



## PROJECT MANAGEMENT AND PERFORMANCE OF HEALTH SECTOR PROJECTS IN METROPOLITAN COUNTIES IN KENYA

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### ABSTRACT

Despite the importance of health sector projects, many metropolitan counties in Kenya face significant challenges in project performance. These challenges manifest in delays, cost overruns, and failure to meet the desired quality and outcomes. The general objective of the study is to analyze the effect of project management on performance of health sector projects in metropolitan counties in Kenya. Specifically, the study sought to investigate the effect of Stakeholder Involvement on performance of health sector projects in metropolitan counties in Kenya, and to examine the effect of monitoring and evaluation on performance of health sector projects in metropolitan counties in Kenya. This study was anchored on Stakeholders theory and Resource Based View Theory. The study adopted a cross-sectional research design. This study was conducted in Metropolitan counties in Kenya which include; Kajiado county, Machakos county, Nairobi county and Kiambu County. The study focused on 44 projects implemented by Level 6 hospitals in the 4 counties. The study targeted the management level employees at the level 6 hospitals. Management employees targeted because it is believed that they are involved in project management in the hospitals. From the ministry of health website, the hospitals has approximately 1500 employees. Therefore, the study population was 1500 employees. The Yamane formula was adopted to calculate the study sample size. The study used simple random sampling in selecting the sample of 316 respondents from study population. Data was collected using a self-administered semi-structured questionnaire. The Statistical Package for Social Sciences (SPSS) version 25 software was used to analyze the data. Qualitative data was analysed using content analysis and presented in prose form. Qualitative data was analysed using descriptive and inferential analysis. Descriptive statistics such as frequency, percentages, and means were used. Pearson correlation coefficient was used for testing strength and direction between the independent and the dependent variables. A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. The findings were presented in Tables and figures. The study concludes that stakeholder involvement has a positive and significant effect on performance of health sector projects in metropolitan counties in Kenya. The study also concludes that monitoring and evaluation has a positive and significant effect on performance of health sector projects in metropolitan counties in Kenya. Based on the findings, the study recommends that the management of public hospitals should establish comprehensive stakeholder engagement frameworks that prioritize inclusive participation and continuous feedback.

**Key Words:** Project Management, Stakeholder Involvement, Monitoring and Evaluation, Performance, Health Sector Projects, Metropolitan Counties

## **Background of the Study**

The health sector plays a crucial role in a country's overall well-being and development. It encompasses a wide range of services and functions, including the prevention and treatment of diseases, promotion of health, and rehabilitation of patients (Abdulrahman, 2019). A robust health sector contributes significantly to the economic productivity of a nation by ensuring a healthy workforce (Abuya, 2019). Additionally, it supports the social fabric by reducing the burden of illness and enhancing the quality of life for individuals. Effective health services also play a pivotal role in combating poverty and fostering social equity, as access to healthcare can help reduce health disparities and improve the lives of the most vulnerable populations. The performance of health projects can be evaluated based on several criteria, including the efficiency and effectiveness of implementation, the impact on target populations, and the sustainability of outcomes (Cheung, Yiu, & Lam, 2018). High-performing health projects typically exhibit strong management and coordination, adequate funding, and skilled personnel. They also involve comprehensive planning and continuous monitoring and evaluation to ensure that objectives are being met and to make necessary adjustments along the way (Kahungura, 2020).

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. It involves planning, initiating, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time (Kaniaru, 2020). The primary challenge of project management is to achieve all the project goals within the given constraints, which are usually scope, time, and budget. Project management is a multifaceted discipline that involves various elements to ensure successful project execution and delivery. Four critical aspects of project management are stakeholder involvement, project planning, risk management, and monitoring and evaluation (Kimweli, 2018).

Engaging stakeholders is essential in project management as stakeholders are individuals or groups who have an interest or stake in the project's outcome. Effective stakeholder involvement begins with identifying all relevant stakeholders, including project sponsors, team members, clients, and any other impacted parties. Clear communication and active engagement with stakeholders throughout the project lifecycle help in managing expectations, gathering valuable input, and gaining support. Involving stakeholders early and often can lead to better decision-making, increased trust, and higher satisfaction with the project's results (Kobusingye, Mungatu, & Mulyungi, 2020). Planning is a foundational phase of project management that sets the stage for the entire project. It involves defining the project scope, objectives, and deliverables, creating detailed work breakdown structures, and developing schedules and budgets.

Monitoring and evaluation (M&E) are critical processes that track the project's progress and performance against the plan. Monitoring involves regular oversight of project activities, collecting data on various performance metrics, and ensuring that tasks are completed as scheduled (Alsaadi, & Norhayatizakuan, 2020). Evaluation assesses the project's outcomes and impacts, determining whether the project has met its goals and identifying lessons learned. Effective M&E provides valuable insights into project performance, enabling timely adjustments and informed decision-making. It also helps in demonstrating accountability to stakeholders and ensuring that the project delivers the intended benefits (Bwogen, & Muthoni, 2023).

## **Statement of the Problem**

The performance of health sector projects is critical to the overall well-being of any country, including Kenya. Efficient and effective health projects lead to improved health outcomes, increased life expectancy, and enhanced quality of life for the population (Kimanzi & Ngugi 2022). They ensure that healthcare services are accessible, affordable, and of high quality,

which is essential for the socioeconomic development of the country (Bwogen & Muthoni, 2023). A well-performing health sector can also mitigate the spread of diseases, reduce mortality rates, and enhance the country's ability to respond to health emergencies and pandemics. Therefore, the performance of health sector projects is not just a matter of public health but a cornerstone of national development and stability (Miombe, Kaswira & Lango, 2024).

Despite the importance of health sector projects, many metropolitan counties in Kenya face significant challenges in project performance. These challenges manifest in delays, cost overruns, and failure to meet the desired quality and outcomes. For instance, a report by the Kenya Health Service Delivery Indicator Survey (2022) indicated that only 60% of health projects in metropolitan counties were completed on time, and just 55% were completed within budget. Additionally, the same report highlighted that many health facilities suffered from inadequate infrastructure, insufficient medical supplies, and staffing shortages, all of which are symptoms of poor project performance. For example, Nairobi County, which hosts the largest concentration of health facilities in Kenya, has been plagued by persistent issues such as incomplete hospital construction projects and delays in the procurement of essential medical equipment, affecting service delivery and patient care (Owour, Kwakha & Ongaro, 2022).

Project management plays a pivotal role in influencing the performance of health sector projects. Effective project management involves the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Key elements of project management, such as monitoring, and controlling, directly impact the success of health projects (Opiyo & Muchelule, 2024). The adoption of best practices in project management, such as stakeholder engagement, clear communication, and robust risk management, can significantly enhance the performance of health projects, leading to timely completion, cost efficiency, and improved quality of healthcare services (Cherono & Paul, 2024). Therefore, understanding and improving project management practices is crucial for addressing the performance issues in health sector projects in Kenya's metropolitan counties.

Various studies have been conducted on project management and project performance. For instance; Owino and Omwenga (2022) in Kenya examined on project management practices and performance of non-governmental organizations. In Kenya, Mongina and Moronge (2021) investigated on project management practices and performance of road construction projects and Wairimu and Nyang'au (2022) in Kenya conducted a study on the effect of project management practices on performance of construction projects. However, none of these studies focused on stakeholder involvement, and monitoring and evaluation on performance of health sector projects in metropolitan counties in Kenya. To fill the highlighted gaps, the current study sought to determine the influence of project management practices (stakeholder involvement, and monitoring and evaluation) on performance of health sector projects in metropolitan counties in Kenya.

## Objectives of the Study

### **General Objective**

The general objective of the study is to analyze the effect of project management on performance of health sector projects in metropolitan counties in Kenya.

### **Specific Objectives**

- i. To investigate the effect of Stakeholder Involvement on performance of health sector projects in metropolitan counties in Kenya
- ii. To examine the effect of monitoring and evaluation on performance of health sector projects in metropolitan counties in Kenya

## LITERATURE REVIEW

### Theoretical Review

#### Stakeholders theory

Stakeholder Theory is a perspective in organizational management and business ethics that emphasizes the importance of considering the interests and relationships of all stakeholders affected by an organization's decisions and actions. Developed by R. Edward Freeman (1984), Stakeholder Theory proposes that organizations should not only prioritize the interests of shareholders (owners) but also take into account the needs, concerns, and impacts on other stakeholders, including employees, customers, suppliers, local communities, and society at large (Nnadi & Oyama, 2023). At its core, Stakeholder Theory asserts that organizations operate within a broader network of interconnected relationships and dependencies with various stakeholders. These stakeholders can significantly influence or be affected by the organization's activities, strategies, and outcomes. Therefore, organizations have a moral and ethical responsibility to consider the interests of all stakeholders and manage these relationships in a way that creates value for each group, not just shareholders (Umumararungu & Mulyungi, 2020).

One key concept of Stakeholder Theory is the identification and classification of stakeholders. Stakeholders can be categorized based on their level of influence on or vulnerability to the organization, as well as their degree of interest in the organization's activities and outcomes. For example, stakeholders with high influence and high interest (such as major investors or key customers) may require more direct engagement and consideration in decision-making processes, whereas stakeholders with lower influence or interest may still merit attention but to a lesser extent (Kimanzi & Ngugi, 2022). Stakeholder Theory also emphasizes the dynamic and reciprocal nature of stakeholder relationships. Effective stakeholder management involves ongoing communication, engagement, and responsiveness to stakeholders' concerns and expectations. Organizations are encouraged to adopt inclusive decision-making processes that involve consulting with stakeholders, soliciting feedback, and integrating stakeholder perspectives into strategic planning and implementation. By doing so, organizations can build trust, foster goodwill and enhance their reputation as responsible corporate citizens (Miombe, Kaswira & Lango, 2024).

One fundamental assumption is that organizations operate within a complex network of relationships with various stakeholders, including employees, customers, suppliers, communities, and society at large. These stakeholders can significantly influence or be affected by the organization's decisions and actions, thereby shaping its long-term success and sustainability. Stakeholder Theory posits that organizations have a moral and ethical obligation to manage these relationships responsibly, taking into account the diverse interests and concerns of stakeholders beyond just shareholders (Bwogen & Muthoni, 2023). Another assumption of Stakeholder Theory is that stakeholders have legitimate claims on the organization's resources, outcomes, and decision-making processes. This implies that stakeholders contribute to and are impacted by the organization's activities in ways that go beyond financial transactions. For instance, employees invest their time and skills, communities provide infrastructure and support, and customers contribute to revenue generation. By recognizing and addressing the needs and expectations of these stakeholders, organizations can build trust, enhance reputation, and foster long-term relationships that contribute to organizational resilience and success (Nnadi & Oyama, 2023).

Critiques of Stakeholder Theory often focus on its practical implementation challenges and potential conflicts with traditional business priorities. Critics argue that prioritizing the interests of multiple stakeholders can lead to competing demands and complexity in decision-making, making it difficult for organizations to prioritize and allocate resources effectively. For example, stakeholders may have conflicting expectations regarding profit maximization, social

responsibility, environmental sustainability, and employee welfare, posing challenges for organizational leaders in balancing these diverse interests (Umumararungu & Mulyungi, 2020). Moreover, critics question the feasibility of Stakeholder Theory in achieving organizational objectives, particularly in competitive market environments where shareholder value and profitability are often prioritized. They argue that overly emphasizing non-financial stakeholders may undermine organizational efficiency and competitiveness, potentially compromising long-term sustainability and growth. Critics also raise concerns about the lack of clear guidelines or metrics for measuring and balancing stakeholder interests, making it challenging for organizations to implement Stakeholder Theory in a systematic and transparent manner (Kimanzi & Ngugi, 2022).

Furthermore, some critics argue that Stakeholder Theory lacks specificity in guiding organizational decision-making and strategic priorities. While it encourages organizations to consider a wide range of stakeholders, it may not provide sufficient guidance on how to prioritize conflicting stakeholder interests or make trade-offs when resources are limited. This ambiguity can lead to inconsistency in decision-making and a lack of clarity in organizational priorities, undermining the theory's practical utility in complex organizational contexts (Miombe, Kaswira & Lango, 2024). This theory is relevant in investigating the effect of Stakeholder Involvement on performance of health sector projects in metropolitan counties in Kenya.

### **Resource Based View**

The Resource-Based View (RBV) founded by Barney (1991) is a strategic management framework that focuses on the internal resources and capabilities of a firm as sources of competitive advantage. At its core, RBV posits that a firm's unique bundle of resources and capabilities can enable it to achieve sustainable competitive advantage and superior performance in the marketplace. Unlike traditional strategic management approaches that primarily focus on external factors such as market dynamics and industry structure, RBV emphasizes the importance of internal factors in determining a firm's success. RBV theory entails identifying and leveraging a firm's distinctive resources and capabilities to create value and achieve strategic objectives (Lawal & Basheer, 2022). Resources can include tangible assets such as physical infrastructure, financial capital, and technology, as well as intangible assets such as human capital, intellectual property, organizational culture, and reputation. These resources are considered valuable if they enable the firm to exploit opportunities or neutralize threats in the external environment. Capabilities, on the other hand, refer to the firm's ability to effectively deploy and utilize its resources to perform specific activities and achieve desired outcomes (Uwera & Wanjiku, 2023).

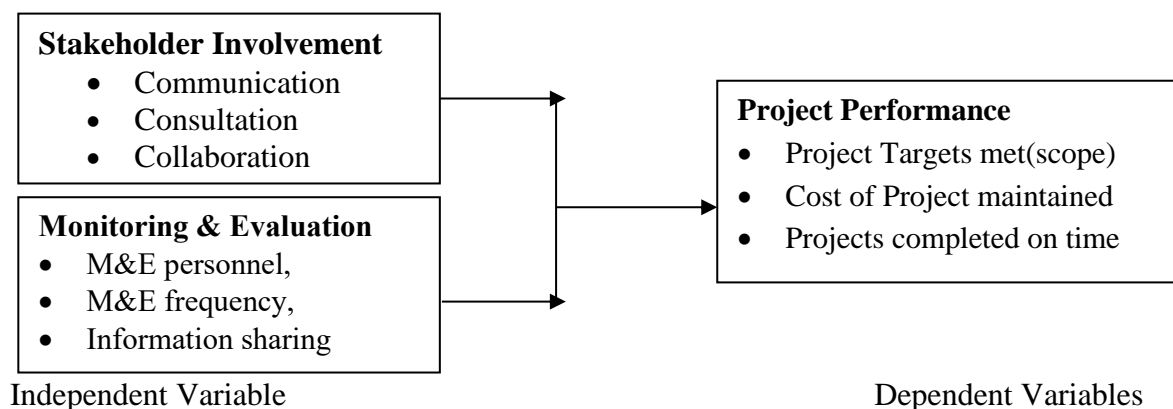
The Resource-Based View (RBV) theory of strategic management is built upon several foundational assumptions that shape its approach to analyzing firm performance and competitive advantage. One key assumption of RBV is that firms are heterogeneous in terms of the resources and capabilities they possess. This means that each firm has a unique bundle of resources—both tangible and intangible—that is valuable, rare, difficult to imitate, and non-substitutable (VRIN). RBV posits that these distinctive resources and capabilities are the primary sources of sustained competitive advantage and superior performance (Nyanje & Kisimbii, 2020). Another assumption of RBV is that firms are rational and profit-maximizing actors that seek to exploit their resources and capabilities to create value for stakeholders. RBV theory also assumes that resources are not static, but can be developed, accumulated, and leveraged over time to enhance a firm's competitive position. This implies that firms can invest in building and renewing their resource base, as well as developing dynamic capabilities that enable them to adapt and respond effectively to changes in the external environment. Additionally, RBV assumes that markets are imperfect and that firms can earn economic rents by possessing unique resources and capabilities that are not fully captured by market prices.

These rents can arise from factors such as brand reputation, customer loyalty, and proprietary technology (Waweru & Kimathi, 2022).

Despite its strengths, RBV theory has faced several critiques over the years. One criticism is that RBV may be tautological or circular in its reasoning, as the concept of valuable, rare, inimitable, and non-substitutable resources (VRIN) is somewhat subjective and difficult to operationalize empirically. Critics argue that firms may achieve competitive advantage through factors other than resources and capabilities, such as market positioning or network effects. Additionally, RBV has been criticized for its limited focus on external factors and industry dynamics, such as changes in customer preferences, technological innovation, and competitive rivalry. Some scholars argue that RBV may overlook the importance of these external factors in shaping a firm's competitive position and performance (Njiru & Thoronjo, 2024). Moreover, RBV theory has been criticized for its lack of prescriptive guidance on how firms can identify and develop valuable resources and capabilities. While RBV provides a useful framework for understanding the sources of competitive advantage, it offers limited practical guidance on how firms can systematically analyze their resource base and make strategic decisions to enhance their competitive position. Critics also point out that RBV may be less relevant in industries characterized by rapid technological change and disruptive innovation, where traditional sources of competitive advantage may be short-lived (Lawal & Basheer, 2022). This theory is relevant in examining the effect of monitoring and evaluation on performance of health sector projects in metropolitan counties in Kenya.

### Conceptual Framework

This is an introduction technique where researcher conceptualize the associations between factors and graphically or diagrammatically interrelations in the research (Orodho, 2019). According to Kothari (2021) a variable it is defined as an idea capable of taking distinctive quantitative qualities. Mugenda (2019), then again, characterizes a variable as a quantifiable trademark that expects various qualities among units of a particular population.



**Figure 2. 1: Conceptual Framework**

### Stakeholder Involvement

Stakeholder involvement refers to the active engagement and participation of individuals, groups, or entities that have a vested interest or concern in a particular organization, project, or initiative. Stakeholders can include a wide range of parties such as employees, customers, investors, suppliers, community members, regulatory bodies, and advocacy groups (Nnadi & Oyama, 2023). Communication forms the foundation of stakeholder engagement by facilitating the exchange of information between the organization and its stakeholders. It involves not only conveying messages about decisions, plans, and activities but also listening to stakeholders' concerns, feedback, and expectations. Clear and transparent communication builds trust and understanding, ensuring that stakeholders are informed and feel valued (Umumararungu & Mulyungi, 2020).

Consultation takes communication a step further by actively seeking stakeholders' input, perspectives, and opinions on issues that affect them. It involves soliciting feedback through surveys, meetings, or structured discussions to gather insights that can inform decision-making processes. Consultation demonstrates respect for stakeholders' expertise and concerns, fostering inclusivity and ownership in decision-making outcomes (Kimanzi & Ngugi, 2022). Collaboration goes beyond consultation to involve stakeholders in joint problem-solving, planning, or implementation efforts. It leverages the diverse knowledge, resources, and expertise of stakeholders to co-create solutions that address shared challenges or opportunities. Collaboration fosters mutual understanding, builds relationships, and promotes collective action towards achieving common goals, thereby enhancing the effectiveness and sustainability of organizational initiatives (Miombe, Kaswira & Lango, 2024).

### **Monitoring and Evaluation**

Monitoring and evaluation (M&E) is a systematic process used to track and assess the progress, performance, and outcomes of projects, programs, policies, or interventions. It involves gathering and analyzing data on various aspects of the initiative to determine whether it is achieving its intended objectives and goals effectively (Lawal & Basheer, 2022). M&E personnel play a crucial role in ensuring the effectiveness and integrity of monitoring and evaluation activities. These individuals are typically skilled professionals with expertise in data collection, analysis, interpretation, and reporting. They may include M&E officers, data analysts, researchers, or consultants who are responsible for designing M&E frameworks, conducting assessments, and providing actionable insights based on findings. Their role also involves engaging with stakeholders, coordinating data collection efforts, and synthesizing information to inform decision-making processes. The competence and commitment of M&E personnel are pivotal in ensuring that M&E processes are conducted rigorously, ethically, and with a focus on generating meaningful data to support organizational learning and improvement (Uwera & Wanjiku, 2023).

M&E frequency refers to the regularity and timing of monitoring and evaluation activities throughout the project or program lifecycle. The frequency of M&E activities can vary depending on the nature, complexity, and duration of the initiative. Early-stage monitoring may occur more frequently to track initial progress, identify early challenges, and make timely adjustments. As projects progress, monitoring activities may become less frequent but remain systematic to ensure ongoing progress tracking and performance assessment. Evaluations, on the other hand, are typically conducted at key milestones or at the conclusion of the project to assess overall impact, effectiveness, and sustainability. Establishing an appropriate M&E frequency ensures that stakeholders receive timely and relevant information to support decision-making, adapt strategies as needed, and maximize the likelihood of achieving desired outcomes (Nyanje & Kisimbii, 2020).

Information sharing is a critical aspect of M&E that involves disseminating findings, insights, and recommendations to stakeholders, decision-makers, and relevant parties. Effective information sharing practices promote transparency, accountability, and learning within organizations and among external stakeholders. This may include sharing monitoring reports, evaluation findings, lessons learned, and best practices through various communication channels such as meetings, reports, presentations, dashboards, or online platforms. Timely and accessible information sharing enables stakeholders to understand progress, identify areas for improvement, replicate successful practices, and make informed decisions based on evidence. It also fosters collaboration, stakeholder engagement, and continuous improvement in project implementation and organizational performance (Waweru & Kimathi, 2022).

## **Empirical Review**

### **Stakeholder Involvement and Project Performance**

Nnadi and Oyama (2023) assessed on evaluating the influence of stakeholders' involvement on the performance of road construction project in Nigeria. This research adopted survey research design. The population of the study comprises all the 2,200 project managers, site Engineers, Design Engineers, Quantity Surveyors and Land Surveyors practicing with registered road construction firms in the South-East Geopolitical Zone of Nigeria. The study found that there is a significant influence of stakeholder involvement on the performance of road construction project. The study concluded that stakeholders' involvement, have significant contribution towards effective and improve the performance of road construction project in South East, Nigeria.

Umumararungu and Mulyungi (2020) researched on the influence of stakeholder involvement on successful implementation of housing projects in Rwanda: a case study of the gate real Estates project. This study used a descriptive case study design based qualitative and quantitative approach. A sample size of 105 that includes house buyers, house developers and Rwanda Housing Authority Staff participated in the study. The study found that stakeholder involvement has a relationship with project success. The study concluded that stakeholder's involvement has a significant effect on project success.

Kimanzi and Ngugi (2022) investigated on stakeholder involvement and implementation of projects by Kitui County Government, Kenya. The paper adopted a descriptive survey research design, with the target population consisting of 93 projects undertaken by Kitui County government. The study found that stakeholder involvement had a positive and significant effect on project implementation. The study concluded that the inclusion of stakeholders had a positive and noteworthy impact on project implementation.

Miombe, Kaswira and Lango (2024) conducted a study on stakeholder involvement practices and implementation of county government funded water projects in Kisii County Kenya. The study adopted a descriptive survey design with a target population of 201 county water staff managing 90 water projects across the county. Census method was used to collect data. The study found that a robust engagement strategy involving stakeholder identification, defining roles, ensuring adequate resources, and monitoring involvement throughout the project cycle contributes to project success. The study concluded that stakeholder involvement plays a critical and multifaceted role in successfully implementing water projects.

Bwogen and Muthoni (2023) examined on the effect of stakeholder involvement on performance of Bomet County Government, Kenya. A census was adopted because the study intended to involve all the 384 participants of the county government. The study found that there is a strong and positive association between stakeholder involvement and performance of the County Government of Bomet. The study concluded that stakeholder involvement has a significant effect in the performance of the County Government of Bomet.

### **Monitoring and Evaluation and Project Performance**

Lawal and Basheer (2022) researched on the role of monitoring and evaluation of project performance in the federal capital territory Abuja Nigeria, 2017-2021. The study employed mixed method research design that combines qualitative and quantitative data collection. The characteristics of the population are known and the respondents who possess the needed information are clearly determined. The study found that monitoring and evaluation had a significant impact on project performance. The study concluded that monitoring and evaluations significantly impacts project performance, and positively ensure projects are completed.

Uwera and Wanjiku (2023) investigated on monitoring and evaluation practices and performance of non-government organizations in Rwanda: a case study of income-generating



activities project by health relief and development organization. A descriptive research design was used within this study, and the study population is comprised of 165 employees working on the project and beneficiaries. The sample size of 117 respondents was established through calculations carried out using Slovin's Formula. The study found that there is a positive and significant relationship between planning for M&E and project performance. The study concluded that M&E affects the performance of the Care International Village Saving and Loan Association project.

Nyanje and Kisimbii (2020) assessed on the influence of monitoring and evaluation on the performance of county government funded projects; a case of Kwale County. The research design for this study was a mix of ex-post facto research design and survey. The target population of the study was 113 respondents. A sample size of 100 respondents was considered as calculated by the Morgan and Krejcie. The study found that monitoring and evaluation plans, monitoring and evaluation training, baseline surveys and information systems have a significant influence on government funded projects performance in Kwale County. The study concluded that monitoring and evaluation plans, monitoring and evaluation training, baseline surveys and information systems influence the performance of county funded development projects significantly.

Waweru and Kimathi (2022) researched on project monitoring and evaluation practices on performance of national government water and sanitation projects in Machakos County, Kenya. This study made use of a descriptive research design. The target population comprised of 270 respondents comprising of 167 project employees, 64 national government representatives and 39 local authorities from Machakos County. The study's sample size was reached at using Krejcie and Morgan sample size determination table. The 159 respondents were chosen with the help of stratified random sampling technique. The study found that there is a very strong relationship between project planning and stakeholder involvement and project performance. The study concluded that project monitoring and evaluation planning and stakeholder involvement has a significant effect on the performance of National Government water and sanitation projects in Machakos County, Kenya.

Njiru and Thoronjo (2024) conducted a study on the analysis of monitoring and evaluation practices on performance of non-governmental organizations' project in Kiambu County, Kenya. This study utilized a descriptive investigative approach, with a sample size of 210 being nongovernmental employees drawn from; Monitoring and evaluation officers, Project managers, and Stakeholder representatives out of a target population of 441. The study found a very strong connection between monitoring and evaluation planning practice and monitoring and evaluation of technical skill practice and non-governmental organizations' project performance. The study concluded that monitoring and evaluation planning practice; the monitoring and evaluation technical skills practice, and the participatory monitoring and evaluation practice positively and significantly impact the project performance of non-governmental organizational In Kiambu County, Kenya.

## **RESEARCH METHODOLOGY**

The study adopted a cross-sectional research design. This study was conducted in Metropolitan counties in Kenya which include; Kajiado county, Machakos county, Nairobi county and Kiambu County. The study focused on 44 projects implemented by Level 6 hospitals in the 4 counties. The study targeted the management level employees at the level 6 hospitals. Management employees were targeted because it is believed that they are involved in project management in the hospitals. From the ministry of health website, the hospitals has approximately 1500 employees. Therefore, the study population was 1500 employees. The Yamane formula was adopted to calculate the study sample size. Therefore, the study sample size was 316 respondents.

The study used simple random sampling in selecting the sample from study population. The advantage of random sampling is that it ensures that the sampling error is minimal which increases precision of techniques of estimation in use (Cooper & Schindler, 2019). Data was collected by use of semi-structured questionnaires. Quantitative data collected was analyzed by the use of descriptive statistics which include percentages, means, standard deviations and frequencies. The information was displayed by use of tables, bar charts, graphs and pie charts. Content analysis was used to test data that was collected from the open-ended questions and findings were presented in tables and figures. This study also conducted inferential statistics through correlation analysis and regression analysis. Pearson correlation analysis was used to test the strength and the direction of the relationship between the independent and the dependent variables. Multiple regressions were done to establish the effect of project management on Performance of Health Projects in Metropolitan Counties in Kenya.

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

The researcher sampled 316 respondents who were each administered with the questionnaires. From the 316 questionnaires 296 were completely filled and returned hence a response rate of 93.7%. The response rate was considered as suitable for making inferences from the data collected. Smith (2019) indicates that a response rate that is above fifty per-cent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

#### **Descriptive Statistics Analysis**

##### **Stakeholder Involvement and Performance of Health Sector Projects**

The first specific objective of the study was to investigate the effect of stakeholder involvement on performance of health sector projects in metropolitan counties in Kenya. The respondents were requested to indicate their level of agreement on statements relating to stakeholder involvement and performance of health sector projects in metropolitan counties in Kenya. The results were as presented in Table 1.

From the results, the respondents agreed that communication regarding project updates and developments is frequent and timely (M=3.943, SD= 0.981). In addition, the respondents agreed that information about decisions that affect their role or interests is communicated clearly (M=3.926, SD= 0.850). Further, the respondents agreed that opportunities to provide feedback on project proposals or changes are sufficient (M=3.911, SD= 0.914). The respondents also agreed that their expertise and perspectives are valued when project decisions are made (M=3.896, SD=0.947). The respondents agreed that collaboration between stakeholders on this project is effective (M=3.889, SD= 0.856). The respondents agreed that collaboration is beneficial in achieving project goals (M=3.876, SD= 0.694).

**Table 1: Stakeholder Involvement and Performance of Health Sector Projects**

	Mean	Std. Dev
Communication regarding project updates and developments is frequent and timely.	3.943	0.981
Information about decisions that affect my role or interests is communicated clearly.	3.926	0.850
Opportunities to provide feedback on project proposals or changes are sufficient.	3.911	0.914
My expertise and perspectives are valued when project decisions are made.	3.896	0.947
Collaboration between stakeholders on this project is effective.	3.889	0.856
Collaboration is beneficial in achieving project goals.	3.876	0.694
<b>Aggregate</b>	<b>3.898</b>	<b>0.873</b>

**Monitoring and Evaluation and Performance of Health Sector Projects**

The second specific objective of the study was to examine the effect of monitoring and evaluation on performance of health sector projects in metropolitan counties in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to monitoring and evaluation and performance of health sector projects in metropolitan counties in Kenya.. The results were as presented in Table 2.

From the results, the respondents agreed that the M&E personnel involved in this project demonstrate sufficient expertise and qualifications (M=3.968, SD= 0.905). In addition, the respondents agreed that the knowledge and skills of the M&E team contribute effectively to monitoring and evaluating project activities (M=3.859, SD= 0.885). Further, the respondents agreed that the frequency of monitoring activities for this project is appropriate for tracking progress (M=3.800, SD= 0.605). The respondents agreed that evaluation assessments are conducted at suitable intervals to assess project performance. (M=3.705, SD= 0.981)

From the results, the respondents agreed that project data and findings are shared in a timely manner during the M&E process (M=3.698, SD= 0.873). In addition, the respondents agreed that stakeholders receive sufficient information about M&E results and their implications for project decision-making (M=3.655, SD= 0.837).

Table 2: Monitoring and Evaluation and Performance of Health Sector Projects

	Mean	Std. Deviation
The M&E personnel involved in this project demonstrate sufficient expertise and qualifications	3.968	0.905
The knowledge and skills of the M&E team contribute effectively to monitoring and evaluating project activities	3.859	0.885
The frequency of monitoring activities for this project is appropriate for tracking progress.	3.800	0.605
Evaluation assessments are conducted at suitable intervals to assess project performance	3.705	0.981
Project data and findings are shared in a timely manner during the M&E process.	3.698	0.873
Stakeholders receive sufficient information about M&E results and their implications for project decision-making	3.655	0.837
<b>Aggregate</b>	<b>3.819</b>	<b>0.867</b>

**Performance of Health Projects**

The respondents were requested to indicate their level of agreement on various statements relating to performance of health projects in Metropolitan Counties in Kenya. The results were as presented in Table 3.

From the results, the respondents agreed that challenges and obstacles are adequately addressed to ensure project targets were met (M=3.984, SD= 0.997). In addition, the respondents agreed that enhancing clarity and alignment of project targets improves future project outcomes (M=3.907, SD= 0.831). Further, the respondents agreed that implementation of cost-saving measures contributes to maintaining the project budget (M=3.828, SD= 0.563). The respondents also agreed that the project budget accurately reflects the resources required to achieve project goals (M=3.821, SD= 0.851).

From the results, the respondents agreed that the project timeline is realistic and achievable, supporting timely project completion (M=3.801, SD= 0.786). In addition, the respondents agreed that improving scheduling and contingency planning enhances future project timeliness (M=3.798, SD= 0.943).

**Table 3: Performance of Health Projects**

	Mean	Std. Deviation
Challenges and obstacles are adequately addressed to ensure project targets were met.	3.984	0.997
Enhancing clarity and alignment of project targets improves future project outcomes	3.907	0.831
Implementation of cost-saving measures contributes to maintaining the project budget.	3.828	0.563
The project budget accurately reflects the resources required to achieve project goals.	3.821	0.851
The project timeline is realistic and achievable, supporting timely project completion.	3.801	0.786
Improving scheduling and contingency planning enhances future project timeliness	3.798	0.943
Aggregate	3.829	0.818

**Correlation Analysis**

The present study used Pearson correlation analysis to determine the strength of association between independent variables (stakeholder involvement and monitoring and evaluation) and the dependent variable (performance of health sector projects in metropolitan counties in Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

**Table 4: Correlation Coefficients**

	Project Performance	Stakeholder Involvement	Monitoring And Evaluation
Project Performance	Pearson Correlation 1 Sig. (2-tailed) N 296		
Stakeholder Involvement	Pearson Correlation .836** Sig. (2-tailed) .002 N 296	1	
Monitoring And Evaluation	Pearson Correlation .856** Sig. (2-tailed) .000 N 296	.185	1

From the results, there was a very strong relationship between stakeholder involvement and performance of health sector projects in metropolitan counties in Kenya ( $r = 0.836$ ,  $p$  value =0.002). The relationship was significant since the  $p$  value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Nnadi and Oyama (2023) who indicated that there is a very strong relationship between stakeholder involvement and performance of health sector projects.

The results also revealed that there was a very strong relationship between monitoring and evaluation and performance of health sector projects in metropolitan counties in Kenya ( $r = 0.856$ ,  $p$  value =0.000). The relationship was significant since the  $p$  value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Lawal and Basheer (2022) who revealed that there is a very strong relationship between monitoring and evaluation and performance of health sector projects.

### Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (stakeholder involvement, and monitoring and evaluation) and the dependent variable (performance of health sector projects in metropolitan counties in Kenya).

**Table 5: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.311	0.082		3.793	0.001
stakeholder involvement	0.387	0.091	0.388	3.593	0.003
monitoring and evaluation	0.392	0.102	0.393	3.843	0.001

a Dependent Variable: performance of health sector projects in metropolitan counties in Kenya

The regression model was as follows:

$$Y = 0.311 + 0.387X_1 + 0.392X_2$$

According to the results, stakeholder involvement has a significant effect on performance of health sector projects in metropolitan counties in Kenya ( $\beta_1=0.387$ , p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Nnadi and Oyama (2023) who indicated that there is a very strong relationship between stakeholder involvement and performance of health sector projects.

In addition, the results revealed that monitoring and evaluation has significant effect on performance of health sector projects in metropolitan counties in Kenya ( $\beta_1=0.392$ , p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Lawal and Basheer (2022) who revealed that there is a very strong relationship between monitoring and evaluation and performance of health sector projects.

### Conclusions

The study concludes that stakeholder involvement has a positive and significant effect on performance of health sector projects in metropolitan counties in Kenya. Findings revealed that stakeholder communication, stakeholder consultation and stakeholder collaboration influences performance of health sector projects in metropolitan counties in Kenya.

The study also concludes that monitoring and evaluation has a positive and significant effect on performance of health sector projects in metropolitan counties in Kenya. Findings revealed that M&E personnel, M&E frequency and information sharing influences performance of health sector projects in metropolitan counties in Kenya.

### Recommendations

The study recommends that the management of public hospitals should establish comprehensive stakeholder engagement frameworks that prioritize inclusive participation and continuous feedback. By involving a diverse range of stakeholders throughout the project lifecycle, project planners can ensure that the initiatives are more attuned to the actual needs and preferences of the communities they serve.

The study also recommends that the management of public hospitals should establish a robust and iterative monitoring and evaluation system that incorporates real-time data collection and feedback loops. By utilizing modern technologies such as mobile health applications and geographic information systems, project managers can gather timely and accurate data on key performance indicators.

### Suggestions for Further Studies

This study was limited to the effect of project management on performance of health sector projects in metropolitan counties in Kenya hence the study findings cannot be generalized to project performance in private organizations in Kenya. The study therefore suggests further studies on the effect of project management on project performance in private organizations in Kenya.

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