



**PROJECT STAKEHOLDER MANAGEMENT AND PERFORMANCE OF HEALTH-BASED NON-GOVERNMENTAL ORGANIZATIONS IN KENYA**

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**ABSTRACT**

The general objective of the study was to establish the effect of project stakeholder management on performance of health based non-organizational in Kenya. To achieve the general objective this study was guided by the following specific objectives: to establish the effect of stakeholder participation and to assess the influence of feedback and reporting on the performance of health-based non-governmental organizations in Kenya. The study adopted a descriptive survey design that targeted respondents from the selected health-based non-organization that embraces a stakeholder management approach. Questionnaires were used as research instruments to collect data. The study tested the null hypothesis that stakeholder participation, stakeholder engagement, the influence of feedback and reporting, and project cost management & budgeting affect the performance of health-based non-governmental organizations' projects within Nairobi County. The target population were 1,000 staff from 20 Health-Based Non-Governmental Organizations in Kenya drawn from different cadres. The study used a stratified sampling technique to select its subjects. The study found stakeholder participation and feedback and reporting to have significant influence on the performance of health-based non-governmental organizations in Kenya

**Keywords:** Project Stakeholder Management, Health-Based NGOs, feedback and reporting, Stakeholder participation

## Background of the study

Project management is a discipline that describes how to use skills, information, resources, and techniques to carry out project activities and ultimately meet project needs (Shchetyynina, et al., 2019). The use of processes such as initiating, planning, executing, monitoring, and controlling, in addition to closing, is another way to achieve project management. Realizing all of the project's goals and objectives while also minimizing its constraints is one of project management's biggest challenges. A notable example is Pace's (2019) description of the scope, time, cost, and quality of the main project constraints.

Stakeholder management is regarded seriously in Kenya. The Kenya Constitution 2010 stresses the necessity for stakeholder management as well as public participation in the creation and implementation of projects and programs. The same applies to policy-making schemes. An excellent example is the Kenyan Urban Roads Authority (KURA), a state corporation initiated by the Roads Act 2007. According to Mbinya (2017), the corporation was engaged to change, construct, manage, and maintain the urban road network in Kenya. The Act precedes its core values by creating and sustaining top-notch relationships with stakeholders when planning, developing, maintaining, and managing projects. The requirement applies across the board that is on employees, agents, contractors, suppliers, and directors. In Kenya, a study by Ontita and Kinyua (2020), indicates that there are various objectives for promoting stakeholder management in various projects. In addition, there are specialists behind propelling stakeholder management over time. One of these objectives was to ensure public participation in state and economic projects to maintain that project progress collectively within the country and that the people are primarily involved in issues of growth in Kenya (Ngigi & Busolo, 2019). Another was to promote direct participation by stakeholders throughout projects. Zhuang, et al., (2019) also opine that enhancing transparency and accountability in decision-making, awareness, and understanding of project strategies, and promoting relationships and collaboration are other objectives.

## Statement of the Problem

Effective stakeholder engagement plays a pivotal role in healthcare-based project management, acting as a linchpin for enhancing project efficiency and overall success. Research indicates that more than two-thirds of successful projects worldwide owe their success to adept stakeholder management. This comprehensive approach to engaging stakeholders offers a myriad of benefits, including improving project efficiency, nurturing the capacity of beneficiaries, enhancing project effectiveness, and enabling cost-sharing. Unfortunately, the lack of stakeholder involvement in healthcare organizations can lead to a challenges and project failures, especially in developing regions (Wondirad, et al., 2020).

In Africa, a staggering 50% of projects fail due to insufficient stakeholder participation (Matu et al., 2020). Within this statistic, 18% of failed projects can be attributed to inadequate stakeholder involvement, and 15% result from stakeholders being excluded from project decision-making processes (Matu et al., 2020). In health-based non-governmental organizations, stakeholder engagement is crucial for aligning project objectives with the genuine needs of the community. Failing to do so may result in projects serving the interests of organizational leaders rather than the intended beneficiaries. Additionally, establishing and maintaining effective feedback and reporting systems is essential for ensuring project success, although this process is often challenged by fragile egos, miscommunication, and poor timing (Clinton, *et al.*, 2020). Furthermore, prudent project cost management is vital for staying within the allocated budget.

Healthcare NGOs commonly face challenges when budget planning and costing lack transparency for all stakeholders. Project dynamics, marked by unexpected delays and alterations, may

necessitate mid-course budget revisions. Insufficient forecasting, failure to identify improvement opportunities, and inadequate support for inter-organizational cost management contribute to these challenges. Despite the undeniable importance of stakeholder management in healthcare projects, a notable research gap exists in this domain. This study aspires to bridge this knowledge gap and provide actionable insights to enhance the performance of health-based non-governmental organizations in Kenya.

### **Research Objectives**

1. To establish the influence of stakeholder participation on the performance of health-based non-governmental organizations in Kenya.
2. To assess the influence of feedback and reporting on the performance of health-based non-governmental organizations in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

The Feedback Intervention Theory (FIT) draws from several behavioral theories, including control theory, goal-setting theory, and social-cognitive theory, to elucidate the impact of feedback interventions on performance. Its relevance to this study lies in its potential to enhance stakeholder management for improved performance. FIT was originally formulated by Kluger and Denisi in 1996, proposing that recipients of feedback can be motivated to focus on task-related motivation or meta-task processes (Budworth & Chummar, 2022). In this context, aspiration levels are pivotal as they serve as benchmarks for assessing organizational performance. Performance exceeding the aspiration level is deemed satisfactory, while performance falling short of it is considered problematic. According to Budworth and Chummar (2022), positive feedback is expected to enhance learning and performance as it reinforces desirable behavior, whereas negative feedback tends to deter it. Feedback interventions (FIs) exert a notable impact on project effectiveness (Gatherer et al., 2020). A meta-analysis reveals that while FIs generally lead to performance improvement, more than one-third of FIs can result in decreased performance. In line with FIT's central tenet, FIs alternately direct attention to hierarchically organized and overarching levels of control, encompassing task learning, task motivation, and meta-tasks (including self-related processes) (Gatherer et al., 2020). Feedback Intervention Theory (FIT) is a framework that can be applied to assess and improve the effectiveness of feedback and reporting mechanisms within organizations. In your case, you want to use FIT to assess the influence of feedback and reporting on the performance of health-based non-governmental organizations (NGOs) in Kenya.

A theory of change serves as the guiding framework for the current study. It encompasses a set of criteria employed to foster social change within the realms of philanthropy, non-profit organizations, international development, and government sectors. Pioneers of the theory of change include notable figures such as Auguste Comte (1798-1857), Herbert Spencer (1820-1903), Emile Durkheim (1858-1917), Karl Marx (1818-1833), and Talcott Parsons (1902-1979). This theory finds its relevance in the study because it underscores the necessity of change and interventions, orchestrated by both organizational leaders and engaged stakeholders, to promote effective stakeholder participation and management. It elucidates the precise mechanisms by which a given intervention is expected to engender a distinct developmental shift, grounded in a comprehensive analysis of available data (O'Cathain et al., 2019). Crucially, it must be underpinned by rigorous analyses and dialogues with key stakeholders.

Moreover, by considering the comparative advantages, effectiveness, feasibility, and inherent uncertainties in the process of change, it facilitates the identification of effective solutions to address the root causes of impediments to progress. It also guides decisions regarding the optimal course of action. To ensure the efficacy of the strategy in achieving the desired outcomes, it is

imperative to comprehend and periodically revisit the foundational assumptions and risks underpinning the process. This task is facilitated through the framework of a theory of change (Fernandez et al., 2019). By applying the Theory of Change framework to the management of stakeholders and the performance of health-based NGOs in Kenya, organizations can attain a more profound understanding of the intricate linkages between their activities and the outcomes they seek to achieve. This approach facilitates effective engagement with stakeholders and ultimately contributes to the enhancement of healthcare delivery and health outcomes within the country.

### Conceptual Framework

#### Independent Variables

#### Dependent Variable

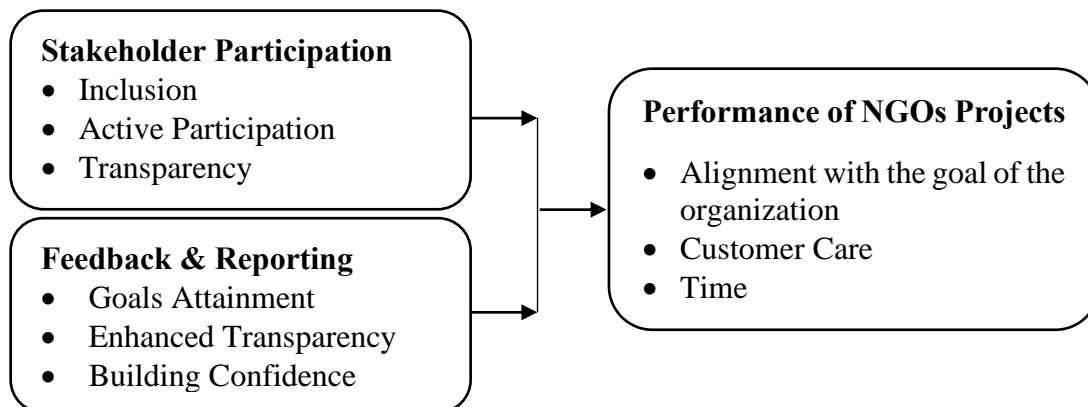


Figure 1: Conceptual Framework

#### Stakeholder Participation

Long et al., (2022) argued that inclusive stakeholder engagement in healthcare policies and decision-making is critical to meeting the needs of patients and communities, reducing health disparities, and increasing government accountability. Stakeholder inclusion is especially important in low-income countries with significant health challenges, such as Malawi, to improve performance and service delivery (Ferdinand, et al., 2020). The 2017 National Health Plan II (NHP II) and accompanying Health Sector Strategic Plan II (HSSP II) aimed to improve healthcare system performance. Malawi's Ministry of Health intended to involve all key stakeholders in the health sector in their development. Through local-level stakeholders' perceptions of their involvement in the NHP II and HSSP II, this study investigates the extent of stakeholder engagement in the health policy process (Birn & Nervi. 2019).

Haldane et al., (2019) established in India that stakeholder engagement throughout the policy development cycle is critical for understanding the needs of different groups and communities, such as civil society organizations and donors, who may have different priorities, and for increasing policy equity. The involvement of stakeholders in any project aids in the identification of problems, the setting of agendas, the formulation of policies, their adoption, implementation, and evaluation (Koff, et. al., 2020). It can provide additional legitimacy by providing evidence to support and shape policies, as well as increase the government's accountability to stakeholders, resulting in greater policy implementation. National health policies and plans that involve all stakeholders throughout the policy cycle are more robust and effective in implementation. As a result, in both developed and developing countries, stakeholder engagement is regarded as an essential component of democracy.

## **Feedback and Reporting**

In American Clinton, et al., (2020) did a study and found that the effectiveness of small-scale community health workers (CHWs) is critical in determining how feedback from health-based organizations affects the community. They support healthcare systems while providing basic medical services (Ripp et. al., 2020). Even small-scale programs frequently lack the necessary focus, reporting and documentation, supervision, training, and support systems to inspire and motivate CHWs to perform to the highest standards and offer insightful feedback to the community. CHWs who participate in manageable, small-scale projects can be effective change agents when they are open to giving their feedback (Geniets et. al., 2021). In a health-based organization, motivation among health workers is recognized as a strong predictor of performance in many studies. The healthcare industry community looks to the CHWs for comments that may influence decisions or the next step. Multifaceted therapies that address multiple aspects of these traits are more likely than single interventions to improve performance and inspire positive feedback from the community.

In Nigeria, OlaOlorun et. al., (2022), opined that community-based organizations are important players in the health system because they provide a wide range of programs and services to their (usually urban) community's residents, which are frequently highly valued. According to OlaOlorun et. al., (2022), meaningful feedback is required in any health project in which they are either participants or stakeholders. Furthermore, according to the comments gathered, community-based organizations frequently provide services and support to the most marginalized, underprivileged, and stigmatized segments of society (Snorek & Bolger 2022). For example, community-based HIV/AIDS organizations frequently provide support, care, and resources to a variety of marginalized and/or stigmatized groups, including drug users, gay men, sex workers, and the homeless. Community-based organizations are in a good position to provide these services because, as Uduji (2019), pointed out, they understand their local communities and thus are related to the populations they serve. Feedback and impact from existing or completed projects motivate this (Cheng et al., 2020).

In Kenya, Patricio, et al., (2020) determined that the availability of more transparent and accessible information is key in promoting healthcare projects. For instance, community-based health organizations rely on feedback from the stakeholder to successfully implement their projects. According to Malakoane et al., (2020) through feedback, organizational managers can have ease of access to the government's input have increased the public's engagement. As evidenced by input from community-based health organizations, working groups have enabled government representatives and residents to discuss issues discovered while monitoring public health services. Public officials have used them proactively to solicit and respond to community feedback (Malakoane et al., 2020).

## **Project Performance**

Davis, & Brock, (2020) defined health-based non-governmental organizations (NGOs) as private organizations that seek to alleviate suffering, promote people's health, protect the environment, and engage in community health development. While remaining independent of governments, health-related non-governmental organizations (NGOs) have helped communities around the world develop and are significant partners of many of them. Although health in Europe is better than it has ever been, (World Health Organization 2022) claimed that there are still big problems with early disease due to geographic variations, social groups, and minorities, as well as the need to care for an aging population. New behavioural diseases like HIV/AIDS and obesity are developing, while cardiovascular disease, cancer, and injuries continue unabated. Improvements must be made to healthcare systems for prevention, treatment, and care, with a focus on efficacy, efficiency, and equity (World Health Organization. 2022). Certain public health issues, such as

whether community organizations are capable of protecting European citizens' health, have sparked significant debate about the process of European integration (Yuan, & Li 2019). According to Davis, & Brock, (2020), it is critical to pursue a high level of health protection and public health; however, the policies that can contribute to these goals encompass nearly the entire breadth of NGO activities.

Though health-related NGOs are growing, the European Union has not taken any effective steps to bring together public health professionals from across Europe to form a unique European Public Health System (Ricciardi et al., 2019). Non-governmental organizations are primarily responsible for organizing conferences and other types of meetings for public health professionals regularly. National public health associations and health-based non-governmental organizations play critical roles in developing national policies, and international associations could play a critical role in developing European health policies. Health-related non-governmental organizations (NGOs) have contributed to the development of communities all over the world and are important partners of many governments while remaining independent of governments and politics (Heinzel & Koenig-Archibugi 2022). According to Asogwa (2023), NGOs are valued partners in health research for development, with research being viewed as a broad process involving not only the production of knowledge but also upstream and downstream activities required for its relevance and effectiveness, such as priority setting and knowledge translation. Non-governmental organizations (NGOs) continue to make significant contributions by funding relevant and effective research (Asogwa 2023).

### **Empirical Review**

According to Friel et al., (2020), one of the primary goals of stakeholder participation is to reveal, and thus potentially aid in the reduction of, power imbalances among weaker groups. These are frequently revealed during the strategy formulation process. Strategies may be tailored to address the concerns of stakeholders based on their characteristics. As a management and strategic tool, stakeholder analysis is beneficial. According to Vandersmissen et al., (2022), best strategies for dealing with stakeholders can be identified, and current and future opportunities or threats can be revealed, planned for, or dealt with. Successful stakeholder analysis identifies the "optimal fit" of the ideal level of attention and importance to stakeholders (Foroushani et al., 2023).

Essentially, feedback is critical in improving an organization's working systems and this concurs with (Jayasuriya et al., 2020) sentiments. For example, with positive feedback, administrators and advisors can use stakeholder analysis to assess a project's environment and performance. More specifically, feedback from stakeholder analysis can identify stakeholders' interests about the problems that the project is attempting to address or the project's purpose; identify conflicts of interest between stakeholders, which will influence management's assessment of a project's riskiness before funds are committed; and aid in the identification of stakeholders' interests. It provides a starting point, according to (Jayasuriya et al., 2020), by identifying which groups to work with and laying out a strategy for doing so. As a result, stakeholder analysis can help project initiators assess the social environment in which they will operate.

### **RESEARCH METHODOLOGY**

The study took a quantitative approach that included both descriptive and correlation design. The design was appropriate for the study because it allows the researcher to examine project stakeholder management and the performance of Health-Based Non-Governmental Organizations in Kenya. For this study, the target population consisted of various category of workers from the selected public health organizations in Kenya. Where a sample of 278 was drawn using Kejcie and Morgan (1970) formula. A questionnaire was used to collect primary data.

## RESEARCH FINDINGS AND DISCUSSIONS

The target population was 278 respondents from health-base NGOs in Kenya. A total of 278 questionnaires were administered to the respondents. The questionnaires that were dully filled and returned were 209 thus giving a response rate of 75.2%.

### Descriptives

The descriptive statistics tend to explain the responses for the items in each variable in relation to the objectives of the study. The 5-point liker scale was used where the responses were coded as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree. The percentage for each response was tabulated.

### Performance of Health-based NGOs Projects in Kenya

The main objective of the study was to examine the influence of project stakeholder management on the performance of health-based NGOs in Kenya. In this study project performance was measured by various indicators including alignment to NGO objectives, customer satisfaction and timely completion of project. Respondents were asked question related to Performance of Health-Based NGOS projects. On whether Health-Based NGOs projects were aligned with the goals of the organization, 46% answered in the affirmative while 37.8% disagreed and only 16.3% neither agreed nor disagreed. In confirming the partnership between Health-Based NGOs and the ministry of health in support of health-based projects such as Diabetes Care PACK to promote customer satisfaction, about 35.4% disagreed on that, while 33% could neither agree nor disagree on the statement with only 31.5% responding with affirmative. Thus, it wasn't clear established on whether the partnership was supportive to promote customer satisfaction of Health-Based Projects such as Diabetes Care Pack. Respondents were also asked whether Health-Based NGOs in partnership with M.O.H ensured stakeholders receive a satisfactory project., a majority 64.1% affirmed that the partnership ensured stakeholders received a satisfactory project while a minority of 22% were in disagreement. Only 13.9% could not decide on the issue. On the question of Health-Based NGOs in partnership with M.O.H working towards timely delivery of medical services to patients., 45% disagree on the matter, 14.8% could neither agree nor disagree, while 40% were in agreement. On whether Health-Based NGOs in partnership with M.O.H advocated for Human Centered Design approach that was meant to promote healthcare service delivery, a majority of 54.5% affirmed the question while 33.5% disagreed. A bout 12% neither agreed nor disagreed.

Table 1. Performance of Health-Based NGOs Projects

Performance of project Item	SD %	D %	N %	A %	SA %
Health-Based Non-Governmental Organizations' projects are aligned with the goals of the organization.	25.4	12.4	16.3	27.8	18.2
Health-Based Non-Governmental Organizations support health-based projects such as Diabetes Care PACK to promote customer satisfaction.	16.3	19.1	33	16.7	14.8
Health-Based Non-Governmental Organizations in partnership with M.O.H ensures works to ensure that receive a satisfactory project.	19.6	2.4	13.9	57.9	6.2
Health-Based Non-Governmental Organizations in partnership with M.O.H works towards ensuring the timely delivery of medical services to patients.	18.7	26.3	14.8	32.5	7.7
Health-Based Non-Governmental Organizations in partnership with M.O.H advocates for Human Centered Design approach that is meant to promote healthcare service delivery.	15.8	17.7	12	30.1	24.4
<b>Average Performance of Project</b>	M	<b>3.14</b>	Sd	.6436	

The average of 3.14 and standard deviation of .6436 clearly indicated that there was not significant statistical evidence to suggest status of performance of Health-Based NGOs project since averagely the respondents neither agreed nor disagreed on the measurement of performance of Health-Based NGOs projects in Kenya. Davis and Brock described health-based NGOs as private organizations that seek to alleviate suffering, promote people's health, protect the environment, and engage in community health development. While remaining independent of governments, health-related NGOs have helped communities around the world develop and are significant partners of many of them. Asogwa (2023) argued that NGOs are valued partners in health research for development, with research being viewed as a broad process involving not only the production of knowledge but also upstream and downstream activities required for its relevance and effectiveness, such as priority setting and knowledge translation. The NGOs continue to make significant contributions by funding relevant and effective research. According to Lang'at, (2020), the growth and organization of health-related NGOs in Kenya have followed broad societal transformations in each country context. There are extensive networks of NGOs in the health and social sectors. Even in recent years, the expansion of the public system incorporated much of the voluntary system. The proliferation of health-related NGOs has facilitated a shift in social policy thinking. The growth and organization of health NGOs in Kenya are largely undocumented.

### Stakeholder Participation and Performance of Health-based NGOs Projects in Kenya

The first specific objective of the study was to establish the influence of stakeholder participation on the performance of health-based NGOs projects in Kenya. Stakeholder participation was measured by inclusion, active participation and transparency. Respondents were asked whether enhanced stakeholder active participation promoted project implementation transparency. A majority of 49.3% respondent with affirmation while 38.9% disagreed, with only 12% neither agreeing nor disagreeing. On whether Stakeholder involvement enhances the performance of health-based projects. A majority 65.6% agreed on that, while 15.3% could neither agree nor disagree, and 19.1% disagreeing. On the question on transparency enhancing stakeholder participation in health-based projects and thus contributing to a credible implementation process. A majority of the respondents (74.6%) agreed that transparency enhanced stakeholder participation and thus contributing to a credible implementation process, while 11.9% disagreed and 13.4% were undecided. It was affirmed by majority of the respondents (63.1%) that active participation by key players in project implementation helped in building up long term workable approaches. However, 19.6% disagreed while 17.2% were undecided. Finally, only 42.1% agreed that transparent organizational operations promoted endorsement of the project by the community members, while a majority of 43.5% disagreed and 14.4% neither agreed nor disagreed.

**Table 2: Stakeholder Participation**

Stakeholder Participation Items	SD %	D %	N %	A %	SA %
Enhanced stakeholder active participation promotes project implementation transparency.	27.8	11	12	28.7	20.6
Stakeholder involvement enhances the performance of health-based projects.	15.3	3.8	15.3	27.3	38.3
Transparency enhances stakeholder participation in health-based projects and thus contributes to a credible implementation process.	3.8	8.1	13.4	36.8	37.8
Active participation by key players in project implementation helps in building up long term workable approaches.	10.5	9.1	17.2	39.7	23.4
Transparent organizational operations promote endorsement of the project by the community members.	.37.3	6.2	14.4	37.3	4.8
<b>Average Stakeholder Participation</b>	<b>M</b>	<b>3.37</b>	<b>SD</b>	<b>.5277</b>	



The average of 3.37 clearly indicated that there was no significant statistical evidence to suggest the influence of stakeholder participation on the Health-based NGOs projects. The average of 3.37 translates to neutral indicating the on the average majority of the respondents could neither agree nor disagree on the indicators of stakeholder participation on Health-Based NGOs projects. Long et al., (2022) argued that inclusive stakeholder engagement in healthcare policies and decision-making is critical to meeting the needs of patients and communities, reducing health disparities, and increasing government accountability. Miriti, and Karithi, (2020) in their investigation on the determinants of health project sustainability in Nairobi, Kenya, found that interaction with stakeholders, stakeholder availability, proactive stakeholder, formal communication, and stakeholder participation in evaluation and monitoring were critical project performance factors. Bahadorestani, et. al. (2020) asserted that stakeholder involvement in health projects is critical to project success. Stakeholder engagement is critical to the success of any project, activity, or program.

### **Feedback & Reporting and Performance of Health-based NGOs Projects in Kenya**

The second specific objective was to assess the influence of feedback and reporting on the performance of health-based NGOs in Kenya. Feedback and reporting in this study was measured by goals attainment, enhanced transparency and building confidence. Respondents were asked on positive feedback was key tenet in enhancing Health-based NGOS organizations projects goal attainment. Majority of the respondents (65.6%) affirmed the statement while minority of 19.1% disagreed. On whether over reporting on project progress contributed to Health-based NGOs projects performance. Majority of the respondents (74.6%) agreed that over reporting on project progress contributed to project performance while 11.9% were contrary to the sentiments.

A majority of 63.1% opined that Reporting right information by key stakeholders was a recipe for better Health-Based Non-Governmental Organizations' projects outcome. However, a minority of 19.6% were contrary opinion while 17.2% had divided opinion. On whether Health-Based NGOs projects outcome was dependent on positive feedback for building stakeholders' confidence, 42.1% disagreed while 51.7% agreed with only 6.2% neither agreeing or disagreeing. Thus, majority of the respondents agreed that projects outcomes for health-based NGOs were dependent on positive feedback to build stakeholders confidence. Finally, it agreed by a majority of 54.6% of the respondents that feedback and reporting by stakeholders enhanced transparency and successful implementation of health-based projects in Kenya. However, 35.4% of minority had contrary opinion while only 10% were not sure on a conclusive answer to the question.

**Table 3: Feedback and Reporting**

<b>Feedback and Reporting Items</b>	<b>SD %</b>	<b>D %</b>	<b>N %</b>	<b>A %</b>	<b>SA %</b>
Positive feedback is a key tenet in enhancing Health-Based Non-Governmental Organizations' project's goal attainment.	15.3	3.8	15.3	27.3	38.3
Over reporting on project progress contributes to the Health-Based Non-Governmental Organizations' projects performance.	3.8	8.1	13.4	36.8	37.8
Reporting right information by key stakeholders is a recipe for better Health-Based Non-Governmental Organizations' projects outcome.	10.5	9.1	17.2	39.7	23.4
Health-Based Non-Governmental Organizations' projects outcome is dependent on positive feedback hence building stakeholders confidence	37.3	4.8	6.2	37.3	14.4
Feedback and reporting by stakeholders enhance transparency and successful implementation of health-based projects in Kenya.	24.4	11	10	32.1	22.5
<b>Average Feedback &amp; Reporting</b>	<b>M</b>	<b>3.41</b>	<b>SD</b>	<b>.4882</b>	

The average 3.41 indicated slightly agreement on the existence of Feedback and Reporting activities in Health-Based NGOs projects. Thus, there was some slight significance statistical evidence to suggest Feedback and reporting activities in the Health-based NGOs projects. Teisberg, *et al.* (2020), opined that the operational goal of the healthcare system is to provide effective health services and feedback, which includes a variety of services to improve community health and ultimately result in favorable population health outcomes. Indicators for the delivery of health services are developed to make better use of the knowledge gathered through routine data collection to better understand health services and their ability to meet community needs. In Kenya, Patricio, *et al.*, (2020) explained that the availability of more transparent and accessible information is key in promoting healthcare projects. For instance, community-based health organizations rely on feedback from the stakeholder to successfully implement their projects. The influence of feedback and reporting has been described as rapid in another study by Affara, *et al.*, (2021) because most communities do not take health matters lightly. Prompt actions are taken, and mobilizers commit to moving and passing information to community members through working group.

## Inferential Statistics

### Stakeholder Participation and Performance of Health-Based NGOs Projects

From Table 4. below,  $r$  (.201) shows a weak correlation between the predictor variable of Stakeholder Participation and the dependent variable Performance of Health-Based NGOs Projects in Kenya. The coefficient of determination  $R^2$  (.040) implies that Stakeholder Participation explains 4% change of Performance of Health-Based NGOs Projects in Kenya.

**Table 4: Model Summary for Stakeholder Participation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.201 <sup>a</sup>	.040	.036	.63204

From the ANOVA test results Stakeholder Participation has a significant influence on the Performance of Health-Based NGOs Projects in Kenya since the Sig (0.004) is less than the significance value of 0.05. The F-Calculated (1, 207) = 8.682 which is greater the F-Critical (1, 207) = 3.887. Stakeholder Participation to some extent is significant in explaining the change of Performance of Health-Based NGOs Projects in Kenya. Table 5 below shows the ANOVA results for the Stakeholder Participation.

**Table 5: ANOVA Test for Stakeholder Participation**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.468	1	3.468	8.682	.004 <sup>b</sup>
	Residual	82.692	207	.399		
	Total	86.160	208			

a. Dependent Variable: Performance of Health-Based NGOs Projects

b. Predictors: (Constant), Stakeholder Participation

Stakeholder Participation was found to be significant in explain the change of Performance of Health-Based NGOs Projects, Table 6 below shows the regression coefficients. Stakeholder Participation significantly influences Performance of Health-Based NGOs Projects in Kenya Sig (.000 < 0.05) by 20.1% which also corresponds with  $r$  (.201) in the model summary. The  $\beta$  (.245) indicates a positive and a direct relationship between Stakeholder Participation and Performance

of Health-Based NGOs Projects in Kenya i.e. a unit increase in Performance of Health-Based NGOs Projects in Kenya needs .245 of Stakeholder Participation. The model can be fitted as below

$$\text{Project Performance} = 2.316 + .245 \text{ Stakeholder Participation} \dots\dots (i)$$

**Table 6: Regression Results for Stakeholder Participation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.316	.283		8.169	.000
	Stakeholder Participation	.245	.083	.201	2.946	.004

a. Dependent Variable: Performance of Health-Based NGOs Projects

**Feedback & Reporting and Performance of Health-Based NGOs Projects**

From Table 7 below,  $r$  (.297) shows a relatively strong correlation between the predictor variable of Feedback & Reporting and the dependent variable Performance of Health-Based NGOs Projects in Kenya. The coefficient of determination  $R^2$  (.088) implies that Feedback & Reporting explains 8.8% change of Performance of Health-Based NGOs Projects in Kenya.

**Table 7: Model Summary for Feedback & Reporting**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 <sup>a</sup>	.088	.084	.61609

From the ANOVA test reveals that Feedback & Reporting has a significant influence on the Performance of Health-Based NGOs Projects in Kenya since the Sig (0.000) is less than the significance value of 0.05. The F-Calculated (1, 207) = 19.996 which is greater the F-Critical (1, 207) = 3.887. This implies that Feedback & Reporting to some extent is significant in explaining the change of Performance of Health-Based NGOs Projects in Kenya. Table 8 below shows the ANOVA results for the Feedback & Reporting.

**Table 8: ANOVA Test for Feedback & Reporting**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.590	1	7.590	19.996	.000 <sup>b</sup>
	Residual	78.570	207	.380		
	Total	86.160	208			

a. Dependent Variable: Performance of Health-Based NGOs Projects

b. Predictors: (Constant), Feedback & Reporting

Feedback & Reporting was found to be significant in explain the change of Performance of Health-Based NGOs Projects. In Table 4.20 below. Feedback & Reporting significantly influences Performance of Health-Based NGOs Projects in Kenya Sig (.000 < 0.05) by 29.7% as affirmed by  $r$  (.297) in the model summary. The  $\beta$  (.391) indicates a positive and a direct relationship between Feedback & Reporting and Performance of Health-Based NGOs Projects in Kenya i.e. a unit increase in Performance of Health-Based NGOs Projects in Kenya needs .391 of Feedback & Reporting. The model can be fitted as below

$$\text{Project Performance} = 1.808 + .391 \text{ Feedback \& Reporting} \dots\dots (ii)$$

**Table 9: Regression Results for Feedback & Reporting**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.808	.301		6.003	.000
Feedback & Reporting	.391	.088	.297	4.472	.000

a. Dependent Variable: Performance of Health-Based NGOs Projects

## Hypothesis Testing

### **H<sub>01</sub>: Stakeholder Participation has no significant influence on Performance of Health-based NGOs Projects**

From the regression results in Table 4.26 on Stakeholder Participation, the t-calculated (-7.335.) > t-critical ( $\pm 1.971$ ) further, Sig (.000) < 0.05 indicating that Stakeholder Participation in stakeholder management practices significantly influences Performance of Health-based NGOs Projects. Thus, the null hypothesis is rejected and we conclude that Stakeholder Participation has a significant influence on Performance of Health-based NGOs Projects.

### **H<sub>02</sub>: Feedback & Reporting has no significant influence on Performance of Health-based NGOs Projects.**

From the regression results in Table 4.26 on Feedback & Reporting, the t-calculated (4.554) was less than t-critical ( $\pm 1.971$ ) further, Sig (.000) < 0.05 indicating that Feedback & Reporting in Stakeholder management practices significantly influences on Performance of Health-based NGOs Projects. Thus, we reject the null hypothesis and conclude that Feedback & Reporting has a significant on Performance of Health-based NGOs Projects.

## CONCLUSION

The study found a weak significant positive correlation between Stakeholder Participation and Performance of Health-Based NGOs Projects. The regression analysis established that there is an inverse relationship between Stakeholder Participation and Performance of Health-Based NGOs Projects. The study thus concludes that Stakeholder Participation has significant correlation with performance of projects. The study also found Stakeholder Participation had a negative significant influence on Performance of Health-Based NGOs Projects. The study thus concluded that Stakeholder Participation significantly influence Performance of Health-Based NGOs Projects. The study rejected the null hypothesis and concluded that Stakeholder participation has a significant influence on performance of health-based NGOs projects in Kenya.

The study found a weak significant positive correlation between Feedback & Reporting and Performance of Health-Based NGOs Projects. The regression analysis further affirmed a positive significant correlation between Feedback & Reporting and Performance of Health-Based NGOs Projects. The study thus, concludes that Feedback & Reporting has a significant correlation with Performance of Projects. The study also found Feedback & Reporting had a positive significant influence on Performance of Health-Based NGOs Projects. The study thus concluded that Feedback & Reporting significantly influence Performance of Health-Based NGOs Projects. The study rejected the null hypothesis and concluded that Feedback & Reporting has a significant influence on performance of health-based NGOs projects in Kenya.

## RECOMMENDATION

Policy development is critical for understanding the needs of different groups and communities, such as civil society organizations and donors, who may have different priorities, and for increasing policy equity. The study thus recommends for a carefully planned strategy for

stakeholder participation. The project manager should also ensure timely, precise, and adequate information flows to the project team so that the team clearly understands the scope and schedule of the project as well as the role each team member is expected to play. The project manager should also define and implement a formal communication framework to involve the stakeholders of the project. The availability of more transparent and accessible information is key in promoting healthcare projects. Thus, this study recommends clear feedback & Reporting framework to ensure the success of the health -based NGOs projects.

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