



STAKEHOLDER PLAN MANAGEMENT ON IMPLEMENTATION OF NATIONAL HEALTH INSURANCE FUND PROJECTS IN KENYA

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ABSTRACT

Kenya has in many years faced healthcare challenges for most of the citizens and has not achieved universal coverage in health care through NHIF due to a lack of stakeholder engagement. Health projects need financial and non-financial resources from stakeholders and stakeholders often establish the criteria for assessing the implementation of the project. Therefore, this study sought to determine the influence of stakeholder plan management on the implementation of NHIF projects in Kenya. The study also sought to determine the moderating influence of monitoring and evaluation on the relationship between project stakeholder management and implementation of NHIF projects in Kenya. A descriptive research design was adopted with the target population of 110 NHIF management staff responsible for UHC projects implementation. Census sampling technique was adopted. Questionnaires were used for data collection. A pilot study was conducted on 10% of the target population to determine the reliability and validity of the instrument. Quantitative and qualitative data was obtained. Thematic analysis was used to analyze qualitative data and the presentation of results in prose form. Quantitative data was analyzed on SPSS. Inferential and descriptive statistics were used to analyze qualitative data. Frequency distribution, mean, standard deviation and percentages were included in descriptive statistics. Inferential data analysis was done using Pearson correlation coefficient, regression analysis and multiple regression analysis. Multiple linear regression analysis was used to establish the influence of project stakeholder management on the implementation of NHIF projects in Kenya. The results were presented using tables. The study found stakeholder plan management positively and significantly relates with project implementation. The study thus recommends management of NHIF to improve its plan management, to improve project implementation. It is also important for them to introduce monitoring and evaluation to improve effectiveness of the strategies adopted

Key Words: stakeholder plan management, implementation, monitoring and evaluation

Background to the Study

Health project implementation is a vital element for any national growth and development. According to WHO (2014), everyone should have access to the health services they need without risk of financial ruin or impoverishment. That is the essence of universal health coverage. In 2005, all member states of the World Health Organization committed to achieve that goal. The commitment was reaffirmed in 2012 through a resolution of the United Nations General Assembly, Promoting universal health coverage, including comprehensive primary health care, social protection, and sustainable financing.

The 2012 resolution highlights the importance of universal health coverage in reaching the Millennium Development Goals, in alleviating poverty, and in achieving sustainable development (USAID, 2015). It recognizes that health depends not only on having access to medical services and a means of paying for these services but also on understanding the links between social factors, the environment, natural disasters, and health. Universal health coverage is central to the question of how health should be represented in the new development agenda that will succeed the Millennium Development Goals in 2015.

Despite the multinational commitment to achieving universal health coverage, it remains unclear exactly how the two principal components, access to high-quality health services and financial risk protection can be provided to all people in all settings. According to Sandercock, (2017), the importance of health to human life and flourishing means that concerns about its allotment are important to us all. Ayyub and Haldar (2019), reported that there existed the need for collaborative communities between governments and all stakeholders to enhance the implementation process of health care projects that would enhance the provision of health care services.

Various government states are struggling to make UHC a reality among its citizens. They have employed various means and in Kenya the government has relied upon the NHIF as a parastatal to channel this through to its citizens. As explained by Ayyub and Haldar, (2019), stakeholder management can enhance provision of healthcare to citizens of any country. This study therefore sought to determine the influence of project stakeholder management on implementation of National Health Insurance Fund projects in Kenya.

Kenya's health-care financing system is regressive mostly due to its reliance on regressive out of pockets payment. Payments for health care should not be linked to utilization and that those with different abilities to pay make different levels of payment to the health-care system, (Donaldson & Preston, 2015). Vertical Equity in healthcare financing involves those with dissimilar abilities to pay should make dissimilar contributions to financing health care, while horizontal equity involves those at the same level of ability to pay should make the same level of contribution to financing the health-care system (Ward & Chapman, 2008).

According to Munge and Briggs, (2013), progressive system of health-care financing means that rising income is matched with a rising fraction of income being paid to the health-care system. A regressive system implies that rising income is matched with a falling fraction of income being paid to the health-care system. A proportional system implies that a constant fraction of income is paid to the health-care system regardless of the level of income. A progressive system implies that the poor contribute a lower proportion towards health care than their share of society's income.

There are three major interrelated fundamentals that act as a barrier for countries (Kenya Inclusive) failure to achieve the universal health coverage system. According to the WHO,

(2014) report they include availability of resources, overreliance on direct payments at the time people need care and finally the inefficient and inequitable use of resources. The lack of resources has seen the Kenya's innovation and approach towards creation of avenues to help harness the resources. The government has introduced health insurance in the formal and informal sectors; this represents Kenya's effort to reduce the reliance on direct payments by promoting prepayment and pooling, and to use funds more efficiently and equitably.

Statement of the Problem

Less than two-thirds of all projects implementation fail to meet their original goal and business intent which puts US\$135 million at risk for every US\$1 billion spent on a project.(PMI, 2013).The key influencers of effective project implementation are implementation within the estimated time, budgeted cost and the originally set project quality standards to the satisfaction of the stakeholders, (Khomela, 2016). In the event that this is not realized, implementation is rendered to have failed (Akal, *et al*, 2017).With proper employment of stakeholder management actions, projects are implemented within the budgeted costs and time schedules and also realize excellent quality results (Kashiwagi & Byfield, 2002)

However, in a study carried out on Kenyan hospitals in the year 2013 by the value institute of health revealed that 43% of health projects implemented in Kenya were not sustainable. Legris and Collette, (2006), attribute major project implementation failure to lack of attention to stakeholders. The NHIF mandate by the Government to implement the Universal Health Coverage took long, it began in 2006 but was implemented in 2014.This is because UHC generated controversies among stakeholders. Some of the stakeholders being Kenyan citizens, trade unions, and the officials in the ministry of health. The stakeholders raised concerns that maintaining UHC is a challenge because UHC is much more than just health; it involves making steps to attain equity in allocation of resources to various counties and health facilities in the Country. The stakeholder related challenges in the implementation of UHC program include, resistance to continue implementing of the service by the FBO's, poor handling of the beneficiaries, inadequate financial resource provision and lose of intended project focus.

According to the WHO, (2014), a large percentage of poor households in Kenya cannot afford health care without serious financial constraints as most are dependent on out of pocket payments to pay for services. Nearly four out of every five Kenyans have no access to medical insurance, thus a large part of the population is excluded from quality health care services,(World Bank, 2015).The government spending on healthcare is approximately 6% of GDP which is low compared to other countries in the region (NEA, 2016). According to Schwartz, (2010), many projects are characterized by the fact that stakeholder management not being sufficiently considered or being addressed. As a result, dissimilar stakeholders may define project implementation differently (Eskerod & Huemann, 2014).

Various studies have been conducted on project stakeholder management in public sectors in Kenya, For instance, Adan, (2014), Conducted an investigation on Influence of stakeholder's engagement on completion of CDF projects in Isiolo North Constituency, Nyandika and Ngugi, (2014), did a study on the influence of stakeholder participation on performance of road projects at Kenya National Highways Authority, However, these studies have been limited to construction sector and stakeholder engagement ignoring other stakeholder management aspects which are key to successful project implementation. It is against this background that this study sought to fill the existing research knowledge gap by investigating the influence of stakeholder plan management on the implementation of N.H.I.F projects in Kenya.

Specific Objectives

The study sought to;

- i. To examine the influence of stakeholder plan management on implementation of National health Insurance Fund projects in Kenya.
- ii. To determine the moderating influence of monitoring and evaluation on the relationship between project stakeholder management and implementation of National health Insurance Fund projects in Kenya.

LITERATURE REVIEW

Theoretical Review

Choice Theory of Planning

This theory was developed by Paul Davidoff and Thomas Reiner in 1962. Planning is defined as the process for determining appropriate future action through a sequence of choices. The choices which thus constitute the planning process are made at three levels: first, the selection of ends and criteria; second, the identification of a set of alternatives consistent with these general prescriptive, and the selection of a desired alternative; and third, guidance of action toward determined ends.

Values are inescapable elements of any rational decision-making process, or any exercise of choice. Since choice permeates the whole planning sequence, a clear notion of the ways in which choices are made, and of the ends pursued, must lie at the heart of the planner's task. Explication of all such determinations reduces arbitrariness, (Boissevain, 1974). The theory presented is a general one, applying to all fields, and is not restricted to planning in an urban context. The core of the theory is that the "exercise of choice is its (planning's) characteristic intellectual act. Davy, (2008), examines this theory of planning by stating some requirements any theory of planning must meet and testing the "choice" theory against them. He concludes that although the "choice" theory is essential and should be developed, it cannot claim to be more than a part of a complete theory of planning.

This implies the need for a collaborative approach to planning which involves different partners, interests and professions coming together to debate possible futures for a locality. In such a process strategic discourses of different interests are ideally opened to include all interested parties, generating new planning discourses, allowing participants to gain knowledge of the positions and values of other participants, and creating capacity for collaborative action to change current conditions (Healey, 2007). The need for planning and planners to develop a capacity to 'plan together' with others, and acquire competence at navigating and appreciating the positions and claims of different groups and discourse communities (including other professions), is therefore presented as being of fundamental importance if the renewed promise of, and confidence in, strategic spatial planning is to be fully realized.

The proliferation of theories in planning might then be seen as problematic and negative. It might show that planning theory has failed to deliver proper answers, and that planning practitioners are expected to be in a state of intellectual perplexity. Planners were, according to Lynch and Rodwin, (1958), Friends of friends, Networks, manipulators and coalitions. Losing the capacity to understand who they are, what they should be doing, and were becoming 'comprehensive incompetents'. However, this proliferation of theories in planning might show something quite different. A dominant urban planning theory would be an undesirable situation because it would

represent a 'research programme' that has managed to achieve monopoly in the discipline (Friend & Hickling, 1987).

In this line of reasoning we can say that planning theory is doing well, it is escaping from monolithic standpoints and from subservience to "self-maintaining circular belief systems" (Gellner, 1985). This supports the Hydra hypothesis. The Hydra is a mythical creature with many heads. The parallel is quite obvious then. This creature has more than one head that commands its actions. Urban planning also has several major theoretical views that simultaneously exist and they all have a contribution to make. Naturally this generates passionate debate and exchange of ideas but that should be seen as a good thing. When the discipline experiences an important development, what normally occurs is the emergence of a new theoretical standpoint, not the suppression of the existing ones: the Hydra gets another head. As a consequence the debate gets even more lively, interesting, and relevant.

The choice theory of planning is relevant to the stakeholder plan management on implementation of NHIF projects through determining appropriate future action by a sequence of choices. The choices which thus constitute the planning process are made by addressing stakeholders concerns, assessment of their commitment, influence and interest throughout the project life cycle on implementation of NHIF projects.

Conceptual Framework

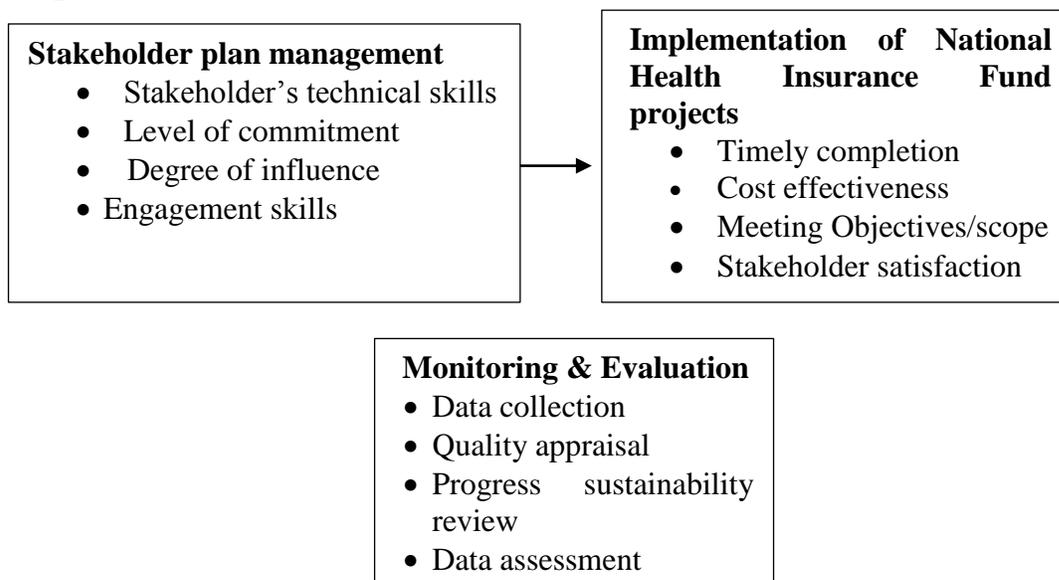


Figure 1: Conceptual Frame work

Stakeholder Plan Management

Olander, (2017) states that balancing stakeholder interests is a process of assessing, weighing and addressing the competing claims of those who have a stake in the actions of the organization. Stakeholder's Interest in the entire project or process is defined by impact thus every project has consequences to be realized in a variety of ways and degrees (operational, financial and personal) and accountability (i.t Toolkit, 2017). The Projects can change the way work is performed, lessen responsibility, add responsibility, and the like.

The more serious and significant the impact, the more "interest" in the project (and/or management process). While much of the balancing process may be at the individual level or at the organization level, it ultimately includes behaviors that bring some kind of resolution to

conflicting stakeholder needs or requests (Jugdev & Muller, 2015). Stakeholders' responses to the procedures are a vital factor when project administrators settle on choices about techniques to manage partners (Freeman, *et al*, 2014). In this case, a decision by the NHIF to have their clients first to select the institutions they will like to attend for their Out Patient services which will be limited to the specific institution

Accountability being a great motivator, stakeholders will be held responsible for their role in the project, whether for the tasks assigned, decisions made, support provided, participation, attitude, and overall contributions (Olander, 2017). The more accountability the greater the interest. For a better Stakeholders plan management management, the stakeholders are classified in a project depending on the Power, Legitimacy and Urgency as defined in the saliance model.

Dynamics of interest among stakeholders is extremely fascinating and critical part of the partner idea (Ricardo, 2016).The vulnerability caused by partners incorporates "who the partners are," the impact of them, their requirements, and the ramifications of connections among partners,(Ward & Chapman, 2008). Successfully sustained stakeholder engagement is essential for maintaining the support and commitment of all Stakeholders. Viable, general, and arranged correspondence with all individuals from the undertaking network is essential for task achievement. Task supervisor ought to be exceedingly gifted mediators and communicators fit for overseeing singular partner's desires and making a positive culture change inside the general association.

Stakeholders' attributes and their position on the project do not remain steady-state during the project but have a dynamic nature (Aaltonen & Kujala, 2015). A dynamic nature that changes during the life cycle of the project. Stakeholders' influence strategies can be considered as important means for stakeholders to strategically shape their position and increase the likelihood that their claim will be taken into account in the project management's decision-making process (Aaltonen & Kujala, 2015). Stakeholder interest management strategies, in turn, are means enacted by project management to shape the attributes or positions of stakeholders and, hence, may contribute to the stakeholder dynamics during the project's early stage. Aaltonen and Sivonen, (2015) have identified and described five different types of response strategies, in other words, stakeholder management strategies that project management may enact as a response to stakeholder pressures. The recognized reaction procedures are adjustment methodology, bargaining system, evasion technique, rejection methodology, and impact system.

Olander, (2017) typology also suggests that managers should differentiate their stakeholder management strategies based on the positions of stakeholders. Strategies used are collaboration, defending, monitoring, informing, and involving, Hence, stakeholder management strategies enacted by project management can be understood as activities that may contribute to the changes in the level of stakeholders' salience or may change the position of stakeholders toward the project.

Prior research on international engineering projects has reported how the project's institutional context with its regulative, normative, and socio-cultural elements may generate unexpected stakeholder events and dynamics (Mitchell,*et al*, 2017). Research on institutional conditions and their implications on large projects' governance arrangements have also highlighted the differences that large engineering projects face regarding the regulatory frameworks, the local community opposition, and the procedures of multiple uncoordinated agencies (Florice & Miller, 2013).

Monitoring and Evaluation

Monitoring is defined as the routine continuous tracking of the key elements of project implementation that is: inputs (resources, equipment, etc.) activities and outputs, through recordkeeping and regular reporting (Eskerod & Huemann, 2014). It is also the tracking the planned implementation against the actual implementation, to be able to report on how the project is progressing and if there is a need for corrective action and to facilitate decision making by the project manager during implementation.

Evaluation on the other hand is the episodic (not continuous as the case with monitoring usually midterm and at end of the project) assessment of an ongoing or completed project to determine its actual impact against the planned impact (strategic goal or objectives for which it will be implemented) efficiency, Success, effectiveness (Hendry, 2015). Evaluations are systematic and independent, and they are an assessment of an ongoing or completed project including its design, implementation, and results. Evaluations also assess the relevance, efficiency of implementation, effectiveness, impact, and success of the project (Healey, 2006)

The purpose of control management is to ensure that implementation is moving according to plans and if not the project manager takes corrective action, it is the control function of project management (Ferris, 2016). Control enhances project management decision making during the implementation hence increasing the chances of successful project implementation. Control mechanism also aids early identification of problems before they get out of hand since it is continuous (Freeman & Evan, 2014). All the group(s) involved for example in this study will be able to address their challenges and have positive improvement plans after the evaluation and control results are presented.

According to Eskerod and Huemann, (2014), Stakeholder control management facilitates transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the wider community in which the project is implemented. Control, however, tracks and documents resource use throughout the implementation of the project. This enhances accountability in that it facilitates the demonstration of the resource use throughout the implementation of the project. Control also facilitates evaluation of the project meaning that in a well-designed Stakeholder control management system, control contributes greatly towards evaluation. Information from control mechanism feeds into the evaluation process (Buechler, 2009)

Turner, (2007) emphasizes the fact that evaluation compares the stakeholders impact with what will be set to be achieved in the project plan and further argues that evaluation examines project completion, i.e., how the project impacts will be achieved and what went wrong or right for the benefit of the organization all earning. Will the intended purpose of the introduction of the NHIF Cover to its members in line with UHC have been realized? Like in the normative theory approaches will the purpose of the group(s) participation in the entire process be achieved as intended or not, that is the NHIF, Members and the Health Facilities.

The logical framework applies a systems approach where the success of an intervention is affected by other factors in the environment which should be identified and how they might interact, it can then be decided which steps should be monitored as the program develops, to see how well they are in fact borne out. This allows the critical success factors to be identified. And where the data show these factors have not been achieved, a reasonable conclusion is that the program is less likely to be achieving its objectives (Ferris, 2016).

Project implementation

Implementation of the project is considered as a source of worry to both open and private segment customers, it remains a noticeable issue in extend conveyance everywhere throughout the world (Muchelule, *et al*, 2017). The failure of any project is primarily identified with the issues and disappointment of the project administration. Viable administration of undertakings is probably going to be effectively overseeing communications to meet customer, client and other partner necessities (PMI, 2014).

According to Buechler, (2009), the relationship between project managers and project clients within a project can be the main attributing factor to success or failure, thus the overall project implementation. Hence high-quality relationship between project stakeholders will greatly affect the implementation of the health projects.

Empirical Review

Stakeholder plan management

Ricardo, (2016), asserted that a stakeholder planning provides a clear statement of the problem or opportunity and the solution, project outcome and able develop clear business justification to ensure project is consistent with direction, priorities in the Strategic Plan. It enables prepare budget and if applicable document deliverables and significant milestones, identify customers, users, and stakeholders. Logically, all stakeholders' project plans, estimation, schedule, quality and base lines are typically designed primarily based on the preliminary project scope. Thus, any change in the project scope during execution will imply that the entire initial project plan will have to be reviewed such that a reviewed budget, schedule and quality will have to be developed. With each scope change, valuable project resources are diverted to activities that were not identified in the original project scope, leading to stress on the project schedule and budget.

Project scope change should be as a result of incorrect initial scope definition, inherent risk and uncertainties, unexpected change of interest, project funding change, etc. this could lead to change request which in turn could lead to change in project deliverables, budget and/or even the whole project team (Olander, 2017).

Hotch, (2006), states that Poor scope change management could lead to dispute that might also require spending time and money on arbitration and litigation for what the contractor or the client believes he is entitled to. This will no doubt lead to delay and cost overrun of the project. Integrating a proper change management plan as a proactive strategy should be adopted involving the project stakeholders and incorporating their needs all through the project lifecycle. Requirements gathering are an essential part of any project. Understanding fully what a project will deliver is critical to its success. Producing a statement of requirements document is a guide to the main requirements of the project (Imran & Kashif, 2016)

Migwi, (2017), studied the effect of community engagement at the planning phase on project success in public Universities with a focal point on Jomo Kenyatta University of Agriculture and Technology. The study centered on the Project Team and Community Members therefore giving a total of 148 respondents. The researcher applied case study design. From the findings, it was deduced that the community was not entirely involved in all the stages of projects development which includes in the stakeholder planning and design phase, project implementation and the evaluation and monitoring stage. The study advocated that there was need for community participants to identify their own needs, analyze the factors that lead to the satisfaction of these

desires and draw up community action plans and schedules to address these needs as a deliberate step taken to entrench long-term project benefits.

Weston, (2017), conducted a study on Community Reaction to Health Programme in Zimbabwe. The study sought to analyze school capacity building Programme (SCP) being implemented by Delta Corporation in Macheke. Qualitative methodology was utilized with focus group discussions and interviews as data collection tools. The study established that there was limited community involvement at project identification stage by Delta Corporation and therefore the community felt that their needs were not properly handled. The study recommended that health projects should be designed with communities to enhance Success. Turner, (2007), further found out that poorly designed projects are hard to monitor or evaluate and that project plans defines the project's expected outcomes and goals and facilitates the evaluation to determine the extent to which the objectives were achieved. Therefore, monitoring and evaluation is dependent on the project plan and can only be as good as the project plan, meaning that if the project plan is flawed and unrealistic then monitoring and evaluation will not be of any significant value to the project stakeholders.

Monitoring and evaluation

Chitere, (2012), studied the factors that influence the success of CDF funded projects in public primary schools in Kwanza division. The researcher adopted a descriptive research design. The study established that stakeholders control via regular checking by the stakeholders on the expenditure ensured physical progress hence successor the long run. In a study on the influence of control practices on performance of Kenya State Corporations. Muchelule, (2017), observed that control techniques and stakeholders management and its adoption contributes to overall performance substantially as well as control and planning and tools contributes to organization performance. The study adopted descriptive research design method. The study concluded that in order to improve performance State Corporations should enhance stakeholder control mechanism through employment of competent specialists to manage the implementation increase efficiency, service delivery and increased returns on value of money.

In a study conducted by Mulwa, (2018), found out that; there should be a clear specification of how often control data is to be collected and from whom, there should be a specification of a schedule for stakeholders management reports to be written and that the control of stakeholders control must be carried out regularly in order to be in a position to track the performance and identify issues early enough before they go out of hand. The regularity of control mechanism could be a function of the size of the project, however a month-to-month frequency would be adequate, and monitoring each and every three months would nevertheless be acceptable (USAID, 2015). The monitoring would entail collecting data, analysis and witting a report at the specified frequency.

According to Munge and Briggs, (2013), not many programs in Kenya have a functional control management system in spite of being accredited for promoting transparency and accountability. Karanja, (2014), analyzed the influence of management practices on success in Kangema District Murang'a County Kenya. The study revealed that, sound financial management, appropriate training, leadership and effective control management systems influence the success of the projects.

An examination by Pernille and Huemann, (2013), pointed that control and Feedback is one of the components prompting performance, additionally noticed that the likelihood of

accomplishing performance appeared to improve among different elements, by continually controlling the progress of the project. Nyandika and Ngugi, (2014), in their study reported that identification of stakeholders control enables them to buy and support the effective control systems from the inception, which later contributes to the success and implementation of the task. The study however only laid emphasis on the adoption of control practices but did not show how regular checking of project expenditure, projects assessment and Measurements and data to track progress using control tools and techniques on projects influences project performance.

Olander, (2017), did an investigation called building up a coordinated stakeholders control stream for Sustainable Investment in Romania. The goal of the examination was to build up a general incorporated stream, including both checking framework and furthermore a control assessment framework for the speculation including monetary destinations, and in addition cross-cutting social and natural targets. The examination utilized basic investigation and found that both the evaluated favorable circumstances and the burdens of such an administrative instrument, opening new points of view for growing additionally enhanced models and frameworks where stakeholders control influence emphatically on the manageability of the tasks in Romania.

Turner, (2007), also established that adopting stakeholders control mechanism on budget performance, schedule performance, and quality performance could lead to performance. The stakeholders control should involve gathering information, examination and writing a report at the predetermined recurrence. Project control as a procedure tries to guarantee that project goals are met by stakeholders control and measuring progress frequently to recognize differences from design With the Goal That Restorative Moves Might Be Made.

Implementation of NHIF Projects

Adan, (2014), conducted an investigation on Influence of stakeholder's role on completion of constituencies' development fund projects a case of Isiolo North Constituency, Using descriptive research design, a questionnaire as a source of primary data was administered to 96 respondents. The findings revealed that the majority of the CDF projects were not sustainable. This may be attributed to lack of establishing roles for community members in the projects as well as monitoring them. There was also lack of regular communication between implementers and the community.

The management of community resources, changes in membership was also not there. Lastly, the project implementers did not consider the community as a key partner in their projects. This could have been due to the community's inability to contribute (labour, material or money) towards the projects. Overall, there was no partnership between the implementers and the community. The resultant effects were lack of partnership with the community and mismanagement of the facilities by the community which resulted in the failure of projects. Hence, the study established that a well partnered stakeholder approach was appropriate for the success of the projects with suitable roles, communication and management of any changes. All in all, there was a challenge of lack of full partnership by other stakeholders which affected the success of the project.

Gila, (2014), conducted a study on the determinants of success of health projects by the mobile phone service providers. The researcher used descriptive research design with a target population of 588 completed health projects from which a sample of 59 completed health projects was selected through stratified sampling technique based on the various organizations under study. The results indicated that health needs the joint participation of key stakeholders like the company, government and community for its success. The four variables studied of government

policies; corporate profit, community involvement and management style have all indicated an effect on the success of health projects. It is advocated that authorities put in place suitable policies that guide health, communities get involved in the projects and management put in place sound risk management strategies and profit-sharing policies for the success of health projects.

Wanjohi, (2017), examined the factors influencing the success of health projects at east African breweries limited. The study used descriptive research design. The study concluded that health project stakeholders should be involved in making decisions. It also recommended that project financial resources should be sufficient to ensure effective funding of health projects and established that having the right leadership qualities, good relationships and right teams in place when undertaking health projects increases the possibility of projects succeeding hence resulting in sustainable projects.

RESEARCH METHODOLOGY

This research study used descriptive research design and positivist orientation. The target population for this investigation was 110, NHIF management staff, from the following departments: quality assurance, finance/accounting, human resource, and strategy department in the four counties of Machakos, Kisumu, Isiolo and Nyeri. The study had a total population of 110 management level employees and they formed the sampling frame for this study. Due to the small size of population, census sampling approach will be used. Therefore, the study will carry out a census of all 110 management level employees at NHIF.

In this study, both primary and secondary data were used. The data collection instruments to be used are; questionnaires, interviews and observation. The questionnaires were administered and collected. Quantitative and qualitative techniques were used. Qualitative analysis was done on the data collected from open ended questions. (Mugenda & Mugenda, 2003). This data was analyzed by use of thematic analysis, variable description and comparison and deductive approach. Qualitative analysis was based on analytical methods which take account of the themes, complexity, detail and context of the phenomena. The collected data was carefully edited, coded and analyzed by use of Statistical Package for Social Sciences (SPSS). Then frequency distribution tables, charts and graphs were used to present the analyzed data by the characteristics of the study population.

This study adopted a simple linear and multiple regression analysis that helped establish the nature of relationship the variables under study and also help in the testing of hypothesis. Other analyses done were Pearson's correlation analysis to establish the relationship and strength between these variables. Finally, the statistical significance of each hypothesized relationship was interpreted on the basis of F and t test values at 95% confidence level. The study used multiple regressions analysis (stepwise method) to establish the moderating effect of monitoring and evaluation (z) on relationship between independent variable and dependent variable. The data was presented using summary statistics, tables and figures. Summary statistics gave percentages, averages and the dispersion like variance or standard deviations.

RESEARCH FINDINGS AND DISCUSSION

The selected sample size for this study was 110, however, the researcher was able to collect back only 95 questionnaires having been dully filled. The response rate was 86.3%. According to Mugenda and Mugenda (2013), a response rate of 50% and above is adequate for analysis and reporting, a response rate of 60% and above is good while that of 70% and above is excellent. Based on this assertion, the response rate was considered excellent and therefore, the 95 questionnaires were used for further analysis and reporting.

Descriptive Statistics

Stakeholders Plan Management

The study sought to establish whether the selected respondents were aware of the use of stakeholder plan management during the process of projects management. The findings obtained were as shown in Figure 2. Based on the findings, 79.2% of the respondents agreed that there was stakeholder plan management practiced in their organization. The remaining 20.8% disagreed. As indicated by majority of the respondents, it can be concluded that NHIF practiced stakeholder plan management but not all the employees were aware of this practice despite being management staff. This creates a major concern regarding the level of involvement of stakeholders in planning stage. This could explain the poor performance of projects experienced at NHIF. The findings agrees with findings of Hotch, (2006) that Poor scope change management could lead to dispute that might also require spending time and money on arbitration and litigation for what the contractor or the client believes he is entitled to. This will no doubt lead to delay and cost overrun of the project.

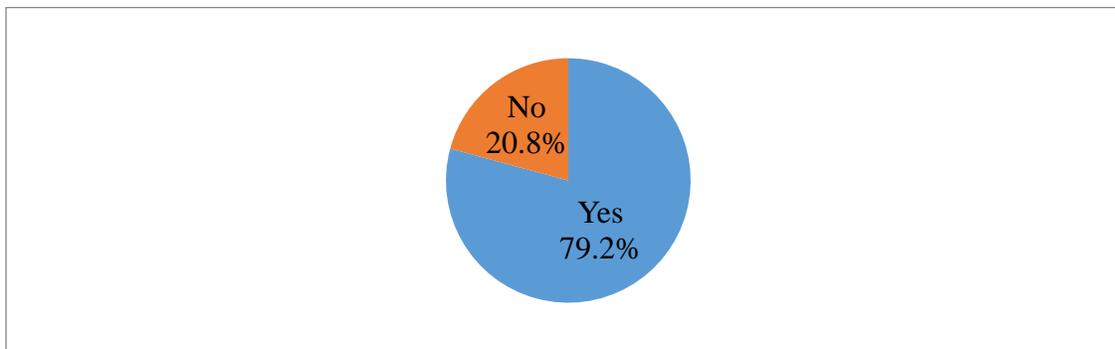


Figure 2: Whether Stakeholders Plan Management is implemented at NHIF

Since the study found that stakeholder plan management was implemented, the study sought to establish the extent of its implementation. Figure 3 presents the findings obtained. Based on the findings, 59.3% of the respondents indicated that stakeholder plan management had been implemented to an average extent, 26.3% considered its implementation good, 12% considered it excellent while 2.4% considered its implementation to be poor. These findings show that stakeholder plan management has to be improved to an excellent state. The poor implementation of application of stakeholder plan could explain the poor performance of projects by NHIF. This is in line with the sentiments of Ricardo (2016) that a stakeholder planning provides a clear statement of the problem or opportunity and the solution, project outcome and able develop clear business justification to ensure project is consistent with direction, priorities in the Strategic Plan

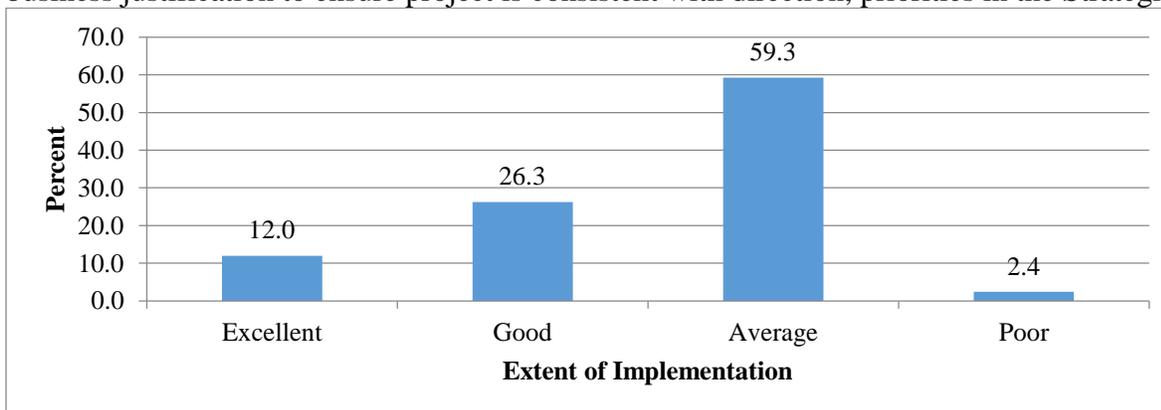


Figure 3: Extent of Stakeholders Plan Management Implementation

Respondents indicated their level of agreement with various statements that related with stakeholder plan management aspects. Table 1 presents the findings obtained. Based on the findings the aggregate mean score was 3.842 and standard deviation was 1.324. This suggests that the respondents agreed on average with the statements on stakeholder plan management. The respondents specifically agreed that stakeholders are well engaged and involved in strategy planning process (M= 3.982, SD= 1.37); that stakeholders expectations is well managed throughout the project implementation (M= 3.948, SD= 1.263) and that the project has a clearly documented stakeholder engagement plan that is used to manage stakeholders (M= 3.889, SD= 1.381). Respondents also agreed that stakeholders concerns, interests and issues on project implementation are well managed (M= 3.863, SD= 1.326); the stakeholders are identified, analyzed and project documents include a stakeholder register that is constantly updated (M= 3.777, SD= 1.275); that stakeholder's commitment and resistance to the project implementation is well managed (M= 3.738, SD= 1.32) and that stakeholders participate in making decisions on issues affecting the project (M= 3.698, SD= 1.331).

The study findings agree with Ricardo,(2016) that a stakeholder planning provides a clear statement of the problem or opportunity and the solution, project outcome and develop clear business justification to ensure project is consistent with direction, priorities in the Strategic Plan. It enables prepare budget and if applicable document deliverables and significant milestones, identify customers, users, and stakeholders. It also concurs with Hotch, (2006) that poor scope change management could lead to dispute that might also require spending time and money on arbitration and litigation for what the contractor or the client believes he is entitled to.

Table 1: Descriptive Statistics on Stakeholders Plan Management

Statement Description	Mea n	Std. Dev.
Stakeholders are well engaged and involved in strategy planning process	3.982	1.37
Stakeholders expectations is well managed throughout the project implementation	3.948	1.263
The project has a clearly documented stakeholder engagement plan that is used to manage stakeholders	3.889	1.381
Stakeholders concerns, interests and issues on project implementation are well managed.	3.863	1.326
The stakeholders are identified, analyzed and project documents include a stakeholder register that is constantly updated	3.777	1.275
Stakeholder's commitment and resistance to the project implementation is well managed.	3.738	1.32
Stakeholders participate in making decisions on issues affecting the project.	3.698	1.331
Aggregate Score	3.842	1.324

Respondents were also asked to indicate the challenges faced in stakeholder plan management at NHIF. The study established that the respondents identified four major challenges they experience. The process of decision making is difficult because the view of each stakeholder has to be considered and therefore meeting all their needs becomes a challenge. Also, some of the stakeholders are not forthcoming in providing information. It takes a huge amount of effort to get any information from them and in other cases, they commit to meeting after several attempts which causes delays. There is also the challenge of competing priorities; what's important to one

group may not even be on the radar of another. There is also the challenge of resource constraint; being a public organization, it is under intense pressure to satisfy stakeholders' needs despite limited funds, and equipment. They also admitted that sometimes they aren't doing a great job of enabling stakeholders to provide input efficiently. This is because, open public forums are chaotic; focus groups are not sufficiently representative; and, without data standardization, it's difficult to fairly compare the merits of different ideas.

The findings are in line with those of Turner, (2007), that poorly designed projects are hard to monitor or evaluate and that project plans defines the project's expected outcomes and goals and facilitates the evaluation to determine the extent to which the objectives were achieved. Therefore, monitoring and evaluation is dependent on the project plan and can only be as good as the project plan, meaning that if the project plan is flawed and unrealistic then monitoring and evaluation will not be of any significant value to the project stakeholders.

Respondents also suggested ways of improving stakeholder plan management at NHIF. To deal with stakeholders' resistance to sharing information, they can conduct stakeholder analysis and communicate a clear plan, outlining the purpose, desired outcomes and the value behind what's being done. A good technique to use is the 'POWER' start technique (Purpose, Outcomes, What's in it for them, Engagement, Responsibilities). Since poorly designed projects are hard to monitor or evaluate, there is need to ensure that project plans are realistic and free from flaws to ensure its significant value to the project stakeholders. It is also important for the organization to develop and quantify priorities, accommodate change in their plan, allocate funds based on value and streamline data integration. This will reduce conflict and boost stakeholder participation in strategic decisions, ensure that public decisions are transparent and justifiable and create a structured, repeatable framework for budget investment planning.

This agrees with Olander, (2017) who suggests that managers should differentiate their stakeholder management strategies based on the positions of stakeholders. Strategies used are collaboration, defending, monitoring, informing, and involving, Hence, stakeholder management strategies enacted by project management can be understood. Also, Ward and Chapman (2008) explained that task supervisor ought to be exceedingly gifted mediators and communicators fit for overseeing singular partner's desires and making a positive culture change inside the general association.

Monitoring and Evaluation

The study sought to establish whether there was monitoring and evaluation practiced at NHIF. Figure 3 presents the findings obtained. The findings show that 80.3% of the respondents agreed that their organization practiced monitoring and evaluation of projects. The findings also show that 19.7% of the respondents disagreed on existence of monitoring and evaluation practices in the organization. Therefore, if NHIF wants to improve project success, they should improve on monitoring and evaluation. This is in line with Ferris (2016) that the purpose of control management is to ensure that implementation is moving according to plans and if not the project manager takes corrective action, it is the control function of project management.

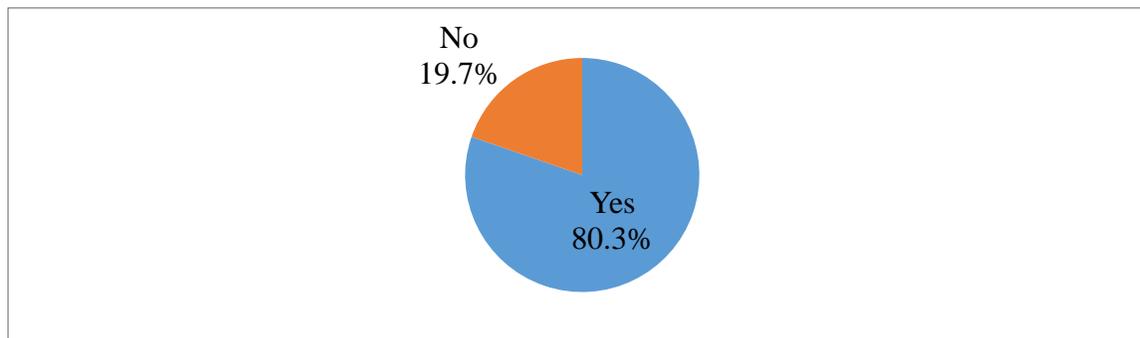


Figure 3: Whether Monitoring and Evaluation is implemented at NHIF

Since there is some level of monitoring and evaluation of projects at NHIF, the study sought to further establish the extent of its implementation. Figure 4 presents the findings obtained. The findings show that 60.7% of the respondents agreed that monitoring and evaluation was implemented to an average extent in their organization, 20.6% considered implementation to be good, 15.25 considered it excellent and 3.55 considered it poor. These findings show that there is room to improve monitoring and evaluation in order to enhance project implementation. This is in line with Freeman and Evan (2014) that control enhances project management decision making during the implementation hence increasing the chances of successful project implementation.

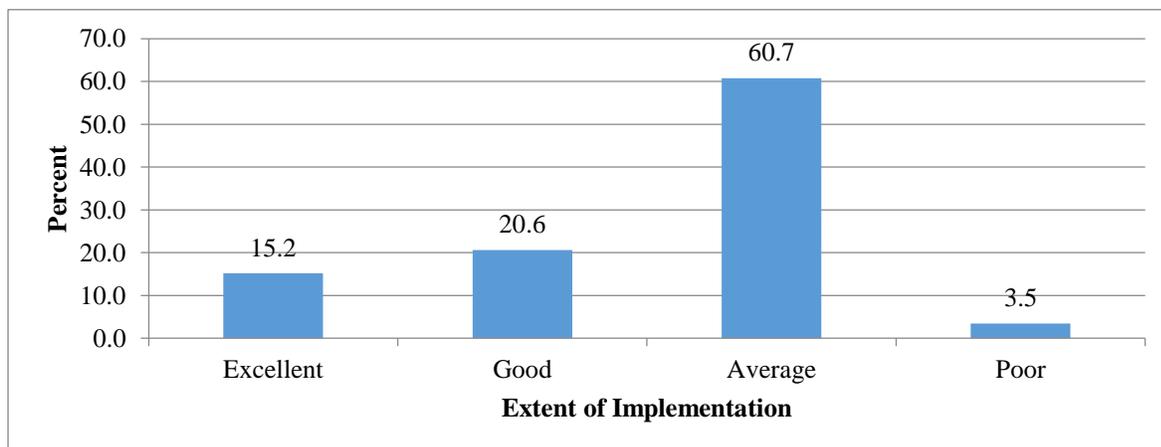


Figure 4: Extent of Monitoring and Evaluation Implementation

Respondents indicated their level of agreement with various statements that related with moderating effect of monitoring and evaluation. The aggregate mean of 3.866 and standard deviation of 1.242 suggest that on average, the respondents agreed with the statements on moderating effect of monitoring and evaluation. The findings specifically show that the respondents agreed that the monitoring and evaluation reviews key performance indicators of the project (M= 3.988, SD= 1.182); the monitoring and evaluation improves project quality (M= 3.909, SD= 1.359); and that project monitoring helps to provide constructive suggestions like resource and staff reallocation (M= 3.902, SD= 1.235). The respondents further agreed that project evaluation helps in measuring accomplishment in order to avoid weaknesses and future mistakes (M= 3.85, SD= 1.22); that continuous project monitoring ensures the NHIF gets value for the invested money (M= 3.836, SD= 1.22). The respondents further agreed that project evaluation ensures accountability by the project stakeholders involved in the implementation

process ($M= 3.836$, $SD= 1.313$); and that they do participative monitoring and evaluation to monitor whether resource management objectives are achieved ($M= 3.738$, $SD= 1.168$).

The findings concurs with Ferris (2016) who found that control management is to ensure that implementation is moving according to plans and if not the project manager takes corrective action, it is the control function of project management. It also concurs with Freeman and Evan (2014) that control enhances project management decision making during the implementation hence increasing the chances of successful project implementation

Table 2: Descriptive Statistics on Monitoring and Evaluation

Statement Description	Mean	Std. Dev.
The Monitoring and evaluation reviews key performance indicators of the project	3.988	1.182
The Monitoring and evaluation improves project quality	3.909	1.359
Project monitoring helps to provide constructive suggestions like resource and staff reallocation	3.902	1.235
Project evaluation helps in measuring accomplishment in order to avoid weaknesses and future mistakes	3.85	1.22
Continuous project monitoring ensures the NHIF gets value for the invested money	3.836	1.22
Project evaluation ensures accountability by the project stakeholders involved in the implementation process	3.836	1.313
We do participative monitoring and evaluation to monitor whether resource management objectives are achieved	3.738	1.168
Aggregate Score	3.866	1.242

Project Implementation

Respondents indicated rating for project implementation considering various statements where rating of 1 was most effective and 5 least effective. Table 3 presents the findings obtained. Based on the findings, the aggregate mean was 3.892 and standard deviation was 1.237 suggesting that on average, the respondents ranked project implementation as being ineffective. They ranked the statement that project is conducted over a relatively short period of time with a manageable number of stakeholder changes as being ineffective ($M= 4.021$, $SD= 1.265$); that the project is ineffective in meeting intended objectives/scope with other health stakeholders satisfactorily balancing their interests ($M= 3.961$, $SD= 1.149$); and that the project requirements, scope and objectives are ineffectively developed and understood by the stakeholders ($M= 3.896$, $SD= 1.21$). Respondents were also of the opinion that the project is ineffectively implemented to the budgeted cost and it's cost ineffective ($M= 3.836$, $SD= 1.234$); that the project is ineffectively implemented to the committed deadline ($M= 3.836$, $SD= 1.313$); and that the success criteria for the project implementation is ineffectively defined, documented and agreed upon by the stakeholders ($M= 3.803$, $SD=1.248$).

This agrees with Adan (2014) that most government projects were not sustainable. This may be attributed to lack of establishing roles for community members in the projects as well as monitoring them. There was also lack of regular communication between implementers and the community. The management of community resources, changes in membership was also not there. Lastly, the project implementers did not consider the community as a key partner in their projects. This could have been due to the community's inability to contribute (labour, material or

money) towards the projects. It also concurs with Gila, (2014) that health needs the joint participation of key stakeholders like the company, government and community for its success. It is advocated that authorities put in place suitable policies that guide health, communities get involved in the projects and management put in place sound risk management strategies and profit-sharing policies for the success of health projects.

Table 3: Descriptive Statistics on Project Implementation

Statement Description	Mean	Std. Dev.
The project is conducted over a relatively short period of time with a manageable number of stakeholder changes	4.021	1.265
The project meet intended objectives/scope with other health stakeholders satisfactorily balancing their interests.	3.961	1.149
The project requirements, scope and objectives are clearly developed and understood by the stakeholders	3.896	1.21
The project is implemented to the budgeted cost and it's cost effective.	3.836	1.234
The project is implemented to the committed deadline.	3.836	1.313
The success criteria for the project implementation is defined, documented and agreed upon by the stakeholders	3.803	1.248
Aggregate Score	3.892	1.237

Diagnostic Tests

Multicollinearity

In this study, tolerance was applied in testing multicollinearity. The tolerance provides measures of the effect caused by a single independent variable on other independent variables. Tolerance is; $T = 1 - R^2$. If the value of T is less than 0.01 then it is certain that multicollinearity is present. From the findings presented in Table 4, the VIF values for all the variables were less than 5, a clear indication that multicollinearity doesn't exist between the study variables. The variables were found to lack high correlations among themselves; therefore, multiple regression analysis can be conducted.

Table 4: Multicollinearity Test Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
Stakeholder plan management	.653	1.531
Monitoring & Evaluation	.634	1.578

Autocorrelation Test

Autocorrelation was checked using Durbin-Watson test. The null hypothesis for the Durbin-Watson's d tests is that the residuals aren't linearly auto correlated. The d value ranges from 0 to 4, if the value is found to be less or equal to 2 then it implies absence of autocorrelation. If the d values are; $1.5 < d < 2.5$ it implies absence of autocorrelation in the data. Durbin-Watson test was used to analyze linear autocorrelation for only direct neighbors being the effects of first order. Findings presented in Table 5 show that the d-value was 1.990; since the value lies within the range $1.5 < d < 2.5$, then we conclude that there is no autocorrelation in the data and therefore regression analysis can be computed.

Table 5: Durbin-Watson Autocorrelation Test

Model	Std. Error of the Estimate	Durbin-Watson
1	1.29748	1.990

Heteroscedasticity

This study used VIF to ascertain heteroscedasticity. Skewness and kurtosis was used to examine the normality of the variables. Breuch-pagan / cook-weisberg test was used to test for Heteroscedasticity. The null hypothesis for this test is that the variances of error terms are equal (Vinod, 2008). If “Prob > Chi-squared” is greater than 0.05 it suggests existence of homoscedasticity (Park, 2018). The findings presented in Table 6 shows Chi2 = 1.3457 has p-value P (0. 3241) greater than 0.05. This therefore suggests insignificance and therefore there is no heteroscedasticity.

Table 6: Breusch-Pagan / Cook-Weisberg test for heteroscedasticity

Ho: Constant variance			
Statistics	Df	Stat value	p-value
Chi-squared	4	1.3457	0.3241

Normality Assumption

This study used Shapiro Wilk test to determine if the variables follow a normal distribution (Cooper & Schindler, 2016). The null-hypothesis for Shapiro Wilk test is that the population follows a normal distribution therefore, if the alpha level is 0.05 and the p-value is less than 0.05, then the null hypothesis that the data are normally distributed is rejected. If the p-value is greater than 0.05, then the null hypothesis is not rejected since there is enough evidence that the data is not normally distributed. From the findings in Table 7, the results of the analysis shows that stakeholder plan management had p-value=0.607>0.05; and project implementation had p-value=0.665>0.05. This shows that all the variables were normally distributed and hence the data meets the regression analysis assumption of normality of data.

Table 7: Tests of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Stakeholder plan management	.968	95	.607
Project implementation	.970	95	.665

Model Fitness

The fitness of the regression model developed from the data collected was assessed using ANOVA. Table 8 presents the findings obtained. From the findings, the value of adjusted R² was 0.408 which suggests that 40.8% variation in project implementation can be explained by the four independent variables in the study. The results indicate that the model was significant since the p-value (0.000) was less than 0.05 thus the model is statistically significance in determining the influence of project stakeholder management on implementation of National Health Insurance Fund projects in Kenya. This suggests that the model was fit in establishing the influence of the four independent variables on the dependent variable.

Table 8: Analysis of Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 ^a	.408	.401	.22582

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.644	4	3.161	61.98	.000 ^b
1 Residual	4.59	90	0.051		
Total	17.234	94			

a. Dependent Variable: Project implementation

Correlation Analysis

The findings also show that there is a strong relationship between stakeholders plan management and project implementation as indicated by correlation coefficient ($r=0.860$) greater than 0.5. The relationship between the two variables was significant since the p-value (0.000) was less than the selected level of significance (0.05). The findings concurs with Ward and Chapman (2018) that successfully sustained stakeholder engagement is essential for maintaining the support and commitment of all Stakeholders and that viable, general, and arranged correspondence with all individuals from the undertaking network is essential for task achievement. Also, Hendry (2017) states that stakeholder contribution is one of the center delicate aptitudes territories that have been featured as being essential for building promise to the undertaking to accomplish wanted results which concurs with study findings.

Table 9: Correlation Analysis

		Project implementation	Plan management
Project implementation	Pearson Correlation	1	
	Sig. (2-Tailed)		
	N	95	
Stakeholder plan management	Pearson Correlation	.869**	1
	Sig. (2-Tailed)	.000	
	N	95	95

Simple Regression Analysis

Stakeholder Plan Management on Implementation

A univariate analysis was conducted to examine the influence of stakeholder plan management on implementation of National health Insurance Fund projects in Kenya. The null hypothesis stated:

H₀₂: There is no significant relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya

As indicated in Table 10, the r-squared for the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya was 0.526; this is an indication that at 95% confidence interval, 52.6% variation in implementation of National health Insurance Fund projects in Kenya can be attributed to changes in stakeholder plan management. Therefore stakeholder plan management can be used to explain some changes in implementation of National health Insurance Fund projects in Kenya.

Table 10: Model Summary for the Plan Management on Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.526	.520	.24844

a. Predictors: (Constant), stakeholder plan management

From the analysis of variance findings in Table 11, the study found out that the regression model was significant at 0.00129 which is less than the selected level of significance (0.05). Therefore, the data was ideal for making a conclusion on the population parameters. The F calculated value was greater than the F critical value (10.694>3.943), an indication that stakeholder plan management significantly influences implementation of National health Insurance Fund projects in Kenya. The significance value was less than 0.05 indicating that the variable Plan Management was significant in predicting implementation of National health Insurance Fund projects.

Table 11: Analysis of Variance on Plan Management on Implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.663	1	0.663	10.694	.00129
	Residual	5.766	93	0.062		
	Total	6.429	94			

a. Dependent Variable: Project implementation

b. Predictors: (Constant), Plan Management,

The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However, discussions are based on the unstandardized coefficients.

From the results the regression model was;

$$Y = 1.820 + 0.525 X_2 + \epsilon$$

The above regression equation revealed that holding stakeholder plan management to a constant zero, implementation of National health Insurance Fund projects in Kenya will be at a constant value of 1.820. The findings also show that stakeholder plan management is statistically significant in explaining implementation of National health Insurance Fund projects in Kenya ($\beta = 0.525$, $P = 0.000$). This indicates that stakeholder plan management positively and significantly relates with project implementation. The findings also suggest that a unit increase in stakeholder plan management would lead to an increase in implementation of National health Insurance Fund projects in Kenya by 0.525 units. The findings concurs with Hotch, (2006) that poor planning leads to delay and cost overrun of the project and therefore, integrating a proper change management plan as a proactive strategy should be adopted involving the project stakeholders and incorporating their needs all through the project lifecycle to improve project implementation.

Table 12: Beta Coefficients for Plan Management on Project implementation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.820	.195		9.333	.000
Plan Management	.525	.051	.527	10.294	.000

a. Dependent Variable: Project implementation

Moderating Effect Regression Analysis

Plan Management

A stepwise regression analysis was conducted to examine the moderating effect of monitoring and evaluation on the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya.

The null hypothesis stated:

H_{05b}: Monitoring and evaluation has no significant moderating influence on the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya.

The first model (Table 13) shows the relationship between Monitoring and evaluation, stakeholder plan management and implementation of National health Insurance Fund projects in Kenya.

The R squared for the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya was 0.526, which implied that 52.6% of the implementation of National health Insurance Fund projects in Kenya can be explained by stakeholder plan management. However, in the second model, in Table 13, which constituted stakeholder plan management, monitoring and evaluation, stakeholder plan management*monitoring and evaluation, the r-squared was 0.630. This implies that the introduction of monitoring and evaluation in the second model led to an increase in r-squared, showing that monitoring and evaluation positively moderates the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya.

Table 13: Model Summary for Monitoring and Evaluation, Stakeholder Plan Mobilization and Project implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.526	.520	.24844
2	.794 ^b	.630	.423	.34972

a. Predictors: (Constant), Stakeholder Plan Management

b. Predictors: (Constant), Stakeholder Plan Management, Monitoring and Evaluation, Stakeholder Plan Management *Monitoring and Evaluation

From the findings, the F-calculated for the first model, as shown in Table 14, was 10.701 and for the second model was 10.324. Since the F-calculated for the two models were more than the F-critical, 3.943 (first model) and 2.705 (second model), the two models were good fit for the data and hence they could be used in predicting the moderating effect of Monitoring and Evaluation on the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya.

Table 14: ANOVA for Monitoring and Evaluation, Stakeholder Plan Management and Project implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.663	1	0.663	10.694	.000 ^b
	Residual	5.766	93	0.062		
	Total	6.429	94			
2	Regression	3.84	3	1.280	10.323	.000 ^c
	Residual	11.284	91	0.124		
	Total	15.124	94			

a. Dependent Variable: Project implementation

b. Predictors: (Constant), Stakeholder Plan Management

c. Predictors: (Constant), Stakeholder Plan Management, Monitoring and Evaluation, Stakeholder Plan Management *Monitoring and Evaluation

In the first model, as shown by Table 15, by substituting the beta values as well as the constant term, model 1 emanating from the first step in regression modeling would be as follows:

$$Y = 1.820 + 0.521 X_2 + \varepsilon$$

The findings show that stakeholder plan management has a statistically significant effect on implementation of National health Insurance Fund projects in Kenya as shown by a regression coefficient of 0.525 (p-value=0.000).

In the second regression model, by substituting the beta values as well as the constant term, model 2 emanating from the second step in regression modeling was as follows:

$$Y = 0.749 + .554X_2 + .431M + 0.201X_2 * M$$

The model indicated that stakeholder plan management had a positive and statistically significant effect on the implementation of National health Insurance Fund projects in Kenya as shown by a regression coefficient of .554 (p-value=0.001). Monitoring and Evaluation had a positive and significant effect on implementation of National health Insurance Fund projects as shown by a regression coefficient .431 (p-value=0.007). In addition, stakeholders plan management*monitoring and evaluation also had a positive and significant effect on the implementation of National health Insurance Fund projects in Kenya as shown by a regression coefficient of 0.201(p-value=0.002).

Table 15: Coefficients for the Relationship between Monitoring and Evaluation, Stakeholder Plan Management and Project implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
					Beta	
1	(Constant)	1.820	.195		9.333	.000
	Plan Management	.525	.051	.527	10.294	.000
2	(Constant)	0.749	0.068		11.015	.000
	Plan Management	0.554	0.106	0.444	5.226	.000
	Monitoring and Evaluation	0.431	0.104	0.278	4.144	.001
	Plan Management * Monitoring and Evaluation	0.201	0.044	0.181	4.568	.000

a. Dependent Variable: Project implementation

Conclusions

The study established that stakeholder plan management is statistically significant in explaining implementation of National health Insurance Fund projects in Kenya. This indicates that stakeholder plan management positively and significantly relates with project implementation. Based on the findings, the study concludes that a unit increase in stakeholder plan management would lead to an increase in implementation of National health Insurance Fund projects in Kenya.

The study further established that the interaction between stakeholder plan management and monitoring and evaluation has a direct effect on the implementation of National health Insurance Fund projects in Kenya. Based on the findings, the study concludes that monitoring and evaluation had a positive significant moderating effect on the relationship between stakeholder plan management and implementation of National health Insurance Fund projects in Kenya

Recommendations

The study recommends improving stakeholder plan management at NHIF. To deal with stakeholders' resistance to sharing information, they can conduct stakeholder analysis and communicate a clear plan, outlining the purpose, desired outcomes and the value behind what's being done. A good technique to use is the 'POWER' start technique (Purpose, Outcomes, What's in it for them, Engagement, Responsibilities). Since poorly designed projects are hard to monitor or evaluate, there is need to ensure that project plans are realistic and free from flaws to ensure its significant value to the project stakeholders. It is also important for the organization to develop and quantify priorities, accommodate change in their plan, allocate funds based on value and streamline data integration. This will reduce conflict and boost stakeholder participation in strategic decisions, ensure that public decisions are transparent and justifiable and create a structured, repeatable framework for budget investment planning.

Recommendations for Further Studies

The main focus of this study was to determine the influence of project stakeholder management on implementation of National Health Insurance Fund projects in Kenya. The study was limited to NHIF; there is need for more studies to be conducted in other government projects to facilitate comparison and generalization of findings on effect of stakeholder management practice on project implementation. The study was also limited to implementation; there is need for studies to be conducted on other project aspects such as sustainability and performance. The variables considered in the study explained only 76.2% variation in implementation of National Health Insurance Fund projects in Kenya; there is need for a study to be conducted on other factors that influences completion of projects that were not discussed in this paper.

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