participation and its impact on project performance, collected through a Likert scale.

Table 2: Stakeholder Participation and Project Performance

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

Source: Field Data (2024)

The respondents, on average, scored around 2: indicating a high level of stakeholder involvement in project planning. The moderate standard deviation suggests some variability in individual responses, but the overall agreement is relatively strong. The respondents, on average, scored around 4.11, indicating a high level of agreement that stakeholders share a common understanding of the

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project. The standard deviation, while moderate, suggests some variability in opinions among respondents. The respondents, on average, scored around 4.56, indicating a high level of agreement that stakeholders actively contribute to the project process. The low standard deviation suggests a consistent agreement among respondents. The respondents, on average, scored around 4.54, indicating a high level of agreement that stakeholders are adequately trained on the basics of the project. The low standard deviation suggests a consistent agreement among respondents. The respondents, on average, scored around 4.54, indicating a high level of agreement that stakeholder participation has resulted in positive outcomes. The low standard deviation suggests a consistent agreement among respondents. The aggregate score, representing an overall assessment of stakeholder participation and project performance, is 4.37. The standard deviation suggests some variability in the respondents' overall perceptions, but it is within a moderate range.

Stakeholder Communication and Project Performance

Table 3: presents data on stakeholder communication and its relationship with project performance, gathered through a Likert scale.

Table 3: Stakeholder Communication and Project Performance

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

Source; Field Data (2023)

The respondents, on average, scored around 4.54, indicating a high level of agreement that the management has a plan to communicate with stakeholders. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.50, indicating a high level of agreement that there are clear channels of communication with stakeholders. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.54, indicating a high level of agreement that communication with stakeholders is timely. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.50, indicating a high level of agreement that there is a clear feedback mechanism between management and stakeholders. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.49, indicating a high level of agreement that communication has a positive impact on project performance. The standard deviation is moderate, suggesting some variability in individual responses. The aggregate score, representing an overall assessment of stakeholder communication and project performance, is 4.51. The standard deviation suggests some variability in the respondents' overall perceptions, but it is within a moderate range.

Stakeholder Monitoring and Project Performance

Table 4: provides data on stakeholder monitoring and its association with project performance, collected through a Likert scale.

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Table 4: Stakeholder Monitoring and Project Performance

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

Source: Field Data (2023)

The respondents, on average, scored around 4.43, indicating a high level of agreement that the community participated in assessing project performance. The higher standard deviation suggests some variability in individual responses. The respondents, on average, scored around 4.46, indicating a high level of agreement that the community has implemented best practices of Monitoring and Evaluation (M&E) in their health care projects. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.54, indicating a high level of agreement that benefits from the project are enjoyed by most community members. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.61, indicating a high level of agreement that lessons learned from assessing projects have been implemented. The standard deviation is relatively low, suggesting consistent agreement among respondents. The respondents, on average, scored around 4.45, indicating a high level of agreement that the community has been involved in the audit of the finances from the project. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.55, indicating a high level of agreement that the participation of the community in monitoring and evaluation enhances the performance of community-based water projects. The standard deviation is moderate, suggesting some variability in individual responses. The respondents, on average, scored around 4.59, indicating a high level of agreement that the community has been made aware of the tools used in monitoring and evaluation. The standard deviation is moderate, suggesting some variability in individual responses.

The respondents, on average, scored around 4.54, indicating a high level of agreement that there has been constant evaluation of community project procedures and management. The standard deviation is moderate, suggesting some variability in individual responses. The aggregate score, representing an overall assessment of stakeholder monitoring and project performance, is 4.52. The standard deviation suggests some variability in the respondents' overall perceptions, but it is within a moderate range.

Project Performance

The data presented in Table 5: provides information about project performance, with mean and standard deviation values for different aspects related to project management.

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Table 5: Project Performance

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

Source: Field Data (2024)

The finding on proper utilization of project resources (Mean = 3.0306, Std. Deviation = 0.50018): The mean score suggests a moderate level of agreement that there is proper utilization of project resources. The relatively low standard deviation indicated that responses were clustered around the mean, implying a general consensus among respondents. Projects implemented and completed within expected timeframe and budget (Mean = 3.0987, Std. Deviation = 0.40917): The mean score indicates a slightly higher level of agreement that projects are implemented and completed within the expected timeframe and budget. The low standard deviation implies a relatively tight distribution of responses, indicating consistency in perceptions among respondents. Concluded projects meeting required scope and quality standards (Mean = 2.8537, Std. Deviation = 0.45562): The mean score is lower compared to the previous aspects, suggesting a lower level of agreement that concluded projects meet the required scope and quality standards. The standard deviation indicates some variability in responses, suggesting a less consistent view among respondents.

Inferential Analysis

Correlation Analysis

Table 6: presents correlation coefficients between different variables, providing insights into the relationships among identification, participation, communication, monitoring, and project performance.

Table 6: Correlations

		Identification	Participation	Communication	Monitoring	Project Performance
Identification	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	82				
Participation	Pearson Correlation	.213	1			
	Sig. (2-tailed)	.354				
	N	82	82			
Communication	Pearson Correlation	.324**	-.136	1		
	Sig. (2-tailed)	.103	.223			
	N	82	82	82		
Monitoring	Pearson Correlation	.269*	-.171	.981**	1	
	Sig. (2-tailed)	.115	.126	.100		
	N	82	82	82	82	
Project Performance	Pearson Correlation	.741**	.817**	.774**	.862**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	82	82	82	82	82

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

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

Source: Researcher (2024)

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Regression Analysis Results

The regression results provided in Table 7: offer insights into the predictive power of the model, which includes Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors.

Table 7: Model Summary

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

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

Source: Field Data (2024)

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

Overall, the model seems to have a high predictive power, as indicated by the strong correlation (R) and the substantial proportion of explained variance (R Square). The Adjusted R Square value suggests that the model's goodness of fit remains strong even when accounting for the number of predictors. Table 8: presents the results of the Analysis of Variance (ANOVA) for the regression model, with Project Performance as the dependent variable and Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors.

Table 8: ANOVA[a]

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

a. Dependent Variable: Project Performance

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

Source: Field Data (2024)

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

This suggests that at least one of the predictors significantly contributes to explaining the variance in Project Performance.

Table 9: provides the coefficients for the regression model with Project Performance as the dependent variable and Stakeholder Identification, Stakeholder Participation, Stakeholder Communication, and Stakeholder Monitoring as predictors.

Table 9: Coefficients[a]

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

a. Dependent Variable: Project Performance

Source: Field Data (2023)

The constant term was 18. 349. This represents the predicted value of the dependent variable (Project Performance) when all predictors are zero.

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

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

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

Stakeholder Monitoring (B = 1.106, Sig. = 0.020): The coefficient for Stakeholder Monitoring is 1.106.

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

SUMMARY

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

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

The study findings indicated that there was a high agreement on community involvement, best practices of M&E, enjoying benefits, implementing lessons learned, audit participation, awareness of tools, and constant evaluation. Generally, positive perceptions with varying levels of agreement across aspects on project performance. Strengths in seeking project feedback from stakeholders. Areas of attention, such as meeting required scope and quality standards.

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

CONCLUSIONS

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

Stakeholder participation emerges as a pivotal factor influencing the performance of healthcare projects. The study indicates a very strong positive correlation between stakeholder participation and project performance. The regression analysis underscores the highly significant impact of increased stakeholder participation on improved project outcomes. Encouraging active involvement and collaboration among stakeholders is essential for achieving positive and sustainable results in

healthcare initiatives supported by NGOs in Nairobi City County.

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

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

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

RECOMMENDATIONS

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

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

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

Overall, NGOs operating in Nairobi City County are encouraged to leverage the study findings to refine

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

Suggestions for Further Study

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

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