PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF DONOR FUNDED HEALTH PROJECTS IN KENYA

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Project Management Practices and Performance of Donor Funded Health Projects in Kenya

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DECLARATION

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

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DEDICATION

This thesis is dedicated to my dear and loving wife Iscah Akello and my four energetic sons: Osteen, Larry, Travis and Stanley.

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ACRONYMS AND ABBREVIATIONS

CSO	Civil Society Organization
ERM	Enterprise Risk Management
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IHP	International Health Partnership
MMRA	Moderated Multiple Regression Analysis
MNCH	Maternal, Newborn and Child Health
MoH	Ministry of Health
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organization
PM	Project Management
PPMP	Professional Project Management Practices
PMBOK	Project Management Body of Knowledge
SPSS	Statistical Package for Social Scientists
TQM	Total Quality Management Practice
UNICEF	United Nations International Children's Emergency Fund
WHO	World Health Organization

DEFINITION OF OPERATIONAL TERMS

Project Leadership :	a set of systems and structures adopted by a project manager and his project team to enable them operate as a team and accomplish a project in an effective and efficient way (Castro et al., 2022).
Project Management practices	systematic planning, execution, and control of projects to achieve specific goals (Menon, 2024).
Project Performance:	Completion of the project within the allocated time, budgeted cost, at the proper performance or specification level with the acceptance by the client (Aloitabi, 2019).
Project Quality management practice	the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement (Chauhan, Subedi, & Thakulla, 2023).
Project Risk management Practice:	the art and science of identification, analysis and responding to the uncertainties that emerges during the life period of a project (Ahmed & Umar, 2021).
Project Scope management practice	The systematic practice of clearly identifying and effectively regulating the boundaries of what is to be included and omitted from a project (Ibeh et al., 2024).
Project Stakeholdermanagement practice	practice of identifying, analysing and engaging persons, group of persons or organisations that are likely to have connection/relationship with the project (Spałek, 2024).

ABSTRACT

Donor-funded projects are of great interest to the government, civil society organizations and other stakeholders. Health projects are among the highly funded projects by both the government and donors. Despite the guidelines set out by donors on the implementation of various health projects in Kenya, the performance of such projects is below expectation. The general objective of the study was to examine the effect of project management practices on performance of donor funded health projects in Kenya. The specific objectives were to; examine the effect of stakeholder management practice on performance of donor funded health projects in Kenya; to establish the effect of scope management practice on performance of donor funded health projects in Kenya; to determine the effect of risk management practice on performance of donor funded health projects in Kenya; to assess the effect of quality management practice on performance of donor funded health projects in Kenya and finally, to assess the moderating effect of project leadership on the relationship between project management practices and performance of donor funded health projects in Kenya. The study was based on Stakeholder Theory, Theory of Triple Constraints, Enterprise Risk Management Theory and Deming's theory of Total Quality management practice. The study employed correlational research design. The target population of the study was project managers, project officers, project M&E officers, and project finance managers. Census method was used to enumerate the entire population. Data was collected using questionnaires. Descriptive and inferential statistics were used for data analysis using SPSS. The data was then presented in statistical tables. All ethical considerations were strictly adhered to. Findings show that; stakeholder management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.719, p value= 0.000); project scope management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.580, p value= 0.000); project risk management has significant effect on performance of donor funded projects in Kenya (β_1=0.618, p value= 0.000); project quality management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.280, p value= 0.00); and project leadership moderate the relationship between project management practices and project performance (R^2=16.9%, p=0.04). The recommendations were project managers; should give a platform for stakeholders to participate in all project phases to understand exactly what the stakeholders want through conducting needs assessment; have flexible project designs to enable them incorporate changes that may be suggested by the project stakeholders; reconsider instituting risk management processes that must be followed before project execution; create a quality framework that is geared towards improving performance; be committed to quality by providing strategic direction; and adopt and apply effective project management leadership practices.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Donor-funded projects remain a basis of development across the globe, attracting the attention of governments, civil society organizations, and local communities alike. Health stands out as a priority area given its direct link to human welfare, productivity, and national development. In many low- and middle-income countries, health projects supported by donors and governments have become life savers for vulnerable populations, providing essential services ranging from maternal and child health to epidemic response and health systems strengthening. Over the past two decades, faster economic growth, improved domestic revenue generation, stronger government commitment to universal health coverage, and rising aid flows have collectively driven a steady increase in real health spending in low-income countries (Hlahla et al., 2025). Major management gaps however exist in performance of such projects.

Donors have invested funds in development projects globally, regionally, nationally, and locally. However, most of the projects have not been able to achieve the set goals and objectives. Most donors have been providing grants for many years but are currently shifting to result based funding to ensure the goals of the projects are fully achieved. For example, each year, the World Bank group finances hundreds of projects valued at $60 billion. While some projects are fully financed by the World Bank group alone, many are co-financed with borrowing governments themselves, other multilateral institutions, commercial banks and private investors. The World Bank has introduced the program for results that links disbursements of funds directly to the delivery of defined results, helping countries improve the design and implementation of their own development programs and achieve lasting results within the country thus enhancing effectiveness and efficiency leading to achievement of tangible, sustainable program results (Rudnicka et al., 2020)

Donor-funded health projects are implemented through management techniques carried out daily by numerous project managers. At the design of the project, specific project objectives are set. The goals may differ from one project to the next. Time, cost, and quality objectives, on the other hand, are basic and universal to all projects; they are mentioned in most projects' success topic matter (Hamisi, 2019). Project managers use certain Project Management (PM) strategies on a daily basis to meet project objectives. It has been suggested that PM practices may differ from one organization to the next. Other project managers, on the other hand, argue that because professional practice in the health industry is bound by established guidelines and ethics, PM practices may not necessarily differ from one organization to the next; instead, the purpose of adopting a particular practice may be due to the project's unique environmental and social demands (Elis, 2020).

High-quality performance, as well as the necessity for best practices, cannot be sacrificed. According to Rudlof et al., (2017), a project's high performance is what determines whether a practice is optimal. The factors that threaten or encourage project success, outcome, or performance are those that effect the established donor financed health project objectives. Project performance is influenced by various aspects, according to Blismast et al., (2014). This study focuses on the relationship between PM practices and project performance. As a result, a project's performance must be measured in order to determine the optimal delivery matrices (Pere, 2019).

There are various project management practices within the scope of a specific project (Eliud & Moronge, 2018). Several approaches to carrying out these operations emerge and become common place (Ochillo, 2019). Certain PM practices may be adopted as a result of the necessity to handle certain environmental and societal difficulties, such as those faced by a donor-funded health initiative. Personnel working in project management may also adopt and adhere to PM techniques for reasons that are unrelated to the project's success (Here, 2010). As a result, certain approaches are used in project management but are not recognized as PM practices (Wreight, 2019).

Performance of a group of health projects managed by an association might contrast from execution of one more gathering of tasks with comparative qualities, however, managed by another association (Weight, 2018). The type of PM practices used by various associations to achieve project success may likely influence the presentation of the activities (Okoko, 2018). The meaning of such contrasts in execution of the groups of projects is subsequently essential for assurance of the qualities of powerful PM practices (Wendy, 2018). There is a connection between PM practices and task execution (Ramabadronet al., 1997). Certain PM practices embraced cannot be guaranteed to impact projects execution while some have. There would subsequently be the need to advance ideal practices over others that have been deemed to produce sub-optimal results.

1.1.1 Global Perspective of Project Management Practices

The main purpose of using PM practices in the United Kingdom is to increase organizational value. The organization can benefit from using PM practices by increasing the effectiveness of human effort in the organization while increasing the efficiency of these efforts. As such, the value of the project can be understood in so far as PM practices satisfies customer needs, aligns the project output with the organization's strategy and gives a return on investment (Thomas & Mullaly, 2018). Metalworking companies in Portugal value project all knowledge areas of management practices including project scope management, project procurement management, project risk management, and project integration management. The practices related to planning of activities, human resources, costs, and communications were considered the most important in enhancing desired results (Oyekunle et al., 2024).

Chen et al., (2018) contend that as China is extending its project management (PM) concepts from mainstream infrastructural projects, project managers in the new industries rely on the use of PM practices as tools and methodologies. However, it remains unclear to what extent the use of these PM practices can increase project success. Besides lack of organizational support, using project risk management tools and methodology effectively has been one major challenge to project success. Further, projects do not meet their desired

strategic objectives and fail most of the time. A higher level of maturity of project management practices is found in the capital-intensive sectors. Some of the major challenges in adopting project management practices identified are a low level of understanding of the scope of the term Project Management, which tends to generate a rather myopic view of what it entails, and inadequacy of skilled and semi-skilled manpower often limiting the productivity thereby causing a huge divergence in terms of the results expected and what is delivered.

Effective project management practices are crucial in the construction sector in India, providing a structured approach to planning, executing, and controlling projects. They set clear objectives, define scopes, allocate resources efficiently, and manage risks effectively. Project management practices prevent cost overrun issues through goal setting, feasibility studies, and realistic schedules. Risk assessment and cost-control measures ensure adherence to the project budget (Shah et al., 2023). Kerzner (2022) emphasized that project management practices in Malaysia help to achieve project goals by monitoring and improving project performance with metrics, key performance indicators and dashboards.

Pereira et al (2022) highlights strategic planning, risk management and stakeholder engagement as project management success factors that directly affect performance outcomes. In Saudi Arabia, one of the fundamental concerns in project management regards the extent to which PMs use and implement project management practices, and the implications for project success. In addition, a mismatch between the promises offered by project management practices and the project outcomes were equally recognized (Aloitabi, 2019). Alharbi (2024) emphasize the importance of effective risk management practice, strong leadership, and efficient stakeholder management in achieving successful project outcomes in Saudi Arabia. Finance managers and R&D managers in Saudi manufacturing SMEs lead and engage stakeholders to improve project performance. Supply chain managers manage risk and maintain stakeholder relationships to avoid disruptions within organizations. Despite perceived small impact of improved communication within organizations, its role in enhancing coordination is very critical.

1.1.2 Regional Perspective of Project Management Practices

The project organizations in developing countries are characterized by lack of PM practices which often lead to unpredictable and discontinuous personal interactions and incompatibility with organizational routines. This often points to the presence of implementation challenges hence undesirable outcomes. In Zimbabwe, PM practices call for adoption of cost management as an approach to be used to arrive at decisions made for planning and controlling projects. It is noteworthy to say that striking a balance between this factor and other dimensions of competition such as quality and time is required in projects. Control of costs through the formal process of budget development, monitoring and adjustment to achieve the optimal amount of work at a specified level of quality where uncertainty exists may cause costs to increase beyond acceptable levels in a project (Tukundane & Yang, 2024).

In Nigeria, Daniel (2018) states that adoption of project management practices in the management of the donor funded health projects involves integrating the process of initiation, planning, executing, monitoring, controlling and closure progressively throughout the project life cycle with the aim of satisfying the stakeholders and constituents. Stakeholders are those who have a direct stake in the project while the project's constituents are those who may be affected by the consequences of the project. Project success is typically created when the stakeholders and constituents show their collective fulfillment according to the extent of their involvement.

Project management practices are applied in effective execution of public initiatives, policies, and programmes in government parastatals in Nigeria.

Effective project management techniques drive organizational performance and maximize project outcomes- whether the projects are for building infrastructure, promoting public health, or private sector efforts. Government projects often involve greater risk exposure due to the scale, complexity, and societal impact. Risks include political interference, changing regulations, public resistance, environmental considerations, and budgetary

uncertainties (Biygautane et al., 2020). On the other hand, private sector projects face risks associated with market dynamics, competition, technological advancements and financial viability. Stakeholder involvement in projects in government parastatals and private organizations differ in terms of the number, complexity, and diversity of stakeholders involved in government parastatals. Stakeholder engagement is critical for managing public expectations, gaining support, and addressing concerns. Public consultations, transparency and open communication are emphasized (Tor et al., 2025).

Olanrewaju (2023) provided evidence that telecommunication firms in Nigeria adopt the best project management practices. The project management practices adopted by telecommunication firms include: stakeholder management where an initial meeting of all the project stakeholders is conducted and their relevance to the primary objectives of the project discussed. Firms develop project scope management framework and get it approved by all relevant parties. Project managers keep all related parties updated throughout the project's lifecycle. The firm then creates a resource plan for projects, develop risk plan demonstrating transparency in the implementation of projects.

Project management practices are adopted in all projects in South Africa ranging from simple tasks to complex projects that entail the application of the art and science with the level of technology, tools, and techniques and the employees involved in the project. The common factors contributing to municipal project failure were identified as poor planning, which includes failure to address the project challenges, followed by lack of stakeholder engagement. Cost overruns result from unrealistic inflation rates or underestimation of the complexity of the project, political interference, and inadequate risk management, which requires the project process to be tested and validated for effective implementation (Pretorius et al., 2023).

Abera (2018) considering the limited studies in the specific context covering project management in developing countries, especially adoption of project management practices in Ethiopia, notes the challenges the country has faced and how it has responded

to these challenges when appraising projects and making optimal decisions for projects that bring better impacts.

Umutoni and de Dieu Dushimimana (2025) views project management practices especially stakeholder's management practices on performance of projects in Rwanda to have been highly regarded because many international investment and delivery projects still have strikingly poor performance records in terms of economy, environment and public support due to poor stakeholders' relationship management. The effective adoptions of stakeholders' communication and conflict management practices have been established to improve performance of the projects.

To improve project management practice in Ethiopia, the project team provide project management trainings to its project team members and ensure that the trainings address team member gaps, maintain good project integration, scope, and project quality management practices, and work on improving its project schedule, cost, risk, and scope. Project time management are prioritized by defining and sequencing activities, estimating activity durations, developing a schedule, and controlling changes to the project schedule. Furthermore, project management emphasize the importance of working closely with the project sponsor/donor to manage the challenges of unexpected cost escalation during project implementation (Legesseet al., 2024).

1.1.3 Local Perspective of Project Management Practices

Mongina and Moronge (2021) established that the main project management practices affecting performance of road construction projects in Nairobi City County were project planning, project funding, project Monitoring and Evaluation, and project risk management. However, the extent of the influence was different for the specific project management practices. Project planning had the largest effect followed by project M & E then project funding and finally the project risk management. Mugo (2021) noted that project manager competence, project planning, project financing, and top management support positively and significantly influence mobile banking project implementation.

These project management practices had a positive and significant effect on the implementation of mobile banking projects in commercial banks in Kenya.

According to Ochenge (2014), there are project management practices that determined the project performance. They include client involvement, support of top management, competent staff, availability of resources, efficient planning and mobilization of resources, project risk management realistic expectations, managing issues that arise from project teams, monitoring and evaluating project progress, clear vision and objectives, competence in technology and managing scope among others. Magagan and Ngugi (2021) showed that effective project management practices, such as clear communication and leadership, improve project performance. Risk is about mitigating potential issues, identifying, and capitalizing on opportunities that arise during the project life cycle. The effective management of both risks and opportunities can lead to improved project performance and outcomes.

Owino and Omwenga (2022) ascertained the impact of project management approaches on the performance of non-governmental organization projects in Nairobi City County, Kenya. The study suggested that effective project management methods such as communication, planning, stakeholder engagement, and monitoring and evaluating project activities resulted in enhanced project performance. Muiruri and Bett (2020) concluded that project planning, stakeholders' involvement and monitoring & evaluation had a positive and significant effect on the performance of water projects of Othaya-Mukurweini Water Services Company Ltd. Project planning enabled the water projects to facilitate the achievement of the objectives of water projects. Furthermore it enabled all the stakeholders to be involved in the process of decision making and allocation of duties critical for successful completion of water projects.

Ramadhan (2023) described project management practices as an action comprising of activity that creates an outcome, utilizing at least one strategy and method. The best practice is a demonstrated cycle that conveys quantifiable improvements in proficiency and viability. The organizations enhance their project management practices in areas of

stakeholder assessment, cost management, quality management practice, and monitoring and evaluation management to increase project performance. The project management practices relied on the project type, application area, and contextual factors.

1.1.4 Project Performance

According to The Project Management Body of Knowledge (PMBOK) guide, project performance is measured in terms of budget or cost, time and quality, which are the three constraints of project performance (PMI, 2013). Castro et al. (2020) defined project performance as the successful fulfillment of the project objectives, within set budget, time, and desired quality. In order to measure the success rate of the project, a project manager should understand that measuring success depends upon the quantity of work done and the overall achievement of the project. To identify the success of any project it is important to understand that measurement of project success could be assessed with the fulfillment of project targets. The traditional way of assessing project achievement or success is through seeing the project outcomes and various factors like time, cost, and overall performance-based on already defined standards. Therefore, the project application has measured the success if the predefined principles of the key project goals have been completed. Once the finalized principles are worse than the pre-defined ones, the project is measured as a failed project (Ghatak et al., 2022).

Vodneva et al. (2021) highlighted three elements observance to project, time budget, and quality necessities to actual reliability designated by candidates to be the main standards of measuring organizational project success. Maylor et al. (2023) stated that performance can be measured using a large number of performance indicators that could be related to various dimensions such as time, cost, quality and beneficially satisfaction. Generally, performance dimensions may have one or more indicators, and could be influenced by various project characteristics. Akbari et al. (2018) emphasize on other KPIs namely: appreciation by the client of the project; appreciation by the personnel in the project; appreciation by the users'; appreciation by the partners in the contract; and most importantly appreciation by the key stakeholders

Ciric et al. (2021) shows that project and project management success vary. Project success is determined by project time, cost, and quality. Thus, a project is considered a failure if it exceeds its completion timeline, budget, objective, or stakeholder expectations. Other optimum performance enabling factors include adoption of project management practices, aligning activities with institutional strengths and capabilities and strategically building collaborative linkages with other players working in the sector. Bekr (2016) gives a more current perception of performance to mean project success which include completion of the project within the allocated time, within the budgeted cost, at the proper performance or specification level with the acceptance by the client or end user within minimum or mutually agreed upon scope change, without disturbing the main work flow of the organization and without changing the corporate culture.

1.1.5 Performance of of Donor Funded Health Projects

Donor funding refers to official development assistance; mainly administered with the objective of promoting sustainable social and economic development and welfare of receiving country. It comprises both bilateral aid that flows directly from donors to receipt government and multilateral aid that is channeled through an intermediary lending (Aloitabi, 2019). The donations can be through grants which are non-repayable often a government payable funds or products disbursed by one party. Some donors are now shifting to different funding mechanisms' like result based financing and commercial financing as opposed to grants (Ngugi & Wanyonyi, 2018).

The role played by donors in tackling health related issues has been increasingly acknowledged by governments, the UN agencies and other players. Organizations such as WHO, UNICEF, Global Fund, BMGF among others have established formal lines for donor's involvement and establishment of frameworks for cooperation with the NGOs. Globally, donors funding projects in the health sector have had significant influence in determining important health agenda and turning the global spotlight where it matters most on diseases such as HIV/AIDS, malaria, MNCH and occasional epidemic outbreaks such as Zika virus and Ebola. These spotlights have greatly influenced how funding flows

to tackle the challenges in the developing countries. International partnerships resulting from this has enabled sharing of research and avoid duplication of efforts thereby maximizing impact and projects performance. The International Health Partnership (IHP) serves as a focal point for developing countries and the bilateral donor community so that areas of need are funded.

Across Africa, partnerships amongst donors and between Government and NGOs working in health sector have helped shape national agendas relating to health. Health projects are among the most discussed issues in sub-Saharan Africa. It has been at the center of regional policy agenda and different actors have taken initiative to address and curb the problem. Approximately, 71% of HIV/AIDs positive people are found in sub-Saharan Africa amounting to 25 million people of whom 1.6 million live in Kenya (WHO, 2017). The greatest contribution by donor funded health projects and CSOs in Africa has been in service delivery. For instance, in Malawi and Kenya, donors offer over 44% of health project services rendered across the country due to their reach in the marginalized areas. Christian CSO's in Kenya own 34% of all medical training facilities while NGOs and CSOs operating across Tanzania manage 46% of medical training institutions (Kim, 2018). AMREF, for instance from the start decided to position itself as an African Health NGO with a mission to strengthen community health systems and the NGO has grown in terms of geographical and sub-themes, its interventions and focus have all been rooted in its mission. Strategic stakeholder partnerships, risk management and quality management practice with other players in the sector are also critical for health funded projects that aim to impact health outcomes (Kaleeba, 2016).

Although donor-funded projects are considered important in the growth and development of many developing countries, their outputs in terms of quality, cost, time and stakeholder satisfaction remain a subject of debate. Most of the donor funded health projects are often said to exceed time, schedule and cost budgets. Highlighting the need to continually measure time and cost performance is a step towards increasing awareness amongst project management personnel and project clients of the huge loss made through

sacrificing project time and cost objectives for other objectives not related to project success.

According to WHO (2024), China has funded more than 1,300 health projects globally. The projects mainly focus on basic health infrastructure and infectious disease responses. The projects have played an important role in enhancing the quality of health services by introducing best medical practices and technologies. Donor-funded health projects in China play an important role in strengthening healthcare systems. The World Bank–funded Health IX Project aimed at improving maternal and child health services across poor rural provinces. The project however faced notable delays in implementation due to governance challenges (Huang, et al., 2024). The projects such as Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) helped to digitalize the TB control program in China. This included healthcare staff training on new diagnosis methods and treatment protocols which led to more accurate and effective patient care. In addition, China has adopted Bill & Melinda Gates Foundation projects to improve patient- centered care and chronic disease management. These collaborations have been helpful in improving the technical and clinical skills of healthcare providers. The country achieved its Millennium Development Goal target for reducing TB incidence, a success directly linked to donor-supported programs that improved case detection and adherence to treatment.

Huffstetler (2022) noted that the Global Fund support for India's HIV/AIDs control programs achieved notable scale on coverage. However, there were inefficiencies in resource utilization and the programs were abandoned after donor withdrawal. The collaboration with Clinton Health Access Initiative (CHAI) aimed at strengthening the supply chain for medical supplies ensuring availability in public health facilities. However, there was inconsistency in general quality of the medical supplies. Although some services like maternal healthcare and child well-being have improved, there are notable issues related to the quality of drugs available and poor clinical diagnosis which have a negative impact on patient perception and trust in public health facilities. India has however made notable efforts in minimizing infant and maternal mortality rates. The Project Management Institute (PMI) indicated that large-scale infrastructure projects in

India, including health facilities, face notable time and cost overruns. Approximately 20% of the projects were delayed leading to waste of project resources. The projects also struggle to meet the set deadlines which have an impact on the general project success.

Alotaibi (2023) majority of NGOs in the healthcare sector in Pakistan focus on HIV/AIDs, Tuberclosis, and Malaria. The NGOs have established modern diagnostic laboratories and drug-resistant TB treatment centres in the country. This has helped to improve the diagnosis accuracy and healthcare quality. The polio eradication program which is supported by WHO and Bill & Melinda Gates Foundation has significantly reduced the number of polio cases in the country. There is however lack of consistency in healthcare across different areas of the country and the dependence on parallel systems for donor projects have created a two-tire health system whereby quality services are concentrated in project-funded areas neglecting other areas. Effective utilization of project resource is also a key challenge for donor-funded projects. The issues like embezzlement of funds, lack of transparency, and weak institutional capacity have led to funds mismanagement. The intended beneficiaries are overlooked as some of the people responsible for managing project resources divert them for their individual use. There are also inconsistencies in procurement and financial reports which slows down project implementation and reduces cost-effectiveness. The projects also surpass the expected delivery timelines due to a complex web of bureaucratic challenges, political instability, and security issues.

Nigeria's State Health Investment Project (NSHIP, 2013–2018) employed Performance-Based Financing (PBF) which resulted to notable improvements in service delivery such as increased antenatal visits and professional maternal health care. Global Fund malaria control program experienced procurement and supply delays, leading to drug stock outs and reduced community confidence (Adebisi et al., 2021). Ilesanmi et al. (2022) highlighted issues with funds being diverted or mismanaged, which reduces the cost-effectiveness of projects. There was also lack of strong monitoring and evaluation frameworks which made it difficult to accurately track how funds are spent. This lead to projects that were not as efficient as they could be, compromising their overall impact. The projects experience constant delays due to bureaucratic red tape, political instability,

and security challenges, especially in certain regions. Project delay lead to project extensions and increased costs, delaying the delivery of essential health benefits to the population.

The European Union (EU) funds several health projects in Ghana including the Care Continuum Project which targets people in rural areas. The major barriers that hinder project implementation included logistics, stigma, and human resources shortages. The Plan for AIDS Relief (PEPFAR) project was not sustainable since the clinics experienced drugs shortage after donor withdrawal (Osei-Tutu & Bawole, 2020). The Malaria Initiative project funded by the USAID was critical in distributing insecticide-treated nets and providing preventive treatment to pregnant women. These projects have contributed to a continuous decline in Malaria helping Ghana to make notable efforts in achieving health-related Sustainable Development Goals. The government's collaboration with donors has often led to realistic project timelines. However, delays still occur due to factors like bureaucratic hurdles in procurement, slow fund disbursement, and a lack of local human resources for large-scale projects (Kwayie, 2023).

In Cameroon, for more than five decades, the country has been the primary beneficiary of donor-funded projects in a number of sectors including public health, agriculture, education, social and community development, and infrastructural development (Muluh et al., 2019). Ethiopia’s Health Sector Development Program IV, was funded by various donors and recorded remarkable improvements in maternal and child health. The EU-SHARE nutrition program in Ethiopia’s agriculture regions showed success in cost-efficiency. Donor funds have been instrumental in supporting the Health Extension Program (HEP) in Ethiopia which has deployed over 30,000 community health workers and built thousands of health posts and centers. This project has enhanced the quality and availability of basic health services, particularly in rural areas (Woldemariam, 2021). WHO reported that the country's TB treatment coverage reached 70% in 2022, a major achievement. The Ethiopian Pharmaceuticals Supply Agency (EPSA), with support from the Global Fund, has improved its procurement and supply chain management, reducing lead times for essential medicines by over 40% in some cases, which is a key indicator of

project timeliness and efficiency. There were however concerns regarding the unfair service distribution and constant cost increase (Mumin et al., 2021).

The Health Builders in Rwanda demonstrates sustainable donor collaborations which has helped to strengthen basic healthcare systems through establishment of healthcare facilities, management structures, and healthcare professionals training with an aim of establishing a stable health systems in the country. In addition, the University of Global Health Equity (UGHE) strengthens the healthcare sector by offering free training for the healthcare professionals and also improving healthcare infrastructure. The community-based health projects depend on donor funding to improve universal health coverage although majority of these projects still face funding challenges after suspension of donor funding (Mukamana, 2020). A World Bank report noted that continuous monitoring and evaluation of projects significantly improved the predictability and transparency of aid, allowing for more efficient use of resources. The government's strong oversight and clear vision help ensure that funds are directed where they are most needed (Rutikanga, & Gachili, 2024).

Ilesanmi et al. (2022) study in Uganda on the impact of donor funded projects through NGOs on the social and economic welfare of the rural poor revealed some positive socio-economic impacts of donor funded projects through NGOs as improvement in production, food security and household incomes of beneficiaries. Moreover, 67% of beneficiaries of Donor Funded Projects s did not realize economic and social effects, and acceleration of donor dependency syndrome. Uganda project had a time overrun of up to 100 percent of the planned duration.

Projects by the Kenya government are either government-funded or donor-funded. The projects cover a wide range of areas, which include health, water, and sanitation, agriculture, education, security, energy, infrastructure and tourism. The Kenya Vision 2030 categorizes the government projects into economic, social and political projects which it calls the pillars of Vision 2030. Vision 2030 in Sessional paper 10 of 2012 identified flagship projects which will directly address priorities in key sectors such as

agriculture, education, health, water and the environment. According to the Vision 2030, health projects are critical to the attainment of all the other pillars of Vision 2030 because they ensure the availability of healthy and sufficient manpower. A good and working health system also reduces on the costs of downtime due to the ill health of workers by ensuring that the workers are healthy and fit to perform their work.

Kenya's donor-funded projects faced performance outcomes despite the country's strong economic growth and reform efforts in the period from 2008 to 2018. In that period, the country's health system remained underdeveloped and the performance of donor-funded health projects was not steady. The Afya Uzazi Program in Rift Valley, funded by USAID experienced delays due to poor collaboration among the implementing partners. Additionally, the Global Fund support programs on malaria and tuberculosis in Kenya. These programs however face procurement challenges and resource embezzlement. Global Fund (2022) reported that 35% of these projects faced budget overruns between 2016-2021. Although the Gavi immunization program improved vaccine coverage in the country, there were sustainability issues mainly due to lack of support from the ministry of health. The donor health projects in Kenya are prone to performance challenges like cost overruns, delivery delays, sustainability, and stakeholder dissatisfaction (Macharia et al., 2021).

In the 2020-21, the Global Fund reported inconsistencies in the management of the funds for Malaria bed-net campaign. The dubious costs were related to the formula used to share the nets. Kenya was obliged to refund a notable amount of the fund, after it was unable to justify the irregular expenses. Adherence to project timeliness is often a hurdle. The procurement of goods and services, is a lengthy process, which slows down the implementation of projects. In addition, leadership changes or policy priorities contributed to re-evaluation or suspension of projects which delayed delivery of essential health services (Ndibaru & Ongwae, 2023).

1.2 Statement of the Problem

Health projects funded by donors are vital for enhancing healthcare systems in developing nations, especially in Africa, where government resources are often inadequate. In Kenya, health projects have garnered considerable attention from the government, civil society groups, and recipients as they align with national health priorities and address funding shortfalls (Chelagat, 2021). Empirical evidence also indicates that external donor funding ranks as a primary source of finance for extensive health projects in Kenya, especially in sectors like HIV/AIDS, malaria, maternal health, and nutrition. NGOs registered in Kenya together contributed roughly Ksh. 34.9 billion during the 2018/2019 fiscal year, totaling Ksh. 30.8 billion allocated for healthcare and associated initiatives along with Ksh. 3.8 billion designated for nutrition and food security (Okeyo, 2023). Despite the guidelines set out by donors on the implementation of various health projects in Kenya, the performance of such projects is below expectation. Most of these projects have remained a mere dream with minimal completion rates while others are not meeting the expected goals. Health projects are subject to cost manipulation at the design stage and 15% are subject to distorted procurement plans which result to budget overruns (Ndibaru & Ongwae, 2023).

The East Africa Kidney Institute Centre of Excellence was funded by the African Development Bank and was supposed to be completed in 2019, but as of June 2024, it was still unfinished. The project required more funding to cover cost overruns, increasing the budget up to Ksh 5.5 billion. In addition, the cost overruns had a significant impact on 65% of health program with an average variance of 25% over the set budget. The TB and HIV programs were heavily funded by international organizations like USAID but only 45% of these projects achieved their main objectives of reducing disease occurrences (Omondi et al., 2022). Makokha (2023) also found that 85% of donor-funded projects in Kenya did not meet their deadlines, and approximately 70% of had notable cost overruns (more than 15% of the budget). According to Langat et al., (2025), the patient satisfactory index in donor-funded health centers in low settlement areas in Nairobi County is very low. There is an acute shortage of healthcare professionals resulting to long wait time (1-

3 hours), poor services, and low quality of healthcare. This was supported by Ong'ang'o, et al., (2025) who found that 36% of donor funded health projects in Kenya face sustainability challenges especially after donor withdrawal. This study sought to fill contextual and scope gaps by establishing the effect of project management practices (stakeholder, scope, risk and quality management practice) on performance of donor funded health projects in Kenya.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to examine the effect of project management practices on performance of donor funded health projects in Kenya.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

i. To examine the effect of stakeholder management practice on performance of donor funded health projects in Kenya.
ii. To establish the effect of scope management practice on performance of donor funded health projects in Kenya.
iii. To determine the effect of project risk management practice on performance of donor funded health projects in Kenya.
iv. To assess the effect of project quality management practice on performance of donor funded health projects in Kenya.
v. To examine the moderating effect of project leadership on the relationship between project management practices and performance of donor funded health projects in Kenya

1.4 Research Hypotheses

The study tested the following five null hypotheses.

H_{01}: Stakeholder management practice has no significant effect on performance of donor funded health projects in Kenya

H_{02}: Scope management practice has no significant effect on performance of donor funded health projects in Kenya

H_{03}: Project risk management practice has no significant effect on performance of donor funded health projects in Kenya

H_{04}: Project quality management practice has no significant effect on performance of donor funded health projects in Kenya

H_{05}: Project leadership do not significantly moderate the relationship between project management practices and performance of donor funded health projects in Kenya

1.5 Significance of the Study

1.5.1 Policy Makers

The results offer statistical evidence how project success is affected by stakeholder participation, scope clarity, risk minimization, quality management practice, and effective leadership. This evidence can be used by policymakers to create guidelines, rules, and frameworks that improve health project planning, monitoring, and assessment, assuring greater alignment with donor expectations and national health priorities.

1.5.2 Management of Health-Related Projects

Project managers and implementers can draw lessons from the study to strengthen project design and implementation**.** By understanding which management practices most

significantly influence project outcomes, managers can adopt best practices in stakeholder engagement, risk planning, scope control, and quality assurance, thereby improving efficiency, service delivery, and beneficiary satisfaction.

1.5.3 Project Beneficiaries

The study may also be of great importance to the projects' beneficiaries by highlighting practices that enhance project efficiency, quality, and sustainability. Effective management and leadership ensure that health projects deliver intended services, within set timeliness; use resources responsibly, eventually improving access to quality health.

1.5.4 Donors and Funding Agencies

The study can be beneficial to donors since it provides insights into which management practices improves project effect and accountability. This information can guide funding decisions, monitoring strategies, and support mechanisms to ensure that projects achieve intended health outcomes efficiently.

1.5.5 Researchers and Academicians

The study contributes to the body of knowledge on project management in the health sector, particularly in donor-funded contexts. Researchers and academicians can build on these findings to explore additional factors, test theoretical models, or conduct comparative studies across sectors or countries, enriching the literature on project performance and management practice.

1.6 Scope of the Study

The study sought to examine the effect of project management practices on performance of donor funded health projects in Kenya. The study focused on completed donor funded health projects by NGOs in the health sector in Kenya. Conceptually, although there are several project management practices as outlined in the PMBOK, this study was limited

to project management practices such as stakeholder management practice, scope management practice, risk management practice and quality management practice. The four practices were preferred since they are most directly related to performance of donor-funded health projects. Stakeholder management practice ensures that the projects meets the needs of the beneficiaries and donor expectations, while scope management practice help to maintain clarity of project objectives. On the other hand, risk management mitigates uncertainties prevalent in health projects, as quality management practice ensures the delivery of effective and compliant health service. The moderating variable was project leadership. The study utilized primary data collected using questionnaires between October and December 2022.

Donor funded health projects were selected because they play a major role in the development of the country through provision of public health services and have become a strong entity in Kenya and very useful engines in promoting development. This is achieved through meeting both health and social goals despite a myriad projects problems including inefficiency and ineptness of overall best PM practices. This often result in negative ramifications on project performance leading to cost and time overruns and conflict of interest on stakeholders while carrying out their duties leading to donor funded health projects mismanagement occasioned by lax oversight and fiduciary control procedures in their PM practices. The study covered all completed donor funded health projects in Kenya.

In this study, project performance was assessed using completed donor-funded health projects rather than ongoing projects to ensure the accuracy and reliability of findings. Completed projects offer a thorough perspective on the results, including how well goals were met, resources were used effectively, deadlines were met, and quality standards were upheld. In contrast, ongoing projects are still in progress, and their performance may change over time, making it difficult to draw definitive conclusions. The study minimized bias and improved the accuracy of the results by concentrating on completed projects, which capture real results rather than projections or interim indicators. This method also guarantees that policy and practice suggestions are supported by concrete proof of the

tactics and management techniques that led to project success, providing useful direction for upcoming donor-funded health initiatives. The unit of analysis for the study was the donor funded health projects while the unit of observation was the project team members.

1.7 Limitations of the Study

The key limitation of the study was reluctance by some of the respondents to participate in the study. The respondents appeared to fear that the findings from the study would be shared with the management and their identity exposed. The researcher and the research assistants informed the respondents that their identity would be anonymous and the findings would be used for study purposes only. A letter from the university was also attached to assure respondents that the data was for academic purposes only. The management of the organizations was also assured that the reports would be provided to them.

The study relied on self-administered questionnaires to collect data which could be prone to response bias and social desirability effects. The researchers however encouraged the respondents to be as truthful as possible and report the exact scenarios in the completed projects in their organizations. The study was conducted in selected donor-funded health projects in Kenya which may limit the generalizability of findings to other sectors in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains details on theoretical background, proposed conceptual framework and review of literature of each independent variable namely stakeholder management practice; scope management practice; risk management and quality management practice. The moderating variable is project leadership. In addition, dependent variable which is performance of projects is extensively discussed. Finally, the chapter ends by undertaking a critique of empirical studies and highlighting research gaps identified.

2.2 Theoretical Review

This subsection provides an insight into theories about PM practices that will enhance the foundation of this study. According to Trochim and McLinden (2017), theories are formulated to express, predict and understand phenomena, and in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. The theoretical framework is therefore the structure that holds or supports a theory or theories of a research study; it introduces and describes the theory or theories that explain why the research problem under study exists. This study is built on the following theories to explore PM practices and project performance phenomena.

2.2.1 Stakeholder Theory

The area of stakeholder management practice was pioneered by Freeman (1984) where he introduced the idea that corporations have stakeholders and outlined the basic features of the stakeholder concept. The stakeholder approach has been described as a powerful means of understanding the firm in its environment. Mitchell et al. (2018) argue that, this approach is intended to broaden the management's vision of its roles and responsibilities

beyond the profit maximization function and stakeholders identified in input output models of the firm, to also include interests and claims of non-stockholding groups.

Donaldson and Preston (2019) elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another. Consequently, stakeholder theory argues that in addition to stockholders, there are other external constituencies involved, including communities, community groups, trade unions, trade associations, environmental groups, governmental bodies, associated corporations, employees, customers, and the public that need to be taken into consideration. The basic idea of stakeholder theory is that the organization has relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing their relevant interests (Jones & Wicks, 2019).

Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Freeman, 1999). The managerial importance of stakeholder management practice has been accentuated in various studies (Jawahar & McLaughlin, 2001; Mitchell et al., 1997; Rowley & Moldoveanu, 2003); demonstrating that just treatment of stakeholders is related to the long-term survival of the organization. Stakeholder theory has been applied to a number of fields, research management (Bunn, Savage & Holloway 2002; Elias, Cavana & Jackson 2002), water utilities (Ogden & Watson 1999), and project management (Bourne & Walker, 2005).

One the theory's main advantage is the fact that it offers a solid conceptual basis for comprehending why stakeholder involvement improves project performance. The approach promotes legitimacy and trust, both of which are essential for donor-funded health projects, by promoting active engagement and communication (Donaldson & Preston, 1995; Phillips, Freeman & Wicks, 2003). Additionally, it acknowledges the multifaceted character of project performance, which includes social and ethical factors

that are especially pertinent in public health interventions in addition to financial and operational results.

The theory have several weaknesses. It has been criticized for being overly general and normative, and it frequently provides little useful advice on how to balance the interests of stakeholders when they clash (Jensen, 2002). For example, in programs that receive funding from donors, the voices of local populations may be overshadowed by donors who have disproportionate decision-making power (Mitchell et al., 1997). The complexity of quantifying stakeholder happiness and methodically connecting it to performance metrics is another obstacle.

Donor funded health projects, as a field of research, has tended to focus on planning and managing the complex array of activities required to deliver donor funded projects (Morris, 2016). Being able to manage donor projects, stakeholders' expectations and concerns is a crucial skill for managers of health projects (Vinten, 2018), as failure to address these has resulted in countless project failures (Bourne & Walker, 2015) Successful delivery of projects is therefore dependent on meeting the expectation of stakeholders (Cleland, 2018). The stakeholder theory in this study implies that donors have a responsibility to all stakeholders who should be involved in all stages of project from planning to implementation. Involving stakeholders could lead to successful performance of projects funded by donors in Kenya. Stakeholder Theory remains highly relevant to stakeholder management practice in donor-funded health projects. It underpins practices such as stakeholder identification, participatory planning, and inclusive monitoring and evaluation, all of which are vital in balancing accountability to donors with responsiveness to community needs. In this regard, the theory justifies the view that effective stakeholder management practice improves project legitimacy, minimizes conflict, and enhances both short- and long-term health outcome

2.2.2 Theory of Constraints

The theory of constraints is derived from the very definition of a project which states that a project is a temporary group of activities which is designed to produce a desired result or service or a unique product (PMI, 2015). The theory of constraint depicts that the project's triple constraint management is an iron triangle of cost, scope, quality and time which bounds the project universe and which must be achieved. Donor funded projects bring complications in project management, needs and constraints and therefore, for effective project management, constraints have to be managed. Projects take place inside organizations where, there is a finite amount of resources with which to accomplish infinite tasks. This results in scarcity and the triple constraints; a deadline, a budget, and a minimum acceptable level of performance (Dobson, 2004). The theory of the triple constraints is anchored on the project management with an understanding that a project should be a balance of the three interdependent project constraints (time, scope and cost) to achieve the desirable results. The cause and effect of new or changing triple constraint requirements are constantly negotiated during all project processes, and the three key triple constraint relationships signify that at least one of the triple constraint variables must be constrained (Wayngaad et al., 2012).

Implying that most of the adopted project management strategies to enhance project performance like planning process, scheduling process, are all part of a methodology for introducing work that actually leads to increased capacity, execution processes that provide excellent project control, visibility and decision support and work behaviors that are more conducive to good project performance (Jacob &McClelland, Jr, 2001). The theory enhances the understanding of the project manager towards contribution of deliverables as per the clients' satisfactions. Further, the theory requires continuous improvement to sustain quality in the project dimensions (Nyakundi, 2015).

While triple constraints criteria in project management have been accepted as a measure of project success. Due to uncertainty and involvement of three different and opposing factors of time, cost, and quality, most projects are difficult to manage (Jacob

&McClelland, Jr, 2001). Scope management practice of the three limitations have their individual impacts on project execution yet since these components have some relationship, one imperative bears an impact on the other two, in the long run influencing ventures expectations (Hamid, et al., 2012).

The usefulness of TOC in project settings is one of its main advantages. It gives managers an organized way to prioritize work, distribute resources effectively, and concentrate on initiatives that have the biggest impact (Leach, 1999). Project teams can proactively detect any scope creep and make timely adjustments to maintain alignment with project goals by implementing TOC into scope management practice. Better punctuality, cost control, and the achievement of project goals are the results of this.

However, TOC has certain limitations. Its emphasis on a single restriction, according to critics, oversimplifies the complexity of projects, which may contain several interconnected difficulties (Rahman, 1998). TOC might not properly account for political, social, or cultural restrictions, which can also be technical in donor-funded health programs. Furthermore, implementing TOC calls for a supportive corporate culture and good managerial ability, both of which may be absent in project situations with limited resources. For the donor funded health projects, the scope overrun delays are a common problem not only with an immeasurable cost to donors and other stakeholders, but also with debilitating effects on the contracting parties (Ondari & Gekara, 2013).

In the context of scope management practice, TOC emphasizes the need to define project deliverables clearly and to manage scope creep by recognizing constraints such as limited budgets, timelines, or human resources. Effective scope definition and control ensure that projects remain focused on their core objectives, minimizing deviations that could overstretch resources or delay implementation. This aligns with the practical reality of donor-funded health projects, where resources are often fixed and accountability to funders requires strict adherence to planned activities and output. Regarding scope management practice, TOC highlights the importance of precisely defining project deliverables and controlling scope creep by identifying limitations such tight budgets,

schedules, or human resources. Effective scope definition and control guarantee that projects stay focused on their primary goals by eliminating deviations that could overstretch resources or cause implementation delays,. This is in line with the practical realities of health programs supported by donors, where resources are frequently fixed and tight adherence to planned activities and output is necessary for responsibility to financiers.

2.2.3 Enterprise Risk Management Theory

The Enterprise risk management theory was propounded by Nocco and Stulz (2006). Enterprise Risk Management (ERM) is a framework that focuses on adopting a systematic and consistent approach to managing all of the risks confronting a project. Risk management refers to the culture process and structures that are directed towards the effective management of potential opportunities and adverse effects (Verschuren et al., 2010). Effective risk management helps to improve the performance of an organization by creating value to the firm through better service delivery, effective management of change, efficient use of resources, better project management, minimizing wastage, minimizing fraud and supporting innovation.

Tabish and Jha (2012) define ERM as a strategic business discipline that supports the achievement of an organization's objectives by addressing the full spectrum of its risks and managing the combined impact of those risks as an interrelated portfolio. Historically, firms managed different kinds of risks separately. This fragmentation of risk management occurred because different functions within a corporation handled different parts of risk management e.g. finance often addressed risks associated with interest rate variations, insurance handled natural catastrophes and liability, and operations managed quality and safety risks (Sudhakar, 2012).

Munika (2021) on the other hand define ERM as the overall process of managing an organization's exposure to uncertainty with particular emphasis on identifying and managing the events that could potentially prevent the project from achieving its

objective. ERM is an organizational concept that applies to all levels of project". In conducting ERM, the following are listed as some of the areas or aspects of the project that a project risk manager need to look into namely: the people, intellectual assets, brand values, business expertise and skills, principle source of funds stream and the regulatory environment. The major task of enterprise risk management is therefore to ensure that the organization can keep on creating value under any uncertain environment. Managers can save a lot of money if they deal with uncertain project events in a proactive manner that will minimize the impact of threats and seize the opportunities that occur (Nocco & Stulz, 2022).

Deshmukh (2018) explains that adopting the ERM philosophy in project management is a wise decision as it applies to industries that have very high rates of failure like the construction industry. These failures are a result of failure to identify, mitigate and control risk across the entire business making this theory relevant to this research. Proper management of the risks will determine how the managers will prevent the risks from occurring and improve the quality of a project enhancing its performance. This would also ensure the sustainability of the water projects. The theory hence supports the objective of quality control

A key strength of ERM is its comprehensive nature; it allows managers to evaluate risks across multiple dimensions, including strategic, operational, financial, and compliance factors (Beasley, Branson, & Hancock, 2015). ERM also encourages proactive rather than reactive management of risks, ensuring early identification and response before risks escalate. Furthermore, its emphasis on risk culture and governance improves accountability and communication among project stakeholder. Gichohi et al. (2024**)** found that structured risk management significantly enhanced the performance of road construction projects, while Ouma et al. (2022**)** showed that risk analysis improved budget and time efficiency in IT projects in Kenyan banks. These findings underscore the importance of integrating ERM into donor-funded health projects, where unmanaged risks could compromise not only project sustainability but also health service delivery to vulnerable population

ERM can be resource-intensive, requiring specialized skills, significant time, and financial investment to implement effectively (Paape & Speklé, 2012). In donor-funded projects, especially in resource-constrained environments, these demands may strain the project's operational capacity. Another limitation is its reliance on accurate data and management commitment; without these, the framework may remain a bureaucratic exercise with limited practical impact. The ERM theory is central to this research since risk resilient organizations must objectively asses their existing risk management capacities, evaluate their organizational culture with regard to risk, performance and reward and implement sustainable risk management practices. In the context of donor-funded health projects in Kenya, ERM theory is applicable as it provides a systematic way of managing risks such as budget overruns, delays, political interference, or health crises. By applying ERM principles, project managers can anticipate risks early, evaluate their potential impact, and implement mitigation strategies that safeguard project performance. This is particularly important given the sensitivity of health projects, where unmanaged risks can compromise both resource utilization and community health outcomes

2.2.4 Deming's Theory

William Edwards Deming is well known for founding the Deming's theory of Total Quality Management practice, which rests upon fourteen points of management. He also identified the system of profound knowledge; the Shewart Cycle (Plan-Do-Check-Act), the ratio of Quality is equal to the result of work efforts over the total costs. This ratio explains that if a company is to focus on costs, the problem is that costs rise while quality deteriorates (Brighthub, 2013). Edwards emphasized on the management as a key player in proper delivery of quality. He made it clear that poor management leads to a quality crisis. This also focuses more on the human resource capacity in the organization. If the management has poor quality skills, there will be a quality crisis. In a bid to eliminate some of these managerial mistakes, he came up with Fourteen Points that are applicable in any organization regardless of the type or the size. Therefore, these points are very applicable even in the construction industry (Deming, 1986).

The theory states that the management is responsible for the systems, and that it is the system that generates 80 percent of the problems in project (Hill, 1995). Deming (1986) noted that no quality management practice system could succeed without top management commitment; it is the management that invests in the processes, creates corporate culture and also selects suppliers and develops long-term relationships. Deming's Quality Improvement Theory provides business with a plan to eliminate poor quality control issues through effective managerial techniques. It's a fact that management's behavior shapes the corporate attitude and defines what is important for the success and survival of the project. Hubert (2000) has detailed the theoretical approach of Deming (1986) in respect to the quality management practice system, and it envisages the creation of an organizational system that fosters cooperation and learning to facilitate the implementation of process management practices. This, in turn, leads to the continual improvement of the processes, products, and services and helps to instill employee satisfaction. These are critical to promoting customer focus, and, ultimately, helping in the survival of any project.

These Deming's Fourteen Points of Quality are: creation of constancy of purpose geared towards improvement of products and services; adoption of the new philosophy that does not condone commonly accepted mistakes or defective workmanship; ceasing dependence on mass inspection to emphasize on required statistical evidence; end the practice of awarding business on the basis of price only; constantly identify problems and continually improve on the system; make training on the job compulsory; use modern supervisory methods and demonstrate leadership; eliminate fear to foster worker effectiveness; emphasize on freedom between departments; eliminate targets and slogans for the workers; remove any working standards that describe numerical quotas; dispose of barriers denying workers the right of pride of workmanship; invest in a vigorous educational and retraining programs and develop a structure and culture in the company that will enable achievement of quality (Deming, 1986). The Deming's Fourteen Points of Quality emphasize more on workmanship, skills and training and development of the

workers. All these are aspects related to the human resource capacity of project team members for project success.

One of TQM's strengths is its emphasis on continuous improvement, which pushes projects to adjust to shifting circumstances and improve procedures over time (Oakland, 2014); its focus on customer (or stakeholder) satisfaction guarantees that outputs meet the needs of donors and beneficiaries; and TQM cultivates a culture of accountability and teamwork, which boosts project efficiency, improves communication, and lowers errors (Sadikoglu & Olcay, 2014). Kinyumu and Mungai (2022) found that quality planning positively influenced the performance of bank-financed housing schemes in Nairobi, while Salvi and Kerkar (2020) emphasized that quality assurance improves uniformity and reliability in construction projects. Similarly, Asuagwu (2023) revealed that failure to apply quality assurance strategies led to poor performance in many construction firms. Despite its advantages, TQM theory has weaknesses. It is resource-intensive and may necessitate large time and monetary expenditures for quality audits, monitoring, and training (Powell, 1995). The theory also largely relies on corporate culture; implementation frequently fails in the absence of management commitment and staff buy-in. Furthermore, the short deadlines typical of donor-funded projects may clash with TQM's long-term emphasis on continuous development. TQM theory is applicable to donor-funded health projects in Kenya since it places a strong emphasis on quality assurance, quality control, and quality planning, all of which are essential to project success. Health projects are especially delicate since subpar work can have a direct impact on patient outcomes.

2.2.5 Transformational Leadership Theory

The transformational leadership theory was created by James McGregor in 1978 and expounded by Bernard Bass in 1985. Bass expanded upon Burns's original ideas to develop what is today referred to as Bass's Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and

admiration from their followers (Choi et al., 2016). According to the theory, there are four dimensions of transformational leadership which includes: intellectual stimulation, inspirational motivation, individual consideration and idealized influence (Bass, 1985; Bass & Riggio, 2006). Idealized leaders are regarded as transient role models for their followers who are dedicated and apprehensive about their well-being. Leaders that possess idealized characteristics are able to respect their followers and develop a shared vision. Leaders who act as trainers and consultants to their followers are known as individualized consideration. Leaders with individual accounts pay close attention to their followers' various demands (Bass, 1985; Bass & Riggio 2006). Leaders that promote critical thinking and new ways of tackling problems by questioning ordinary ideas or perceptions of a group of people are described as having intrinsic motivation and intellectual stimulation. This has a good impact on organizational performance.

Transformational leadership is popular for its focus on intrinsic motivation as well as follower development which is in line with the needs of most workgroups that may require inspiration and empowerment to succeed in difficult times. Transformational leadership has been developed by the rising need or demand for better leadership theory that considers the leaders and followers as critical partners in the realization of a vision or mission in an organization. Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are critical factors in the definition of transformational leadership (Northouse, 2016). As a result, the leadership theory gains some strength which makes it unique compared to other theories of leadership. It is strong in the sense that it seeks to create a balance between the leader and followers to attain specific organizational success.

Transformational leadership theory is unique in the sense that it considers leadership to be a process that happens between a leader and followers. The leadership theory embraces the fact that the process is not about the needs of one party, but a combination of the interests of the leader and followers. Whether a follower or a leader, one should not focus on personal interests. The needs of the other party are more paramount in transformational leadership. The factor is paramount because it eliminates selfishness and allows the leader

and followers to do better and remain more focused on their undertakings with the success of each other as the focus. It ensures that followers get a prominent position in the leadership process since their input is paramount in the definition of transformational leadership (Northouse, 2016). Unlike other leadership theories, the transformational approach gives a wider perspective of leadership. Other leadership theories mainly focus on how leaders award their followers for attaining certain goals. However, transformational leadership entails how a leader focuses on the elements that would promote growth for followers to encourage them as part of the team that seeks to attain certain success. The leader looks at the potential of the followers so as to determine their usefulness in attaining the vision and mission of the organization (Northouse, 2016). As such, the behavior and conduct of followers are of major concern to the leader because it influences their relationship and the responsibilities that they are assigned in the organization (Lussier, & Achua, 2015).

Moreover, transformational leadership has exclusive concern for the morals, values, and needs of the followers. The idea is that the leadership process seeks to ensure that followers are of the highest moral standards and responsibility. Followers are taught the need to work hard for the well-being of others in the organization (Northouse, 2016). For example, a highly gifted follower would be requested to train others in certain areas. They would do it willingly considering that they are sharing their knowledge and skills with the people for the wellbeing of the organization. The process teaches them to serve others in the bid to attain a common vision. The person who understands certain area or strategy more than the rest becomes the teacher. It is an outstanding way of instilling confidence amongst individuals (Niphadkar, 2017).

Transformational leadership has received a share of criticism from people who consider it weak and inappropriate. One of the backgrounds for its criticism is the lack of conceptual clarity. It is considered to have a wide spectrum making it difficult to focus on the most fundamental issues. There are no accurate parameters to measure transformational leadership. The factors that define the leadership style seem to overlap, creating concern for their unreliability. Also, there would be criticism on the process of

measuring transformational leadership since it is argued that there is no specific procedure for measuring leadership (Northouse, 2016). Thirdly, transformational leadership treats leadership as a personality trait instead of behavior that individuals can learn. It means that some people are already disqualified for not possessing the relevant personality. Lastly, there would be criticism on the ground that transformational leadership is for elites and undermines democracy. There is an idea that the leader may determine the future of the organization by luring employees to behave or operate in a certain way (Northouse, 2016).

The theory has been applied by various scholars in leadership studies; Khalil et al (2016) agrees that transformational leadership inspires team members or followers to do more than expected and increasing output. Giorgi (2014) supported the theory of transformational leadership since such leaders engage in intellectual stimulation, encouraging followers to question the current situation and conventions, think independently and be actively creative. Through individualized consideration, transformational leaders tailor their guidance to followers' particular characteristics and situations. Ronald (1998) says transformative leadership helps followers to overcome their self-interest for the benefit of the group or organization and to elevate the current needs of the followers to a higher level. Employees are influenced to perform above and beyond their expectations by transformational leaders who give alternative solutions to difficulties. This sort of leadership can be seen throughout the organization's various departments. Transformational leaders have a clear vision, are motivating, possess managerial leadership skills, and are brave and risk takers. Leaders with charisma and idealized influence earn followers' respect by setting good examples, and encourage subordinates to follow these examples through strong beliefs and high moral standards. In addition, leaders interact with followers to establish common goals that can shape and strengthen followers' sense of mission (Wang et al., 2018).

In donor-funded health projects in Kenya, transformational leadership is crucial for navigating the complex interplay of donor expectations, government priorities, and community needs. A transformational leader can rally diverse stakeholders, enhance

collaboration, and ensure that project goals are pursued with shared enthusiasm. Kayondo and Gachiri (2025) found that democratic and transformational leadership styles significantly improved rural development project performance, while Omonyo (2018) highlighted that leadership positively moderated the success of public infrastructural megaprojects in Kenya. In the context of health projects, transformational leadership ensures that project teams remain motivated despite resource constraints, fosters innovation in service delivery, and enhances accountability, thereby directly influencing project performance outcome

2.3 Conceptual Framework

Conceptual Framework represents the researcher's synthesis of literature on how to explain phenomena (Trochi & Arora, 2016). It's a diagrammatic, flow chart or figurative illustration explaining the relationships between factors and variables relevant to the study identified, (Muchemwa et al., 2016). It is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. A conceptual framework presents factors that are helpful in conceptualizing a study. According to Busso (2018), a conceptual framework should be developed to show the relationship between the independent variables and dependent variable. Out of the literature reviewed, various variables were suggested, but in this study, stakeholder management practice, scope management practice, risk management and quality management practice and project leadership as moderating variable, are chosen and relationships deduced.

PROJECT MANAGEMENT PRACTICES

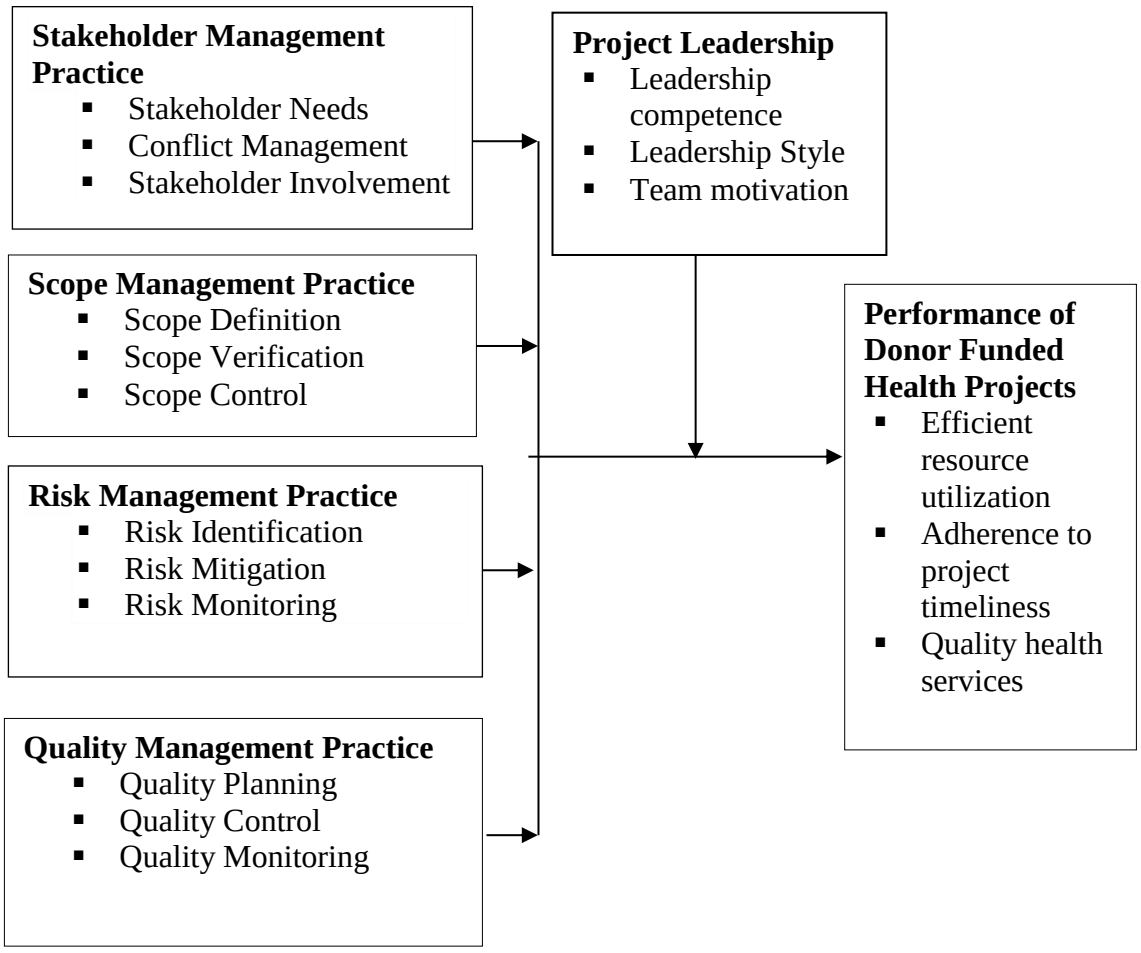

Figure 2.1: Conceptual Framework

2.4 Discussion of Literature on Variables

2.4.1 Stakeholders Management Practice

Spałek (2024) defines stakeholder management practice as the process of identifying, analyzing and engaging persons, group of persons or organisations that are likely to have connection/relationship with the project. According to Project Management Institute (2013), projects goals and objectives cannot be realized without the effective engagement of all stakeholders concerned. In the context of project management, managing stakeholders is an integral process throughout the project performance phase. Unlike other project activities such as planning, design and project closure that take place once during the entire phase of project execution, project stakeholder management practice is a process that takes places in the entire duration of project execution (Hayibor, 2020).

Stakeholder management practice keeps decision-makers and influencers engaged and on-track which is the pathway for a successful project. These interested parties in a project have different needs, expectations, motivation, power, influence, behaviors, traits, literacy levels. These interested parties of project are referred as stakeholders. A stakeholder is perceived to have a stake in the project whether they have monetarily invested in the project or not (Sutterfield et al., 2021). Stakeholders' management is vital for the performance of projects, but it comes with its unique set of challenges and opportunities. The continent's diverse socio-economic and cultural landscape requires tailored approaches to stakeholders' management. Effective engagement of local communities, government bodies, and international donors is crucial for the success of projects, especially those related to infrastructure, healthcare, and education (Njiru &Thoronjo, 2024).These stakeholders often have varying expectations and levels of influence, necessitating inclusive and participatory management practices.

The performance of projects in Africa is often influenced by the degree of stakeholders' involvement. Projects that engage stakeholders from the planning stage through to implementation tend to achieve better outcomes. This involvement

boosts the projects' sustainability and effectiveness by aligning them more closely with the community's expectations and priorities (Nimco & Kaumbulu, 2024). Rogers, Johnson, and Bird (2021) indicated that effective stakeholder engagement is vital for the success of projects. Project stakeholder management practice enables the project managers to secure funding from donor organizations or government bodies. Online services such as websites, digital media engagement, and social media platforms are utilized to engage with stakeholders who are in different locations in are geographically dispersed. Stakeholders need not only to be informed about the progress of project but also empowering them and giving them information. This is because projects have stakeholders who have varied needs and expectations and at varied timeframes of the project performance schedule. The project managers will therefore have the duty to identify these stakeholders right from the project initiation and engage them in the entire lifecycle of the project (Musheke & Phiri, 2021).

Kalu and Rugami (2021) found that stakeholder empowerment, communication, and grievance management significantly impact project execution. Managing grievances offers a way to lower project risk, a useful channel for expressing concerns, and a way to foster a relationship that is mutually beneficial for project implementation. Effective communication, on the other hand, aids the organization in developing positive relationships with the project stakeholder. Stakeholder mapping is a tool used to analyze and prioritize the engagement of stakeholders when planning to implement a project.

2.4.2 Scope Management Practice

Scope management refers to the systematic practice of clearly identifying and effectively regulating the boundaries of what is to be included and omitted from a project. It guarantees that the project stays in line with the organization's objectives and that all parties involved have a distinct comprehension of the project's outcomes (Ibeh et al., 2024). Defining a project scope is the first step in successfully managing a project. It is important to ensure that all the work required to achieve project objective are considered and well-articulated before project commencement. Scope definition is perhaps the most

important part of the upfront process of defining a project as it helps to clearly describe the logical boundaries of the project. Where the deliverables and the boundaries of a project are not clearly defined, the chance of a project success is zero. This is a major reason why many projects fail to achieve set goals and objectives (Avison & Torkzadeh, 2019).

Project scope includes the activities necessary to produce a description of the work required to complete the project successfully. It is the criteria for project success. Time, cost, and deliverables must be determined and agreed upon with all stakeholders at the beginning of the project. It ensures the inclusion of all the work required to complete the project successfully. The process of scope management practice as defined by the PMBOK include 6 steps, namely: scope planning, requirements collection, scope definition, creation of work breakdown structures (WBS), scope validation and scope control. An analysis of these steps can be summed up into three key processes, namely: - scope planning, stakeholder engagement, and scope control (PMI, 2018).

Scope planning is the initial phase of scope management practice and it details how the project scope is defined, its validation, its controls and gives direction and guidance during the implementation phase. According to Akhwaba (2020), scope planning clearly show the project charter that shows the mission, vision and values that the project team members will apply in an effort of delivering successful projects. It also shares the plan for scope management practice through conveying the project structure, reporting system and allocation of project tasks. Work breakdown structure is also an aspect under project scope management practice; and it involves breaking down the project tasks into smaller portions for easy management and making the tasks approachable. It is also a tool used by project managers to integrate the scope, the costs and work schedule such that the project plans are aligned to owner expectations and influencing of project performance (Kholbaev, 2020). The work breakdown structure (WBS) can be in the form of deliverable-based that focus on the relationship of project deliverables including products and services and the scope covering the work to be done and WBS can also be in the form of phase-based such that the project is divided into phases or stages and under each stage

there are deliverables that need to be met (Matu et al., 2020). WBS is viewed in levels, the top level that shares the project tittle and final deliverables, the control account having project phases and deliverables; work packages covering the grouping of tasks and responsibility assigning and activities that deliver the outcomes.

2.4.3 Risk Management Practice

Ahmed and Umar (2021) defined project risk management as the art and science of identification, analysis and responding to the uncertainties that emerges during the life period of a project in such a way as to achieve the project objectives by satisfying all the stakeholders. The project manager must be able to recognize and identify the root causes of risks and correlate them to their effects on project performance. Qualitative risk analysis is beneficial because not only does it reduce uncertainty in the project, but it also focuses mostly on high-impact risks, for which one can plan out appropriate mitigation responses. By contrast, quantitative risk analysis is a statistical analysis of the effect of those identified risks on the overall project. This helps team leaders to make decisions with reduced uncertainty, and supports the process of controlling risks (Chaka, 2023). Quantitative risk counts the possible outcomes for the project and figures out the probability of still meeting project objectives. This helps with decision-making, especially when there is uncertainty, and creates cost, schedule or scope targets that are realistic (Alsaadi & Norhayatizakuan, 2021).

Risk response planning involves determining ways to reduce or eliminate any threats to the project, and also the opportunities to increase their impact. For each response plan, trigger conditions should be identified. These are the conditions that warrant the implementation of the response plan. A proper risk management plan does not need to include response plans for all risks within the risk register. The risk register contains all risks that are significant enough to warrant tracking and monitoring (Ombati, 2022),

The identification and mitigation of project risks are crucial steps in managing successful projects. Ensuring that adequate and timely risk identification is performed is the

responsibility of the owner, as the owner is the first participant in the project. The sooner the risks are identified, the sooner plans can be made to mitigate or manage them. Assigning the risk identification process to a contractor or an individual member of the project staff is rarely successful and may be considered a way to achieve the appearance of risk identification without actually doing it. Risk prevention is a proactive method to forecast negative events (risks) that could occur in a project in order to be better prepared or to reduce their likelihood (Gregory et al., 2019).

2.4.4 Quality Management Practice

Project quality management practice is a knowledge area of project management in PMBOK Guide. It is the process of continually measuring the quality of all activities and taking corrective action until the team achieves the desired quality (Waduu & Rugami, 2019). Benefits of implementing QMPs include reduced costs of operations, increase in operation efficiency, productivity, financial performance and organization's ability to continuously learn and improve operations (Nwafor, 2020). Since quality management practice practices are a resource for creating quality, the quality management practice practices must be valuable, rare, inimitable and not substitutable for projects to realize key objectives (Barone, 2022).

Quality management practice processes include all the activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project satisfy the needs for which it was undertaken. It implements the quality management practice system through the policy, procedures, and processes of quality planning, quality assurance, and quality control, with quality improvement activities conducted throughout (Project Management Tutor, 2023). Chauhan et al. (2023) asserted that project quality management practice includes the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement. The overall purpose of project quality management practice aims to provide a broad framework for identifying quality standards and requirements, implementing quality assurance and control activities, and taking corrective actions for project

improvement. Olawale (2022) revealed that an organization with effective project quality management practice strategies would more likely fulfill the needs of clients, which could ultimately lead to client satisfaction. The key project quality management practice practices studied included quality planning and assurance, and quality control and quality improvement.

According to Othman et al. (2020), quality management practice is aimed at avoiding defects from doing the job right, whereas quality control elaborates on inspecting and checking the finished products. Quality management practice is not an easy process in the construction industry, where human resources and machinery are equally important. Quality management practice is a procedural aspect that must involve every level of the workforce, from manual labour to inspection level officers to the top management. A project with low quality has a greater risk of damage, which means that the visual protection of the project and visible building quality are linked (Nguyen et al., 2020). Kassie (2021) noted that quality management practice is critically required for a construction company to sustain in current construction market which is highly challenging and competitive. Quality management practice has to provide the environment within which related tools, techniques and procedures can be deployed effectively leading to operational success for a company. Quality Assurance (QA) focuses on the processes utilized in the project efficiently to generate quality project deliverables. It includes meeting standards and eliminating project defects. Quality Assurance ensures that the product generated from the process is defect-free and conforms to all stated customer requirements. Due to the risk engaged in any project, quality assurance is significant in the construction industry and engineering (Napiah, 2022).

Quality Assurance (QA) focuses on the processes utilized in the project efficiently to generate quality project deliverables. Quality assurance is applied throughout the project processes to ensure the successful completion of project. Thus, it is suitable for all kind of projects irrespective of its type, design, activity, or industry. The importance of quality assurance cannot be neglected as it is not possible to produce a desired quality and

maintain it consistently over a length of period unless adequate control is exercised at every stage (Jain, 2021).

Quality assurance involves checking the final quality of products to avoid defects but also checking product quality in a planned way in all the production stages. Quality Assurance (QA) focuses on the processes utilized in the project efficiently to generate quality project deliverables. It includes meeting standards and eliminating project defects. Quality assurance entails adhering to standards, steadily improving project work, and addressing project deviations (Zulfiqar, 2022). Quality assurance ensures that the product generated from the process is defect-free and conforms to all stated customer requirements. Due to the risk engaged in any project, quality assurance is significant in project management. Quality assurance is performed by continuous and repetitive monitoring and appraisal of various facets of the project. Its purpose is to make sure that projects are implemented with at least the minimum acceptable levels of quality. Project team members who have specific technical expertise on the various aspects of the project play an active role in quality control. They set up the technical processes and procedures that ensure that each step of the project provides a quality output from design and development through implementation and maintenance. Each step's output must conform to the overall quality standards and quality plans, thus ensuring that quality is achieved (Giao, & Trang, 2021).

Quality control facilitates the measurement of the quality characteristics of a unit, compares them to established standards, and analyzes the difference between the results obtained and the desired results to make decisions that will correct any differences. One way of controlling quality is based on the inspection or verification of finished products. The aim is to filter the products before they reach the client so that products that do not comply with requirements are discarded or repaired (Abeysinghe, 2022). Quality control is performed mainly during Monitoring and Controlling phase of project. This helps Project Manager to have a clear understanding of current progress, quality of activities performed and their respective value addition to overall project. It also aide managers to make a timely action if any parameter or variable is out of project trajectory. Thus, proves to be a critical factor for taking timely corrective actions which in return impact overall

project progress (Zulfiqar, 2022). The best project outcomes have always been demonstrated by effective planning. It decides what actions should be performed to improve any company and how a project should be evaluated. Setting standards to ensure that clients are happy with the work produced is where project quality management practice really shines (Mizuno, 2020).

2.4.5 Project Leadership

Project leadership refers to a set of systems and structures adopted by a project manager and his project team to enable them operate as a team and accomplish a project in an effective and efficient way (Castro et al., 2022). Effective leadership plays vital role in ensuring the success of activities in projects where projects are facing high degree of uncertainty due to different nature of projects and rotation of employees and their activities (Raghavan & Chinta, 2023). Leadership plays a critical role in influencing project performance hence the project leaders must lead their teams in incorporating various project management methodologies to oversee successful project planning and implementation. On the other hand, the employees are expected to create and manage positive outcomes for their projects. Top management support is one of the prime factors for achieving the project success. In absence of top management support, the project managers despite having excellent skills, may fail at any stage of the project (Ritchie et al., 2020).

Leadership styles include autocratic, democratic, transformational, transactional, and laissez-faire (Emini et al., 2023). The leadership styles of focus: transformational leadership and transactional leadership are common in projects (Gregory et al., 2019). Further, Iqbal et al. (2020) noted that autocratic leadership led to better quantity-based outputs, while democratic leadership yields better quality-based projects. Transformational leadership may be a predictor of project performance and this style suits complex projects (Keller, 2020). Meanwhile, transactional leadership is the style of leader who motivates their employees by giving them a reward. However, for them to get this reward, employees must achieve certain standard and the leader's expectation.

Transactional style as reported by previous studies is suitable for simple projects. Leadership Structure is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common project task (Covey, 2019).

Project managers continue to face many challenges and problems concerning leadership skills, the type of leadership style to use, and how to control the various aspects of project management. Project managers and project leaders consider leadership as the dominant determinant of project success (Zimmerer & Yasin, 2018). Regardless of strong influence on project activities, the role of top management support could not find a proper platform in project management. Nestor (2018) argues that top management support can be viewed in several forms, for instance, helping teams in dealing with hurdles, exhibiting commitment to the work and encouraging the subordinates. Moreover, top management support results in availability of time financial, human and other physical resources required for the successful execution of projects; and more importantly, it also refers to the delegation of necessary power to project leaders and project teams. Therefore, top management support is an important recommendation for achieving the project success (Nyaga & Gakobo, 2017).

Yazan (2018) stated that one of the most important facets of managing a donor funded project is leadership. Although, the issue of leadership has been widely covered in management or business school, a lack of attention has been given in the field of the donor funded projects. The complexity on the relationship between the leadership and internal success of donor funded projects is still in nascent phase of study. Hauschildt et al. (2020) reported that the success of a project depends more on human factors, such as project leadership, top management support, and project team, rather than on technical factors. They also found that the human factors increased in importance as projects increased in complexity, risk, and innovation. In addition, the researchers found that the critical role of the project manager's leadership ability had a direct correlation to project outcomes. Additionally, these studies have treated project leadership as the main determinant of project success rather than as a variable that becomes critical depending on the level of project complexity.

2.5 Empirical Literature Review

Empirical literature review is a directed search of published works, including periodicals and books and presents empirical results that are relevant to the topic at hand. Literature review is also a comprehensive survey of previous inquiries related to a research objective (Trochim & McLinden, 2017). This section describes past studies that have been done that links the independent variables: stakeholder management practice, scope management practice, risk management, quality management practice, and moderating variable project leadership with project performance as the dependent variable.

2.5.1 Stakeholder Management Practice and Project Performance

Magassouba et al. (2019) conducted a study on influence of stakeholders' involvement on development project performance in Guinea. This study adopted qualitative research design. Data was collected using secondary data through review of previous literature on influence of stakeholders in project identification, planning, implementation, and monitoring on development project performance within organizations in Guinea. Findings revealed that stakeholder involvement in project identification, planning, implementation and monitoring enhances the chance of project success and it is an appropriate way to achieve an organization's goal. Findings also indicated that there is a strong relationship between project performance and involvement of stakeholders.

Mambwe et al. (2020) studied the assessment of relationships between stakeholder engagements on project performance in Zimbabwe. The research approach that was adopted was a quantitative with descriptive research design. Questionnaires were used to collect data. Findings revealed a strong and positive correlation between stakeholder engagement and project schedule also between stakeholder engagement and project specifications. Results also showed that stakeholder's engagement was strongly but negatively correlated to project cost.

Umutesi et al. (2023) studied the influence of stakeholder capacity building on the performance of mining projects in Rwanda. This study employed a mixed-method research approach. The study targeted 96 participants in project management. Results showed that the programs effectively enhance communication and collaboration among project, and the training programs related to mining project management also garner substantial support. The training and development initiatives significantly contributed to the overall success of mining projects. Adequate resources and support for stakeholder capacity building were considered vital.

Nginya and Mutuku (2024) studied the effect of stakeholder management practice on the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. Specifically, the study aimed to research how stakeholder identification, participation, communication, and stakeholder monitoring impacted the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. The research utilized a descriptive research design. The target population for the study was 47 projects. The respondents consisted of 47 project managers and 47 program officers. Data were obtained through a descriptive research design. Questionnaires were administered to respondents. The findings showed that there was a positive perception, with stakeholders expressing confidence, enthusiasm, and optimism. There was a strong positive correlation between identification, participation, communication, monitoring, and project performance. Stakeholder identification, participation, and monitoring emerged as critical components contributing significantly to project performance.

Maina and Kimutai (2018) study was to investigate the influence of stakeholder management practice on project performance of projects in Nyeri County. The research adopted both descriptive and exploratory research designs. The target population was all the open air upgrading projects in Nyeri County. Sample selection was done through cluster sampling where the target population was divided according to the six (6) major Open air markets in each constituency in Nyeri County. The results of the study established that the coefficients of “stakeholder’s need and expectation identification”, “communication”, “conflict management” and “stakeholder participation” were positive

and significant and thus these factors determine project performance. Stakeholders' participation positively enhances project performance of Open Air Market project to a great extent followed by stakeholders' needs and expectation identification, conflict management and finally communication.

Vaati and Nyang'au (2019) examined the influence of stakeholders' involvement on successful implementation of projects in Kenya with reference to Kenya Railways Corporation. This research used descriptive research design. The population of the study was 200 staff of Kenya Railway Corporation. The sample of the study comprised of 100 respondents selected through simple random sampling. Data was collected using both primary and secondary sources. Questionnaires were used to collect primary data. Findings revealed that stakeholders' involvement was the most significant variable that influenced project implementation. The study recommends that stakeholder's involvement should be improved in project implementation to enhance project success.

Thomas and Iloka (2024) investigated the influence of stakeholder identification on the performance of healthcare projects in Machakos County, Kenya. The study adopted a descriptive method. The population was 341 healthcare projects in the county. A questionnaire was used to collect data. Findings showed that most healthcare projects surveyed did not effectively prioritize stakeholder identification by recognizing project stakeholders, analyzing them, and documenting their information.

Wango et al. (2024) investigate the influence of stakeholder identification on the performance of World Bank funded projects in Kenya. The study adopted a positivism philosophy and employed a cross-sectional survey design. The target was 62 World Bank funded projects completed between 2016 and 2021. The target population was 310 individuals, including project managers, coordinators, supervisors, monitoring and evaluation officials, and representatives from the National Treasury. Primary data was collected through a questionnaire, supplemented by secondary data. The findings revealed that stakeholder identification significantly influences the performance of World Bank

funded projects in Kenya. The coefficient of determination indicated that stakeholder identification accounts for a greater the variance in project performance.

Ngonge and Muchelule (2022) evaluated the influence of stakeholders' participation on performance of WASH projects in Embu County, Kenya. The study adopted a descriptive study design. The target population was 120 project key stakeholders of WASH projects in Embu County. Data was collected using semi-structured questionnaires. Findings revealed that there is a moderate significant relationship between stakeholder participation in project identification and project performance.

2.5.2 Scope Management Practice and Project Performance

Fageha and Aibinu (2021) sought to determine how project scope management practice challenges influences project deliverables in Saudi Arabia. The research was carried out using a mixed method. Data was collected using questionnaires. Findings revealed that the project team leaders developed a well-defined project plan that reflected stakeholder anticipations and acknowledged their opinions without interfering with the objectives of the project which resulted in project success. Mathias (2018) studied managerial perceptions of scope management practice in projects in Norway. The study was based on interpretative epistemological approach. A qualitative research method was utilized. The study targeted five project managers who were purposively sampled. Interview guides were used for data collection. Findings revealed that awareness of scope creep assists project team members to discover unauthorized changes, resulting in proper communication within the project management team and successful projects.

Sakamoto (2024) assessed the influence of project scope definition on cost overruns in public sector projects in the Japan. The study adopted a desk methodology. Data was collected from existing resources. The study found that a well-defined project scope is crucial for establishing clear objectives, deliverables, and expectations, which can significantly mitigate the risk of cost overruns. Studies indicated that unclear or poorly communicated project requirements often lead to scope creep, where additional features

or changes are introduced without corresponding budget adjustments, resulting in unexpected expenditures. Moreover, early stakeholder engagement and thorough risk assessment during the scope definition phase are essential for anticipating potential challenges that could escalate costs. Overall, effective scope management practice practices not only help control expenses but also enhance project performance and stakeholder satisfaction, highlighting the importance of diligent planning and communication in public sector projects.

Abanyagasani and Gitahi (2023) studied the influence of scope creep on the SMART project in Rwanda. The study adopted a descriptive and correlational design. The target was 37 team members, including managers and coordinators. Results demonstrated that frequent changes in project requirements significantly impacted project timelines, costs, and stakeholder satisfaction. Scope changes influenced project dimensions hence a significant positive correlations between scope creep elements and project performance. Unplanned modifications to deliverables also correlated highly with project performance. Adjusting deliverables helped maintain alignment with goals and expectations. In conclusion this study revealed that frequent changes in requirements, addition of new features, and unplanned deliverables can affect timelines, costs, and stakeholder satisfaction.

Gitahi (2023) investigated the effect of scope management practice on performance of water and sanitation projects in Mombasa and Kilifi Counties, Kenya. The study employed a descriptive research design. The study targeted 14 water projects in the 2012 -19. The study respondents were senior project managers. Results showed positive associations for stakeholder engagement and moderate effects were for scope planning and weak associations were for work breakdown structure. Scope planning communicated the mission and vision, management and reporting structure of the project, which improved its outcome. Work breakdown structure included tasks and components of the project divided into sections for easily management that influenced project outcome. Stakeholder engagement was done through proper communication and involvement in designing, financing and executing project plans for their success. Thus, the study concluded that

performance in the water and sanitation projects was influenced by project scope management practice with practices of scope planning, scope control; work breakdown structure and stakeholder engagement.

Wachira and Nkirina (2024) sought to establish the effect of project scope management practice on performance of real estate developers' projects in Machakos County, Kenya. This study used a descriptive research design. The target population comprised of 414 employees working in 46 commercial real estate companies that are engaged in Commercial Real Estates development in Machakos County and regulated by the National Construction Authority. This study used structured questionnaires to collect primary data. The study concluded that there is a significant direct correlation between scope definition and performance of real estate developers' projects in Machakos County, Kenya. The study found that scope change management had a positive and significant relationship with project performance. The study concluded that applying the assessment tool in the course of a project life cycle can assist a project management team to determine whether or not change dynamics are being adequately addressed.

Mwangi and Yusuf (2022) sought to establish the role of scope management practice in the successful implementation of health infrastructural program in Nairobi County. The research adopted a descriptive study. The study targeted 120 personnel involved in the construction of 40 health facilities in Nairobi County. A questionnaire was used to obtain data. The results indicated that project scope planning, scope budgeting, scope scheduling and scope control had significant effects on the implementation of infrastructural health projects. The findings revealed that scope management practice has a positive and significant influence on the successful implementation of infrastructural health program. The study concluded that an increase in scope planning, scope scheduling and scope control would lead to an increase in the successful implementation of infrastructural health program.

Ngunjiri (2018) investigated the influence of initialization requirements on project performance: a case of Financial IT projects in Fintech Limited in Kenya. The target

population was staff members; the total number of staff at the company being 130.The targeted projects were the last five (5) Financial Systems from each team lead based on IT projects implemented within three years namely: 2014, 2015 and 2016. The study adopted Krecjie and Morgan formulae to obtain the sample size of 97. From the results; scope management practice and change management plan were the most influential variables on project performance of Financial IT projects in Fintech International Limited, Kenya.

2.5.3 Risk Management Practice and Project Performance

Urbański et al. (2019) focused on the moderating role of risk management in project planning and project success: evidence from construction businesses of Pakistan and the United Kingdom. The data was gathered from 152 project managers (76 from both economies each) using a survey questionnaire. The purposive sampling technique was used to ensure fair representation of sample size and the RAND formula was used to select the project managers. For quantitative analysis, partial least square structural equation modelling technique was utilized. The results confirmed that project planning had a statistically significant impact on project success. Furthermore, risk management significantly moderated the relationship between project planning and project success in the construction businesses despite being in two different economies.

Obondi (2022) sought to examine utilization of project risk monitoring and control practices construction projects in the United States. An electronic survey instrument was used to collect data from a sample of 50 construction project managers in the Dallas-Fort Worth area in the state of Texas, in the United States. Spearman rho correlation analysis was used to examine the relationship between project risk monitoring and control practices and project success. The results of this study indicated that all project risk monitoring and control practices, including risk reassessment, risk audits, contingency reserves analysis, and risk status meetings, were significantly and positively related to project success in construction projects. Alshehhi, Sidek, and Rozali (2024) evaluated the impact of risk management on the performance of Construction Projects. The study found that a

comparative analysis of risk management approaches empowers informed and appropriate decision-making. This reduces the disruption of and enhances financial outcomes.

Hassanen and Abdelalim (2022) studied effect of risk identification on performance of Mega Industrial Projects in Egypt. This study was based on extensive literature review. The study showed that there is a problem in allocating risks in the Mega projects and the top-ranked risk factors were procurement problems, subcontractors' failure to comply with the schedule, unclear responsibility matrix, indecisive management, compliance risks, and delay due to permit and consent from statutory bodies. These risk factors demonstrated that the current risk allocation practice in construction projects were inefficient and led to several other problems, such as claims, disputes, and aggressive relationships. The conclusion was that being vigilant about priority risk factors and implementing risk mitigation measures through the terms of the contract can contribute to satisfactory results for the project.

Gemechis and Shashi (2023) sought to examine the effects of project risk management practices on project performance in west Guji in Ethiopia. The researcher employed both quantitative and qualitative research approach. The study designs used were descriptive and explanatory research design. The study data was collected using questionnaires. The results showed that project risk management practices have positive effect on project performance of the selected projects in the west Guji zone. Qualitative risk analysis and quantitative risk analysis have no significant effect and only rarely practiced. Qualitative risk analysis has low effect followed by quantitative risk response.

Sangwa and Dushimimana (2023) analyzed the effect of risk management on project performance in Rwanda. The study used a census survey. The sample size was 200 respondents. Questionnaires were used to collect the primary data. Secondary data was also used to conduct the study. The findings showed that risk response planning had a significant effect on performance of the Twiceceka Project. Risk management plans contribute to project performance by establishing a list of internal and external risks. This plan typically includes the identified risks, probability of occurrence, potential impact and

proposed actions. Low risk events usually have little or no impact on cost, schedule or performance.

Igihozo and Irechukwu (2024) assessed the relationship between the project risk management process and the performance of the Mpazi Channel construction project in Nyabugogo, Kigali, Rwanda. The study aimed to evaluate how the risk management process affects the success of the project. A mixed-methods approach was adopted, with a sample of 118 respondents selected from a target population of 168, using stratified sampling and Sloven's formula. The results indicated a highly positive and significant relationship between project risk identification and project performance, and between risk management strategy and project performance. Furthermore, the correlation between risk response planning and project performance was significant. The study concluded that risk management procedures play a critical role in the success of the Mpazi Channel construction project.

Gregory et al. (2019) investigated the effect of risk management practices on road construction projects performance in Kenya. The specific objectives of the study were to find out the effect of risk identification and risk analysis on project performance. The instrument of data collection was structured questionnaires. The target population consisted of 80 project managers, road engineers, project managers, road supervisors, road inspectors, road surveyors and contractors in Kakamega County. The unit of analysis was ongoing and completed road projects implemented by Kakamega County government. Simple random sampling was used to select 80 of whom 70 respondents returned the questionnaires representing 87% respondents. The findings showed that risk identification has a positive and significant effect on risk management practices in road construction projects. Risk analysis has positive and significant effect on the risk management practices in road construction projects.

Gichohi et al. (2024) investigated the effect of project risk management on the performance of road construction projects in Kenya. The study adopted a cross-sectional research design and positivist paradigm. The target population comprised 695

management employees involved in these projects, from which 248 respondents were selected using stratified random sampling. Data were collected through semi-structured questionnaires. Findings revealed that project risk management had a significant positive relationship with project performance, and organizational culture positively moderated this relationship.

Ouma, Sang, and Kinoti (2022) examined the relationship between risk management and performance of information technology projects in Kenyan commercial banks. The target was 40 projects in Kenyan commercial banks in Kenya. Questionnaires were used to collect data. The results indicated that risk analysis had significant effects on the performance of information technology projects in the banking sector. The findings also revealed that risk assessment techniques such as probabilistic risk analysis are not commonly used, but when they are, they tend to contribute to project progress in terms of budget and timeliness, rather than requirements and product quality. Therefore, risk analysis was confirmed to be a significant risk management factor that positively affects the performance of IT projects in Kenyan commercial banks

Ali and Chege (2024) studied effects of risk mitigation practices on performance of road construction projects in Garissa County, Kenya. The study adopted a descriptive research design. The target included and 8 road construction projects within Garissa County comprising of 14 road engineers, 4 road supervisors, 8 road inspectors, 12 road surveyors and 146 contractors. The study sample size was 145 respondents. The researcher used questionnaires to collect data. The study findings indicated that there existed strong positive relationship between performance of road projects in Garissa County, Kenya and risk identification. In addition, risk identification strategies included recognizing the type of the risk which improved the building and construction value-chain.

Mutula and Eng'airo (2024) sought to analyse the effect of risk identification on project implementation among Catholic Church construction projects in the Diocese of Ngong. The study adopted a descriptive case design. The target population involved 240 members. The questionnaires were used to collect data. The results showed that there was

a weak positive significant relationship between risk identification and project implementation.

Ororu and Juma (2022) sought to establish the influence of project risk response strategies on completion of constituency funded construction projects in Nyamira County, Kenya. The study adopted a descriptive research design. The target population was 719 persons from the 216 National Government Constituency Development Fund construction projects. The sample included 432 project management committee. Questionnaires were used to collect data. The results showed that risk avoidance strategy had a positive statistically significant effect on completion of constituency funded construction projects in Nyamira County; risk reduction strategy had a positive statistically significant effect on completion of constituency funded construction projects in Nyamira County, and risk transfer strategy had a positive significant effect on completion of constituency funded construction projects and that the risk retention strategy.

2.5.4 Quality Management Practice and Project Performance

Salvi and Kerkar (2020) studied effect of quality assurance on performance of construction projects. Results showed that quality assurance is an important a part of any construction process to boost the standard and uniformity of the project. The requirement for QA in construction projects has increased considerably in recent times because of significant changes, advancements in technology and high expectation of the users. Priyadharsan and Raja (2020) sought to find out the knowledge of quality control and management and its impact towards engineers and labor. Results showed that quality control are a simple technique of TQM and proposed implementable in construction industry. Quality management helps to prevent the safety accidents to occur during the use of quality products.

Willar and Agung (2022) studied effect of quality control management on performance of road projects. Results showed that quality documentations must be available, containing quality targets to be achieved throughout the construction process. Quality control and

safety control must ensure that all components of road construction are thoroughly secured to meet the specified quality and safety requirements. Asuagwu (2023) examined effect of quality assurance on project success. Questionnaires, observation checklists, and from websites and journals were used to collect data. Results showed that majority of construction firms failed to use quality assurance strategies. Among the major result of data analysis included that most construction firms did not apply quality assurance strategies and that quality assurance provides umbrella for continuous process improvement among others. Many project staff lacked the knowledge of cost benefit analysis as a quality assurance tool. They were also not properly exposed to quality audits and process analysis.

Muhammad and Harkamal (2023) examined the impact of quality control on building projects in order to determine the relative significance of several elements that are essential to construction quality. 153 people completed a questionnaire that was used to gather data. The results demonstrated that quality control is critical to any project's success. By avoiding costly repairs after the project is finished, supervision during the building phase results in long-term financial savings. Inspectors, engineers, contractors, finance agencies, permission agencies, and employees should review all relevant paperwork and offer helpful feedback on any mistakes.

Yong (2018) conducted a study on the influence of total quality management practice on project performance in Malaysia. The target population was 161 contractors. Purposive sampling was used to sample all the 161 contractors. Questionnaires were used for data collection. Findings revealed that TQM practices were partially correlated with project performance of Malaysian construction organizations. Other TQM practices such as leadership, strategic planning and customer focus do not have a direct impact on project performance.

Hagan (2020) examined the impact of quality control procedures on construction project timelines. Information was gathered from various Ghanaian building sites. According to this study, the majority of workers were unaware of quality control procedures prior to the

start of a building project. Project team members, management, and stakeholders found it challenging and time-consuming to apply quality control methods in their various construction sites as a result. Additionally, this study showed that quality control accounts for less than or no more than 10% of the overall delays in the building project timeline. On the other hand, team members who were not experts in handling the quality control measures did not report to the team responsible for discovering problems in the implementation of the measures. Additionally, workers were unaware of how environmental control affects building project success.

Kinyumu and Mungai (2022) investigated the impact of project quality on effectiveness of bank-financed housing schemes in the Nairobi Metropolitan Area. 91 housing project team members (project managers, project engineers, quantity surveyor, architect, electrical engineer, structural engineer, and procurement officers) from 13 Bank financed housing projects in Nairobi Metropolitan Area were targeted. Data was collected using questionnaires. Conclusion was that performance of bank-financed housing schemes in the Nairobi Metropolitan Area was positively and significantly impacted by quality planning. The study found that the performance of bank-financed housing programs in the Nairobi Metropolitan Area was influenced by the scope baseline, work breakdown structure, and cost baseline

Nyaga and Gakobo (2017) study focused on the effect of quality management practice practices on organizational performance of savings and credit co-operatives in Kirinyaga County, Kenya. The study employed descriptive research design and targeted a total of six (6) registered deposit taking SACCOs operating in Kirinyaga County, Kenya with a population of four hundred and eighteen (418) respondents. The target population comprised of employees of the SACCOs. The findings of this research indicate that quality management practice practices have a high positive effect on organizational performance thus any SACCO managers aiming to achieve enhanced organizational performance should consider implementing quality management practice practices.

Nestor (2018) study sought to establish the effect of quality management practice practices on Organizational performance in Kenya. The research design that was adopted for this study was descriptive survey; this was the best suited design because the study embarked on a mixed method approach. The total population for the study was 50 employees of KIRDI in Kisumu County and since the population was relatively small and manageable; the researcher conducted a complete census. The findings indicate that continuous improvement had positive and significant effect on organizational performance. Customer focus was found to be significant in explaining the variation of performance and top management commitment was found to have a significant effect on performance.

2.5.5 Project Leadership and Project Performance

Lu, et al. (2019) study tested the moderating role of governance mechanisms (contract governance and trust) on the relationship between quality management practice practices and inter-organizational project performance. Results of 265 valid questionnaires from China indicated that quality management practice practices contribute to inter-organizational project performance. Contract governance magnifies the positive effect of quality management practice practices on inter-organizational project performance while the moderating effect of trust is insignificant. The moderating effect of contract governance indicates a means for strengthening the effect of quality management practice practices in inter-organizational projects.

Misbahuddin et al. (2024) analyzed the effect of leadership styles of project managers in the telecommunications sector on project performance. The study explored the influence of project management approaches (waterfall, agile, hybrid) and project manager certifications. Data was collected from 224 project managers in 77 Indonesian telecom companies. Questionnaires were used to collect data. The findings indicate that transactional and transformational leadership alone did not have a direct effect on project performance, but ambidextrous leadership significantly enhanced project performance. Different project management approaches (Waterfall, Hybrid, Agile) amplified the impact of leadership styles. Transactional leadership was strongly linked to the waterfall, while

transformational and ambidextrous leadership aligned with the agile and hybrid approach. Project management certification strengthened transactional leadership's effect on project performance, with less impact on transformational leadership.

Kaur (2022) studied the impact of leadership styles on effective project management of software development projects of it industry of Pune, India. The study adopted an exploratory research design. Questionnaire was used to collect data. Findings indicated that; transformational leadership is the dominant leadership style for successful and challenged projects and passive/avoidant leadership is the dominant leadership style for failed projects. There was relationship between integrated leadership styles (transformational, transactional, passive/avoidant and technical) of project manager and combined project leadership outcomes. There was an improvement in the predictive ability of the model (transactional, passive/avoidant and technical leadership predicting all three project leadership outcomes.

Eltayeba and Ahmadb (2021) investigated the impact of transformational and transactional leadership styles on project performance in the context of Saudi Arabia. Employing a purposive sampling, data were collected from the project managers through a questionnaire survey. The analysis revealed that in contrast to the transactional leadership style, the transformational leadership style is more effective Saudi Arabia and significantly enhances the project performance. The results showed that project managers who practice the transformational style are more likely to be effective and can contribute better to project success.

Kassahun (2021) examined effect of leadership style on project performance. The study adopted explanatory research design along with quantitative research approach. Questionnaire were used to gather data. The findings indicated that transformational and laissez-faire leadership styles positively and significantly affect the performance of Mojo-Hawassa Road project. Leadership styles were positively correlated with project performance but leadership skills, leadership experience & transactional leader ship styles were not significantly affect project performance.

Shahzadi (2019) study focused on the impact of temporal leadership on project success, mediating role of project team performance, moderating effect of employee pacing style. The data were gathered from 220 respondents working in different public and private project-based organizations in Rawalpindi and Islamabad of Pakistan. The results depict that Temporal Leadership has significant and positive influence on project success.

Elumba (2023) the effect of leadership styles on project success in the agro-industry in Cameroon. The exploratory case study design was used. The study respondents were 123 employees of the Cameroon Development Corporation (CDC). A questionnaire was used to collect data. The results revealed that: contingency leadership has a positive impact on project success in the agro-industry; democratic leadership has a positive impact on project success in the agro-industry; bureaucratic leadership has a positive impact on project success in the agro-industry. The conclusion was that leadership styles have a positive impact on project success in the agro-industry in Cameroon.

Kayondo and Gachiri (2025) investigated the effect of leadership styles on performance of rural development project, a case of Terimbere Rural Integrated Partnership (TRIP) organization in Musanze district. This study used both descriptive and correlational research designs. The study population was 167 and 113 were sampled. Questionnaire and interview guides were used for data collection. Results showed that; autocratic leadership style, democratic leadership style, laissez-faire leadership style, and transformational leadership style had a significant effect on project performance. The study concluded that autocratic leadership style, democratic leadership style, laissez-faire leadership style, and transformational leadership significantly contributed to predicting and positively influencing the project performance. The study suggested centralized decision-making, communication, and creating an inclusive team to ensure diverse teams feel valued and engaged.

Omonyo (2018) investigated the moderating role of project leadership on the influence of project complexity on success of public infrastructural megaprojects in Kenya. This was operationalized through a set of four specific objectives with human behavior, ambiguity,

system behavior, project leadership and project success being the main variables. The study was designed as multiple-method research, based on virtual constructionist ontology recognizing that complexity is the mid-point between order and disorder. A census survey of 124 respondents based on 31 completed public infrastructural megaprojects was conducted using three interlinked questionnaires. The study established that on its own, project leadership had significant positive influence on project success in such a way that success rate increased as leadership style tended towards complexity leadership.

2.6 Critique of Existing Literatures Reviewed Study

A critique is a systematic way of objectively reviewing a piece of research to highlight both its strengths and weaknesses, and its applicability to practice (Schutt, 2018). Several empirical studies are reviewed with a view to building a case for the current study. These studies relate to the moderating effect of project leadership on the relationship between project management practices and performance of donor funded health projects in Kenya. Previous literature indicates existence of a relationship between PM practices and project performance. Studies on this area will be compared and contrasted on the basis of scope, methodology, objectives, variables, conclusions and research gaps.

The study by Magassouba et al. (2019) highlights the value of stakeholder involvement throughout the project cycle in Guinea. However, the study adopted a qualitative approach relying on secondary data. The data may not fully capture the actual perceptions and lived experiences of stakeholders involved in project implementation. Although the study acknowledged the role of stakeholder engagement, it did not measure the extent or degree of stakeholder involvement or how this translates into measurable indicators of project performance. The study was conducted in Guinea hence could not be generalize to African countries with different socio-political and institutional framework. Umutesi et al. (2023) was limited to the mining sector, which has unique dynamics not directly applicable to other project like donor-funded health projects. Although the study acknowledged improvements in communication and collaboration, it did not explicitly related capacity

building to measurable performance outcomes like efficiency, effectiveness, or sustainability of projects.

Nginya and Mutuku (2024) reported on subjective perceptions rather than concrete, measurable indicators of performance such as timeliness, cost-effectiveness, or health outcomes. In addition, the study was localized to Nairobi City County, which may not reflect the challenges faced in other regions of Kenya, particularly in more resource-constrained or rural settings where donor-funded health projects are often implemented. Maina and Kimutai (2018) focused on open-air market projects, which may not generalize to donor-funded health projects where the complexity of stakeholders and accountability frameworks is higher. Second, while the designs (descriptive and exploratory) provided useful insights. The study relied on a single county (Nyeri) which limited geographic and contextual generalizability, especially considering Kenya's diverse socio-economic and governance environments.

Vaati and Nyang'au (2019) was restricted to railway infrastructure projects, which differ significantly from donor-funded health projects in terms of objectives, stakeholder diversity, and accountability mechanisms. Although the study identified stakeholder involvement as a significant predictor of project implementation, it did not show the specific dimensions of involvement (communication, participation, capacity building) that may be more influential in certain project types. Wango et al. (2024) focused on stakeholder identification, undermining other critical stakeholder management practice dimensions like communication, participation, and conflict resolution, which may collaboratively determine performance. The study focused on World Bank–funded projects which may not reflect the realities of donor-funded health projects which often face unique challenges such as limited resources, cultural sensitivities, and community trust issue.

Mathias (2018) focused on perceptions instead of measurable project outcomes which made it difficult to generalize findings or link scope management practice practices directly to performance indicators. The study was carried out in a developed country

context (Norway)**,** where institutional structures and project management practices differ significantly from those in developing countries like Kenya. The study did not investigate the full range of scope management practice practices (scope definition, scope verification, scope change control), narrowing its contribution to the issue of scope creep alone.

Sakamoto (2024) adopted a desk methodology meaning the study relied on pre-existing data that may not capture real-time challenges or the perspectives of project managers. The study focused exclusively on cost overruns which narrowed the scope of project performance, disregarding other dimensions such as timeliness, quality, and stakeholder satisfaction. The study was conducted in a developed country (Japan) with fairly strong institutional frameworks, making the findings less directly convertible to developing contexts like Kenya. Wachira and Nkirina (2024) focused on the real estate sector in Kenya which differs notable from donor-funded health projects in terms of stakeholder complexity, regulatory oversight, and external dependencies. The study also overlooked other aspects of scope management practice (such as scope change control or scope validation), which may also influence project success.

Mwangi and Yusuf (2022) adopted a descriptive research design which limits the study's ability to establish causal relationships between scope management practice practices and project outcomes. The study also focused primarily on infrastructural (tangible) health projects such as building facilities, which may not fully capture the dynamics of donor-funded health programs that often involve service delivery, training, and community engagement in addition to infrastructure. Obondi (2022) focused on the construction sector in USA which limits generalizability to other types of projects; particularly projects in the health sector, which face different risks like community resistance, donor withdrawal, political instability, and logistical challenges in resource-constrained environments. The study did not adequately explore contextual differences in risk culture across sectors or regions, which may influence how risk practices are adopted and sustained.

Hassanen and Abdelalim (2022) study relied on secondary data that was conducted through extensive literature review. This limited the study's applicability to real-time project management practices. In addition, the study focused on mega industrial projects in Egypt overlooking the different risk environment in smaller projects like donor-funded health projects where risks are not just technical but also socio-political, financial, and community driven. Gichohi et al. (2024) study was limited to road construction projects which are capital-intensive and are influenced by procurement and technical risks. The findings may not be generalized to health projects which face different risks like donor dependency, political instability, and community acceptance. Ouma, et al. (2022) study focused on IT projects in the banking sector hence limiting generalizability of the findings. The risks in the banking sector are generally technical and financial unlike in health projects where risks may be instigated socially, politically, or logistically. Additionally, although the study shows that risk analysis improves budget and time performance, it does not fully show how risk management affects performance metrics.

Salvi and Kerkar (2020) study was limited to the construction sector which may not fully capture the complexity of quality management practice in other sectors like health or social projects. In addition, although the study highlights the importance of QA, it does not explore specific quality management practice practices (e.g., continuous improvement, audits, quality control mechanisms) that directly enhance to project success. Asuagwu (2023) also focused on construction projects which limits its generalization to the health projects. The study lacked QA strategies but provided limited understanding into specific interventions that firms could adopt to address the gap. The study did not also show the relationship between quality management practice practices and project performance. Hagan (2020) did not show that strength of the relationship between quality management practice and project performance. The study also focused on construction projects in Ghana which limits its application to other sectors like donor-funded projects which involve stakeholders and broader accountability frameworks.

Kinyumu and Mungai (2022) focused on construction sector and banking-financed models which may not translate well to donor-funded health projects where performance

is assessed using different like sustainability, health outcomes, and donor compliance. Misbahuddin et al. (2024) had a limited scope since it was conducted in the telecommunications sector which may not fully capture the leadership dynamics in health-related donor- funded projects that involve different stakeholders, community participation, and donor sustainability. Kaur (2022) focused on the IT industry which limits its applicability since challenges in managing software projects differ significantly from the donor-funded projects that often involve community mobilization, government oversight, and donor compliance. The study mainly emphasized on project outcomes in terms of success versus failure without addressing intermediary like stakeholder satisfaction, sustainability, or transparency.

Elumba (2023) concentrated in the agriculture industry which limits its generalizability to other sectors like donor-funded health projects where leadership challenges involve various stakeholders engagement, compliance with donor-funded health projects where leadership challenges involve multi stakeholder engagement, compliance with donor policies, community with donor policies, and community-level participation. The study mainly focused traditional leadership styles (democratic, bureaucratic), ignoring contemporary styles like transformational or servant leadership which may have greater relevance in dynamic and resource-constrained project environments.

2.7 Summary of Reviewed Literature

The literature analyzed highlights the theories relevant to project performance; Stakeholder Theory, Theory of Triple Constraints, Enterprise Risk Management Theory and Deming's theory of Total Quality Management practice. The chapter also includes the conceptual framework which presented diagrammatically the independent variables showing the specific constituents that influence a particular variable. For instance, stakeholder management practice is influenced by stakeholder needs, conflict management, stakeholder' participation. Scope management practice are influenced by scope definition, scope verification and scope change. Risk management is influenced by

risk identification, risk analysis and risk response planning. Quality management practice in terms of quality planning, quality assurance and quality control.

The dependent variable (project performance) is depicted by client satisfaction, time and cost overruns and benefits realization. The moderating variable is project leadership which will be measured by the top management support, leadership style and leadership structure. The empirical review highlighted studies that have been carried out by other scholars on the relationship between stakeholder involvement, risk management, scope management practice and total quality management practice. From the literature, it is evident that in order to improve project performance, projects must be finished as scheduled, within the initially allocated funds, and to the suitable degree needed to satisfy the objective and for good project performance. The literature also covered the moderating role of project leadership on project success. The project manager should be competent and operate in an environment which allows a project team to function.

2.8 Research Gaps

Various studies related to project management practices and performance of projects have been conducted locally in different sectors. Mongina and Moronge (2021) study on influence of project management practices on performance of road construction projects in Nairobi City County, Kenya showed that project management practices had a positive and significant relationship with implementation of road projects in Nairobi City County, Kenya. Magagan and Ngugi (2021) on influence of project management practices on performance of projects in Unilever Kenya Ltd showed that project management practices improve project performance. Muiruri and Bett (2020) on project management practices and performance of organizations within the Water Sector in Kenya found that a significant relationship between project management practices and performance of water projects. Ramadhan (2023) on project management practices and sustainability of projects funded by the World food program in Nairobi County, Kibra constituency found that project management practices significantly influence project sustainability. However, the

existing studies have not provided clarity on effect of project management practices on performance of donor funded health projects in Kenya.

Various scholars have focused on various project management practices. However, there is study limitation on performance of donor funded health projects in Kenya. The sector has been overlooked by scholars. The key research gaps identified from the studies are; geographical gap, contextual and methodology gaps. Geographical gap relates to the location of the study. Fageha and Aibinu (2021) sought to determine how project scope management practice challenges influences project deliverables in Saudi Arabia. Eltayeba and Ahmadb (2021) investigated the impact of transformational and transactional leadership styles on project performance in the context of Saudi Arabia. Mathias (2018) studied managerial perceptions of scope management practice in projects in Norway. Sakamoto (2024) assessed the influence of project scope definition on cost overruns in public sector projects in the Japan. Obondi (2022) sought to examine utilization of project risk monitoring and control practices construction projects in the United States. Lu et al. (2019) study tested the moderating role of governance from China. There is therefore a gap in exploring how project management practices enhance project performance (cost, time, quality, and stakeholder satisfaction) in donor-funded projects. The studies leave a gap in understanding how project management practices apply to donor-funded health projects in developing countries like Kenya, where the practices differ substantially from construction projects in the U.S. There is limited knowledge on how such practices are adapted in contexts with limited resources, multiple stakeholders, and donor dependency.

There was also a contextual gaps whereby the studies mainly focused on other sectors. Nginya and Mutuku (2024) studied the effect of stakeholder management practice on the performance of Non-Governmental Organizations' health care projects in Nairobi City County, Kenya. Maina and Kimutai (2018) investigated the influence of stakeholder management practice on project performance of projects in Nyeri County. Thomas and Iloka (2024) investigated the influence of stakeholder identification on the performance of healthcare projects in Machakos County, Kenya. Umutesi et al. (2023) focused on how stakeholder capacity building influences the performance of mining projects in Rwanda.

Vaati and Nyang'au (2019) examined the influence of stakeholders' involvement on successful implementation of projects in Kenya with reference to Kenya Railways Corporation. Ngonge and Muchelule (2022) evaluated the influence of stakeholders' participation on performance of WASH projects in Embu County, Kenya. Gitahi (2023) investigating the effect of scope management practice on performance of water and sanitation projects in Mombasa and Kilifi Counties, Kenya. Wachira and Nkirina (2024) sought to establish the effect of project scope management practice on performance of real estate developers' projects in Machakos County, Kenya. A gap left by lack of focus on donor-funded health projects, where the dynamics of stakeholder involvement are more complex due to international donor requirements, local community expectations, and government oversight. Unlike infrastructure projects, health projects demand continuous engagement, trust-building, and capacity development for sustainability.

Additionally, the studies did not explore how project management practices influences performance metrics such as timeliness, efficiency, and impact outcomes that are particularly critical in health service delivery project. Unlike infrastructure or private-sector projects in developed countries, health projects in Kenya face unique constraints such as resource limitations, multiple stakeholders, and frequent changes in donor requirements. There is therefore a need to investigate how stakeholder management practices influence the performance of donor-funded health projects in such context. Methodology gap on the other hand relates to the methodology adopted for the study in terms of the research approach and research design, study's target population, and data collection procedures. Magassouba et al. (2019) adopted qualitative research design. Data was collected using secondary data. Mathias (2018) was based on interpretative epistemological approach. A qualitative research method was utilized. Sakamoto (2024) study adopted a desk methodology. Hassanen and Abdelalim (2022) was based on extensive literature review.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes research philosophy, research design, target population, Census Survey, data collection method, pilot study, and lastly, analysis and presentation of data. A framework of measurement scales operationalization of the study variables, as well as study hypotheses testing framework is equally presented.

3.2 Research Philosophy

The current study employed positivism philosophy. Philosophy is defined as the general beliefs, concepts and attitudes of an individual or a group (Mertens, 2010). The philosophical method is based on one's ability to make sound and reasoned arguments (Baronett, 2010). It is problem based and integrates new knowledge with existing knowledge and allows for creation of original work or innovative procedures. The study aims at describing the lived experiences. It focuses on experiences that respondents go through. However, experience is not observable by an external observer. This implies that knowledge generated is not measurable and cannot be tested to allow statistical justification of the conclusion (Bryman, 2012).

Positivism is based on four basic principles (Saunders *et al.,* 2017). The first principle is that of phenomenalism, which implies that only observable and measurable phenomena are regarded as knowledge. Then secondly, the deductivism principle implies that the purpose of the theory is to generate hypothesis that can be tested and allow explanation of laws to be assessed. The third principle is inductivism which states that knowledge is arrived at through gathering of facts that provides basis for laws. The fourth principle is objectivism. This implies that knowledge must be conducted in a way that is based on positive information gained from observable experience and only analytical statements are known to be true through reason alone (Cooper & Schindler, 2011).

Based on the four basic principles of positivism, the study adopts positivism philosophy. This philosophy is based on theories that are used to generate hypothesis that are tested to give statistical justification of conclusions from the empirically testable hypothesis (McMillan & Schumacher, 2014). This allowed the use of survey approach whose benefits are; easier administration to a large and geographically spread population and greater coverage of the population which may provide greater validity. The choice was based on the fact that in order to empirically establish the relationships between the variables, hypotheses was formulated and tested and findings generalized. This philosophy has been used by other researchers (MacDougall, 2015; Miugai & Muriithi, 2017; Musyoki, 2017; Mutende, et al., 2017).

3.2.1 Research Design

A research design can either be exploratory, descriptive, experimental or hypothesis testing. The nature of the study whether it is exploratory, descriptive or experimental depends on the stage to which knowledge about the research topic has advanced (Sekaran, 2013). Lavrakas (2018) asserts that choosing an appropriate research design depends on; the nature of the research questions and hypotheses, the variables involved in the sample of participants, research settings, data collection and data analysis methods. This study adopted a quantitative research approach since the aim was to examine measurable relationships between variables rather than generate subjective meanings. The research technique applied was a survey technique, which is widely used to gather standardized data from a large number of respondents in a cost-effective manner. The survey method was appropriate because it allowed the researcher to collect data on perceptions, experiences, and relationships among variables systematically.

The study was anchored in the positivist paradigm, which assumes that social phenomena can be studied objectively using empirical data and statistical analysis. Under this paradigm, the researcher sought to test relationships between the independent and dependent variables without influencing the response. This study used a correlational research design. Correlation design describes in quantitative terms the degree to which

variables are related. It involves collecting data in order to determine whether and to what degree a relationship exists between two or more quantifiable variables. The principal advantage of correlational research is that it enables researchers to analyze the relationships among a large number of variables in a single study (Brymann, 2016). Correlational research designs are used to explore causal relationships between variables and to predict scores on one variable from research participants' scores on other variables (Kabir, 2016). It also allows one to analyze how several variables either singly or in combination might affect a particular phenomenon. The method provides information concerning the degree of relationship between the variables being studied (Creswell & Polith, 2017). In view of the above definitions, descriptions and strengths, correlational design was the most appropriate design for this study.

3.3 Target Population

This study targeted complete donor funded health projects implemented by NGOs in Kenya. Following Flyvbjerg (2014), the minimum budget for many donor-funded health projects included in this study are approximately over Ksh. 1 billion. A total of 44 NGOs in health sector in Kenya were identified (See attached Appendix III). The study used the complete donor funded health projects in all 47 counties in Kenya. The rationale for selecting donor funded projects among other foundations of national transformation is based on its huge actual and projected expenditure to supplement government health sector in comparison to other sectors. The unit of analysis was donor funded NGOs in health sector in Kenya listed in Appendix III while the unit of observation was staff employed by NGO's to implement the donor funded health projects Kenya. These included 44 project managers, 115 project officers, 81 M&E officers, and 68 project finance officers. These are the key stakeholders of these projects who constituted the population of respondents from whom data was collected. These respondents were selected because they represent the three basic interests on any project namely, business interest, supplier interest and user interest (Axelos, 2017).

Table 3.1: Target Population

Cadre	Target population
Project Managers	44
Project Officers	115
Project M&E officers	81
Project Finance Officers	68
Total	**308**

3.4 Census Survey

The study deployed census, which is used when a researcher wants accurate information from the population and where the population is manageable. This study enumerated all donor funded projects implemented in Kenya since 2015 with a minimum budget of approximately Ksh. 1 billion. The list of these projects was obtained from NGOs in the health sector in Kenya, the NGO Coordinating Board and counterchecked with key informants from the Ministry of Health. Given the number of completed donor funded health projects for the period under study as described, a census survey was found to be appropriate.

3.5 Data Collection Instrument

This study collected both primary and secondary data. Primary data is first – hand information collected from the field by the researcher purposefully for the study at hand. For this study, primary data was collected from the respective respondents using questionnaires which have an advantage of obtaining a higher response rate (Benchhofer & Paterson, 2014). Structured questionnaire (Appendix II) with guidance and options provided for the answer was mainly concerned with views, opinions, perceptions, feelings and / or attitudes of the respondents. Such kind of information can only be best collected by use of questionnaires (Kothari, 2013).

The respondents were required to select statements from the stated options generated using Likert type of slanting five – point scale representing different aspects of the same attitude (Allen and Seaman, 2017). Likert scale response categories were strongly agree (SA),

agree (A), neutral (N), disagree (D) and strongly disagree (SD). Ward et al. (2012) avers that Likert scales that ask respondents to provide a relative assessment on a continuum are commonly used for collecting primary data in empirical research, and allows for relative measurement of multiple items combined as summated scales.

The questionnaire was divided into three parts. The first part was demographic data seeking background information about the respondents and the projects. The second part was divided into five sections, each with sets of questions relating to the relevant study variables that is independent variables – stakeholder management practice, scope management practice, risk management, quality management practice, project leadership. The third part had a set of questions soliciting answers relating to performance of donor funded health projects (Dependent Variable). A 'drop and pick' technique was used to administer the questionnaires with the help of research assistants.

Before going to the field to collect data, a research permit was acquired from the National Council of Science, Technology and Innovations (NACOSTI). An introduction letter was attached to the questionnaires to formally request participation in the study (Appendix I). Data was collected with the help of research assistants. The researcher scheduled appointments with the prospective respondents, specifying in detail the date, time and place where the data was collected and developed a schedule for collection of data. The researcher also provided explanations and clarification to the respondents where necessary.

3.5.1 Pilot Study

The questionnaire was pre-tested on three (3) donor funded projects in Mombasa. Cooper and Schindler (2017) advise that the number of pre-tested firms should be small, about 1% - 10 % of the sample size. The pilot study was done to test validity and reliability of the research instruments. Further, the responses obtained from this pilot study was used to perform diagnostic tests to determine the validity and reliability of the questionnaire of

which the relevant amendments were made to the questionnaire before administering it to the study respondents.

3.5.2 Validity of the Data Collection Instrument

The questionnaire items were guided by the conceptual framework (Figure 2.1) in order to measure study variables. Kothari (2013) advises that to assure validity, the construct measures and their indicators be taken from several conceptual and empirical literatures, as the current study has done, evidenced from various cited sources. To attain content validity, the questionnaire measurement items were constructed from the conceptual framework constructs to ensure that only items relating to the study variables were included in the tool. This ensured that the instrument measured as accurately as possible the salient research characteristics that they were intended to measure.

To ensure convergent validity, the study used factor loadings. The analysis sought to extract the least number of factors that account for the common variance of a set of variables and show by how much the co-variation among the observed variables each one accounts for. According to Hair et al., (2010), factor loadings greater than 0.4 are considered to meet the minimum acceptable level. Loadings of 0.40 are considered more important, while factor loadings of 0.50 or more are considered highly significant. In this study the threshold for a valid construct was 0.5.

3.5.3 Reliability of the Data Collection Instruments

Cronbach Alpha coefficient was calculated on the study variables to determine construct reliability using Statistical Package for Social Scientists (SPSS) version 28. The Alpha coefficient can take any value from zero (shows that no internal consistency) to one (complete internal consistency) and in this case, as Sekaran (2013) advises, the Cronbach Alpha coefficient of the sub – items were expected to yield an acceptable minimum coefficient value of 0.7. Items failing to satisfy this condition was dropped from the scale.

3.6 Data Collection Procedure

The researcher first sought an authorization letter from Jomo Kenyatta University of Agriculture and Technology (JKUAT) attached in Appendix IV. A research permit was also sought from National Commission for Science, Technology and Innovation (NACOSTI) attached in Appendix V. A visit to the NGOs was required to inform the management of the data collection process. Data was collected with the help of research assistants who were trained to help in administering the questionnaires. The research assistants administered the questionnaires, waited for them to be filled, and collected them. Research ethics of confidentiality, anonymity, and voluntary participation were observed.

3.7 Data Processing and Analysis

Upon data collection, the researcher cleaned them to ensure completeness and consistency, then coded and given a unique identifier to aid its traceability, before entering the output in the Statistical Package for Social Sciences (SPSS) data base version 28 software (Field, 2003) for analysis. This software is ideal for its analytical superiority, availability and the ability to handle large quantity of data. A database was designed based on the pre-coded questionnaires sub-themes. The responses of each identified questionnaire were keyed into the prepared database.

3.7.1 Data Analysis

The quantitative data collected was analyzed by use of both descriptive and inferential statistics to determine trends and to enable comparisons among the study variables in order to make deductions; interpretations; conclusions; and possible recommendations. Quantitative data was elicited from the structured, close and open ended questions in the questionnaire where percentages, mean, and standard deviations were computed. Inferentially, a two-tail hypotheses test was used to test each of the study hypotheses to address specific variables as summarized in Table 3.2, at $\alpha = 0.05$ level of significance

with significant differences recorded at $p < 0.05$ qualitative data was analyzed using content analysis. Results of data analysis were presented in frequency tables in chapter four.

3.7.2 Diagnostic Test

The diagnostic tests were performed on the questionnaire measurement items in order to ensure that the proposed ordinary least square (OLS) method for regression conforms. They included the linearity test, normality test, homoscedasticity test, model specification, autocorrelation and multicollinearity. Linearity means that the mean values of the outcome variable for each increment of the predictor(s) lie along the linear regression line. The regressions proposed can only be an accurate estimate of the relationship between performance and CG variables if the relationships are linear in nature. The distribution of occurrence for the variables was tested for normality within the regression analysis through statistical analysis generated by the SPSS version 28. The classical linear regression model assumes that each of the errors is normally distributed along a regression line with a mean of zero and a unit variance (Meurer & Tolles, 2017). The current run normality test through Shapiro – Wilk tests. According to Hanusz, and Tarasińska (2015), a non – significant test ($\rho > 0.05$) indicates that the distribution is probably normal, whereas when the test is significant ($\rho < 0.05$), it indicates a deviation from normality.

Homoscedasticity means that the variance of errors is the same across all levels of the independent variables. According to Rosopa et al. (2013), heteroscedasticity can lead to serious distortion of findings and hence can weaken the analysis thus increasing the possibility of a Type I error. The problem of heteroscedasticity was minimized (and where possible eliminated) by ensuring normality of data used in hypothesis testing, and that the right functional forms of regression model is adopted. Akter (2014) defines autocorrelation as a correlation between explanatory variable residuals. Testing for autocorrelation helped to show the distribution of disturbance (errors). The study proposed to conduct an autocorrelation analysis using Durbin-Watson ***d*** test.

Durbin-Watson ***d*** test assumes that the variance of the error term is homoscedastic. Akter (2014) argue that as a general rule, Durbin-Watson statistic varies between zero and four, with the values below one and above three is a cause for alarm. However, Gujarati argues that Durbin-Watson statistic preferably need to be 2 as an indication of absence of autocorrelation, for a better prediction of the regression model.

Multicollinearity refers to a situation where there is a strong correlation among the explanatory variables in a multiple regression model (Bayman, & Dexter, 2021). Field intones that low levels of collinearity pose little threat to the model, but as collinearity increases so do standard errors of the β coefficients, increasing the probability of a good predictor variables being found statistically insignificant and hence be rejected from the model (a type II error), leading to unstable predictor equations. To test multicollinearity, correlation matrix, Variance Inflation Factor (VIF) and Tolerance was generated. Field further opines that a very high correlation (above 0.90) indicates the presence collinearity. However, the correlation matrix misses subtler forms of multicollinearity.

The study hence used VIF and Tolerance values. Senaviratna and Cooray (2019) acknowledges that there are no hard and fast rules about what value of VIF should be to cause concern, but suggests that any VIF value substantially above 1 may indicate the presence of multicollinearity, which may be biasing the regression model. The presence of multicollinearity indicates that one variable can successfully predict an outcome of another variable. In addition, presence of multicollinearity is indicated by a tolerance of less than 0.1.

3.7.3 Hypotheses Testing

The stated hypotheses were analyzed in their null form through correlation analysis, Bivariate, and Moderated Multiple Regression Analysis (MMRA): A correlation analysis was used to examine the nature and strength of the relationships between and among the study variables (if any). The value of correlation coefficient (r) indicate both the directions and strength of the relationships. To assess the direct effect of stakeholder management

practice, scope management practice, risk management, and quality management practice on the performance of donor funded health projects in Kenya as stated in the objectives (i) through (v), the study utilized hierarchical regression analysis. As more variables are added to the regression equation, the hierarchical regression analysis is able to conduct sensitivity analysis. The slopes of the equations were used to determine which project management practices have a greater influence on the performance of donor funded health in Kenya.

The regression coefficients were extracted using OLS method. The extracted coefficients were tested for their significance at $\alpha = 5\%$ significance level using two – tailed ***t***-test. The significance of the overall model fit was tested using the adjusted coefficient of determination (R^2) and ***F- test***. According to Emerson (2020), an adjusted R^2 is preferred given that it gives a better estimate of the model than R^2 which tends to give an overly optimistic picture of the fit of the regression. A Steins' formula which shows how well the models cross-validates is given by: Where calculated F was greater than the critical F, the study rejected the *null* hypothesis and concluded that the overall model is significant.

The study assumed a multiple linear relationship among the study constructs, and was expected to follow a generic regression model in the form:

$$P = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_I \ldots \text{Equation 3.1 (OLS Equation)}$$

Where:

- P represents dependent variable (Performance of donor funded health projects).
- β_0 represents Intercept, is the value of P when independent variables are zero.
- β_{1-4} represents Regression coefficients for each explanatory variable.
- X_1 represents Stakeholder management practice
- X_2 represents Scope management practice
- X_3 represents Risk Management

X_4 represents Quality management practice

ε represents Error term.

The hypothesis in objective five ($H_{05:}$) of the study was tested by assessing the significance of the interaction of the moderating variable (project leadership) on the relationship between project management practices and performance of donor funded health projects, in attempt to explain any variation in the relationship.

The study used Baron and Kenny (1986) approach which asserts that the moderator effect is present if the relationship shows a statistically significant variance between project management practices and project performance. The multiple regression equation is stated as:

$$PP = \beta_0 + \beta_1 PM + \beta_2 PL + \beta_3 PM*PL + \varepsilon' \quad \text{(Equation 3.2)}$$

Where:

PP represents Project performance

β_0 represents constant

$\beta_1, \beta_2, \beta 3$ represents Regression coefficients

PL represents Project Leadership

PM represents Composite index of Project management practices

PM*PL represents Interaction terms

ε' represents Error term

The decision-making criteria for moderation effect is that Moderating Variable has a moderating effect on the relationship between the independent variable and dependent variable if $P<0.05$.

Table 3.2: Summary of the Hypotheses Testing Framework

	Objective	Research Hypotheses	Analysis tests	Interpretation
1	To examine the role of stakeholder management practice on performance of donor funded health projects in Kenya.	$H_{01:}$ Stakeholder management practice has no significant effect on performance of donor funded health projects in Kenya	Pearson Correlation Linear Regression	If ρ value is less than 0.05 reject the null hypothesis and fail to reject if its more than 0.05
2	To establish the role of scope management practice on performance of donor funded health projects in Kenya.	$H_{02:}$ Scope management practice has no significant effect on performance of donor funded health projects in Kenya	Pearson Correlation Linear Regression	If ρ value is less than 0.05 reject the null hypothesis and fail to reject if its more than 0.05
3	To determine the role of risk management practice on performance of donor funded health projects in Kenya.	$H_{03:}$ Project risk management practice has no significant effect on performance of donor funded health projects in Kenya	Pearson Correlation Linear Regression	If ρ value is less than 0.05 reject the null hypothesis and fail to reject if its more than 0.05
4	To assess the influence of quality management practice on performance of donor funded health projects in Kenya.	$H_{04:}$ Quality management practice has no significant effect on performance of donor funded health projects in Kenya	Pearson Correlation Linear Regression	If ρ value is less than 0.05 reject the null hypothesis and fail to reject if its more than 0.05
5	To assess the moderating effect of project leadership on the relationship between project management practices and performance of donor funded health projects in Kenya.	$H_{05:}$ Project leadership does not significantly moderate the relationship between project management practices and performance of donor funded health projects in Kenya	Pearson Correlation Linear Regression	If ρ value is less than 0.05 reject the null hypothesis fail to reject if its more than 0.05

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter covers response rate, pilot test results, and data analysis, presentation, interpretation and discussion in line with the study's specific objectives. The main objective was to examine the effect of project management practices on performance of donor funded health projects in Kenya. The findings were analyzed using descriptive and inferential statistics and tabulated.

4.2 Response Rate

The study population comprised of 44 project managers, 115 project officers, 81 M&E officers, and 68 finance officers. The total target population was 308 and 10% (30) of this population was used during pilot study. Questionnaires were distributed to 278 respondents and 211 were answered successfully. The response rate is presented in Table 4.1.

Table 4.1: Instrument Response Rate

	Frequency	**Percentage**
Response	211	76.0
Non response	67	24.0
Total	**278**	**100.0**

Table 4.1 shows that the average response rate was 76%. The response rate was adequate as recommended by Wu, et al. (2022) that a response rate which is more than 50% is considered adequate while excellent response rate is usually above 70%. This implies that the response rate in this research is good for making conclusions as well as recommendations. The high response rate was as a result of researchers' efforts to closely monitor the data collection process. The researcher also trained the research assistants to

establish a good rapport with the respondents hence they were willing to consent to take part in the study.

4.3 Pilot Study Results

The questionnaire was pre-tested on a pilot study targeting respondents from three (3) donor funded health projects in Mombasa. Both Kothari (2013) advise that the number of pre-tested firms should be small, about 1% - 10 % of the sample population. A pilot was conducted with 10% of the sample hence 30 respondents participated in the pilot. The pilot study was done to test validity and reliability of the research instruments.

4.3.1 Validity of the Data Collection Instrument

Validity is the extent to which an instrument measures what it is supposed to measure (Kombo & Tromp, 2012). The questionnaire items were guided by the conceptual framework (Figure 2.1) in order to measure study variables. Kothari (2013) advises that to assure validity, the construct measures and their indicators be taken from several conceptual and empirical literatures, as the current study has done, evidenced from various cited sources. To attain content validity, the questionnaire measured items constructed from the conceptual framework constructs to ensure that only items relating to the study variables were included in the tool. This ensured that the instrument measured as accurately as possible the salient research characteristics that they were intended to measure.

For face validity, every question was examined until the researcher was confident that it accurately measured the intended construct. To enhance face validity, the researcher compared the questionnaire with other similar studies to assess whether the questions were similar to the proposed questionnaire. To ensure convergent validity, the study used factor loadings. The analysis sought to extract the least number of factors that account for the common variance of a set of variables and show by how much the co-variation among the observed variables each one accounts for. According to Bartholomew (1995), factor

loadings greater than 0.4 are considered to meet the minimum acceptable level. Loadings of 0.40 are considered more important, while factor loadings of 0.50 or more are considered highly significant. Hence the least factor loading thresh-hold expected was 0.4. In this study the threshold for a valid construct was 0.5. Construct validity results are presented in Table 4.2.

Table 4.2: Factor Loadings

Variables	Average Variance Extracted (AVE)
Stakeholder management practice	.513
Scope management practice	.529
Risks management	.518
Quality management practice	.526
Leadership management	.500
Project Performance	**.515**

Results in Table 4.2 show that stakeholder management practice had an AVE of 0.513, scope management practice had an AVE of 0.529, risks management had an AVE of 0.518, quality management practice had an AVE of 0.526, leadership management had an AVE of 0.500, and project performance an AVE of 0. 515. Therefore, the constructs for independent variable and dependent variables were considered valid since the AVE is greater than the recommended threshold of 0.4.

4.3.2 Reliability of the Data Collection Instruments

Reliability refers to the degree of consistency between two measures of the same thing (O'Connor, 2011), and it measures the degree of accuracy in the measurements an instrument provides. From the piloted responses, using Statistical Package for Social Scientists (SPSS) version 28, Cronbach Alpha coefficient was calculated on the study variables to determine construct reliability. The Alpha coefficient can take any value from zero (shows that no internal consistency) to one (complete internal consistency) and in this case, as Sekaran (2013) advice, the Cronbach Alpha coefficient of the sub – items were expected to yield an acceptable minimum coefficient value of 0.7. Items failing to satisfy this condition shall be dropped from the scale.

Table 4.3: Summary of Reliability Statistics

Variables	Cronbach's alpha	Items
Performance of health projects	.806	5
Stakeholder management	.833	10
Scope management practice	.813	10
Risk management	.820	10
Quality management practice	.795	10
Project leadership	.838	10

Results show that stakeholder management practice had alpha value of 0.833, scope management practice 0.813, risk management 0.820, quality management practice 0.795 and project leadership 0.838. Project performance had an alpha value of 0.806. Therefore, the instrument for measuring project management practices and project performance is considered reliable for actual data collection.

4.3.3 Diagnostic Tests

4.3.3.1 Multicollinearity

Multicollinearity refers to a situation where there is a strong correlation among the explanatory variables in a multiple regression model. A VIF looks at the extent to which an explanatory variable can be explained by all the other explanatory variables in regression equation. Multicollinearity is said to be present when VIF is above 5 and tolerance value is below 0.2, meaning that one variable can predict an outcome of another variable. Multicollinearity results are presented in Table 4.4.

Table 4.4: Multicollinearity Results

Variables	Tolerance	VIF
Stakeholder management	.958	1.044
Scope management	.985	1.015
Risk management practice	.963	1.038
Quality management	.977	1.024
Project leadership	.924	1.082

According to findings in Table 4.4, all that items for measuring project management practices had an average tolerance value of more than 0.9 and average VIF of 1-1.08. Therefore, there was NO multicollinearity in the five variables (stakeholder management practice, scope management practice, risks management, quality management practice, and leadership management). Therefore, the four variables would predict changes in the performance of donor funded health projects in Kenya.

4.3.3.2 Normality Test

Normality test was conducted through Shapiro – Wilk tests. According to Field (2003), a non – significant test ($\rho > 0.05$) indicates that the distribution is probably normal, whereas when the test is significant ($\rho < 0.05$), it indicates a deviation from normality. Normality tests results are presented in Table 4.5.

Table 4.5: Shapiro –Wilk Tests

Variables	Statistics	df	Sig.
Stakeholder management	0.862	30	0.057
Scope management	0.813	30	0.068
Risk management practice	0.958	30	0.804
Quality management	0.964	30	0.637
Project leadership	0.811	30	0.304

Findings show that stakeholder management practice had a **p** value of 0.057, scope management practice 0.068, risk management 0.84, quality management practice 0.637, and project leadership 0.304. Therefore, the distribution is normal for all the independent variable measures since the **p** value (sig) is ($\rho > 0.05$. This implies that the predicator variables in the regression have a straight-line relationship with the outcome variable and the data points would be close to the diagonal line if presented graphically.

4.3.3.3 Linearity Test

Linearity test is used to test whether all linear regression models between a dependent variable and an independent variable are related to a straight line to the right or bottom right. If the linear sig value is <0.05, a linear relationship is found. Linearity was tested using ANOVA. A **p**-value less than 0.05 (typically ≤ 0.05) is statistically significant. Linearity test results are presented in Table 4.6.

Table 4.6: Linearity Test Results

Variables	**Linearity**	**(ANOVA Test)**
Threshold: assumption if met	**F**	**p≤ 0.05**
Stakeholder management practice	8.689	0.000
Scope management practice	2.912	0.023
Risk management practice	3.630	0.004
Quality management	2.763	0.034
Leadership management	2.329	0.050

Findings shows that the **p** value for stakeholder management practice was 0.000, scope management practice 0.023, risk management 0.004, quality management practice 0.034, and leadership management 0.050. The significance value for all the variables was less than 0.05 therefore, there is a linear relationship between the independent variables (project management practices) and dependent variable (project performance).

4.3.3.4 Homoscedasticity

Homoscedasticity means that the variance of errors is the same across all levels of the independent variables. Testing for autocorrelation help show the distribution of disturbance (errors). The study conducted an autocorrelation analysis using Durbin-Watson **d** test which helps to detect autocorrelation in the residuals from a regression analysis. Gujarati argued that Durbin-Watson statistic preferably need to be 1.50-2.50 as an indication of absence of autocorrelation, for a better prediction of the regression model. **R** square is the square of this coefficient and indicates the percentage of variation explained by a regression line out of the total variation. Henseler (2009) proposed a rule

of thumb for acceptable **R2** with 0.75 (substantial), 0.50 (moderate) and 0.25 (weak). Autocorrelation results are presented in Table 4.7.

Table 4.7: Autocorrelation Statistics

Variable	Durbin-Watson *d* test
Stakeholder management practice	1.768
Scope management practice	1.667
Risk management	1.583
Quality management practice	1.672
Project Leadership	1.604

Results show that The Durbin-Watson statistic for stakeholder management practice was 1.768, scope management practice 1.667, risk management 1.583, quality management practice 1.672, and project leadership was 1.604. This is an indication that there was no autocorrelation for all the independent variables since the Durbin-Watson range from 1.5-1.8 which is within the recommended threshold of 1.50-2.50 and therefore there is no autocorrelation. The variables have a suitable prediction of the regression model.

4.4 Descriptive Statistics

This section presents the quantitative and qualitative descriptive data. The close ended questions used a Likert scale questions where respondents indicated their level of agreement with various statements regarding project management practices and performance of donor funded health projects in Kenya. A 5-point Likert scale (Strongly disagree-strongly agree) was used. The choice of the order from the lowest to the highest agreement level is aligned to the conventional psychometric practice that conforms with respondents' natural cognitive processing of questions. Memmedova and Ertuna (2024) suggest that scales ranging from disagreement to agreement are more spontaneous for study respondents which reduces confusion and cognitive strain. This improves reliability of the responses. Kusmaryono et al. (2022) added that the strongly disagree to strongly agree scale reduces the tendency to agree with statements regardless of their content. Rather, the respondents think more critically before agreeing with statements. The Likert

scaling theory states that consistency in direction from low to high level of agreement improves measurement validity and enables comparisons across various sentiments (Tanujaya et al., 2022). The scale therefore ensured clarity, logical flow and methodology consistency in examining project management practices and performance of donor-funded health projects in Kenya. Mean values and standard deviations were calculated to interpret the findings. A mean value of 1.0-1.80 was strongly disagree, 1.80-2.60 disagree, 2.61-3.20 neutral, 3.21-4.20 agree and 4.21-5.00 strongly agree. On the other hand, a standard deviation greater than 2.0, suggests that the responses had a close range of scores across the participants.

Qualitative data from the open ended questions was analyzed using content analysis. According to Braun and Clarke (2019), content analysis allows researchers to identify recurring themes, patterns, and meanings from the respondents' views. The responses were read, coded, and then grouped into main themes and sub-themes. This method enhanced quantitative findings by capturing nuanced insights, different experiences, and opinions on project management practices and performance of donor-funded health projects in Kenya. The findings were tabulated.

4.4.1 Background Information

The background information of the respondents included their gender, age bracket, role on the project, academic qualification, and period of working. This was aimed at understanding the background information of the project team. Findings on the background information of the study respondents' is presented in Table 4.8.

Table 4.8: Demographics Information

Variable	Frequency (F)	Percentage (%)
Gender		
Male	130	61.1
Female	81	38.4
Total	**211**	**100.0**
Age bracket		
Less than 25	21	10.0
25-35years	50	23.6
36-40 years	99	47.0
More than 40 years	41	19.4
Total	**211**	**100.0**
Role in the project		
Project Manager	23	11.0
Project Officers	95	45.0
Project M&E officers	52	24.6
Project finance officers	41	19.4
Total	**211**	**100.0**
Level of academic qualification		
Primary	10	4.7
Certificate	28	13.3
Diploma	80	38.0
Undergraduate degree	62	29.4
Post graduate degree	31	14.6
Total	**211**	**100.0**
Period of working		
Less than one year	11	5.2
1-5 Years	106	50.2
6-10 Years	65	30.7
More than 10 years	29	13.7
Total	**211**	**100.0**

Findings show that majority of the project team, 61.1% were male. This is an indication that males are more engaged in project management than females. Project management seem to be a preserve for the male gender as only a few women are taking various roles in management of donor funded health projects.

According to this gender disparity, project management in the health sector is still primarily led by males, which is consistent with larger trends of gender inequality in leadership and decision-making roles in Kenya and Sub-Saharan Africa. These findings

are consistent with earlier research showing that women are consistently underrepresented in leadership and project management roles. Kinyanjui (2022) noted that women in Kenya continue to be underrepresented in senior management positions within the public sector. This is despite government efforts to enforce gender parity through regulatory frameworks like the two-thirds gender rule. Similar to this, Osei-Tutu et al. (2021) pointed out that institutional biases, cultural norms, and women's limited access to mentorship opportunities are all factors contributing to male domination in project-based sectors throughout Africa.

Majority of the respondents, 66.4% were aged above 36 years while 10% were aged under 25 years. The findings imply that the projects were managed by fairly youthful people who are energetic and have the enthusiasm to effectively manage projects. This suggests that the majority of people in charge of overseeing donor-funded health initiatives are older and have more work experience, whereas younger professionals are underrepresented in these positions. Given that the majority of respondents were older, it is possible that project management in the health sector is seen as requiring maturity, technical know-how, and extensive professional exposure qualities that are frequently linked to older employees.

These results are in line with earlier research showing the significance of age and experience in project management efficacy. According to Kamau and Wanyoike (2022), senior project managers in Kenya are frequently given leadership responsibilities because of their proven capacity to manage intricate projects and stakeholder demands. Similarly, Mensah and Boateng (2021), observed that in donor-funded initiatives throughout Africa, project sponsors frequently choose managers with a track record of success and years of experience, thereby excluding younger individuals from leadership roles. The minimal participation of younger professionals may potentially provide a long-term sustainability concern, even though experience is clearly valuable. Generational diversity improves project outcomes by fostering creativity, flexibility, and new viewpoints, according to research (Mwangi & Cheruiyot, 2023). Therefore, the underrepresentation of younger

professionals in the administration of health initiatives sponsored by donors may impede innovation and the adoption of new practices and technologies.

Findings also show that 45% were project officers though other cadres like the project managers (11%), M&E officers (24.6%) and finance officers (194%) also participated in the study. This is an indication that the findings were views and opinions of various project team members. The majority of participants in donor-funded health programs function at the implementation level rather than the strategy or monitoring levels, as this distribution makes clear. Project officers play a crucial role in the daily operations of health programs, from organizing activities to interacting directly with beneficiaries, as seen by their dominance. The hierarchical structure of donor-funded projects may be explained by the comparatively lower percentage of project managers and finance officers, which suggests that strategic decision-making and financial supervision responsibilities are concentrated in a small number of people. Okeke and Omondi (2022) pointed out that while project managers and senior staff offer direction and responsibility at higher levels, donor-funded initiatives in Sub-Saharan Africa frequently rely significantly on mid-level officers for execution. This finding is consistent with their findings.

M&E officers' involvement (24.6%) is also noteworthy since it shows how donor-funded initiatives are increasingly acknowledging accountability and performance measurement. Nyang'au and Were (2023) assert that monitoring and evaluation tasks have emerged as a crucial component of guaranteeing openness and proving value for money in health initiatives, particularly when interacting with foreign donors. According to Ngugi and Kimemia (2021), donor-funded projects in Kenya frequently include a higher proportion of technical and field staff than administrative people, which reflects the operational focus of these initiatives. Nonetheless, the relatively low number of project managers in donor-funded initiatives raises questions regarding succession planning and leadership ability. If left unchecked, this disparity may limit sustainability, innovation, and strategic supervision.

With regards to the respondents' level of education, findings showed that a cumulative 82% of the respondents had attained tertiary education (diploma, undergraduate, postgraduate), and 18% had attained basic primary or secondary education. The findings imply that all the study respondents had attained basic education hence were in a position to understand the questionnaire. Findings could also imply that the projects are management by a competent team that have the ability to oversee successful project implementation.

The preponderance of diploma holders (38%) indicates that mid-level professionals with technical competencies are crucial to the grassroots execution of donor-funded programs. Qualifications show that people with advanced knowledge and specific experience are employed in health programs sponsored by donors. Higher education is associated with better project outcomes, which is consistent with the growing professionalization of project management and health service delivery (Opoku & Boateng, 2022). The need for analytical, management, and leadership abilities required for strategic oversight, monitoring, and evaluation in donor-funded environments is also reflected in the inclusion of qualified staff with postgraduate education (Mutinda & Karanja, 2023).

However, the 4.7% of respondents who had only completed primary school raises the possibility that donor-funded initiatives could offer semi-skilled or community-level employees prospects, especially in support, outreach, and mobilization positions. This is in line with research by Chege and Muli (2021), who pointed out that community health workers and volunteers who might not have a high level of education are frequently included in donor-funded health initiatives in Kenya. These individuals are essential in connecting projects with grassroots beneficiaries. Overall, the findings suggest a good balance of educational backgrounds, guaranteeing both professional know-how and involvement at the community level. Nonetheless, the comparatively smaller proportion of postgraduate professionals can restrict the scope of high-level strategic supervision and research-driven innovation in these initiatives.

Findings further show that a cumulative 80% of the respondents have a six-year experience in project management and 5.2% had less than one-year experience in project management. This is an indication that the respondents have a considerable experience in project management hence understand the project management practices that may enhance project performance. This distribution shows that early- to mid-career professionals who are still developing their project management skills make up the majority of the workforce in donor-funded health initiatives. Due in part to cost, flexibility, and the dynamic skill sets needed to execute time-bound projects, donor-funded health projects tend to hire comparatively younger professionals, as evidenced by the dominance of those with 1–5 years of experience (50.2%). According to Okoth and Musau (2023), younger project staff members frequently adjust to donor criteria, digital tools, and monitoring frameworks more quickly. The presence of seasoned professionals who contribute institutional memory, leadership, and technical expertise all of which are essential for overcoming obstacles like donor guidelines compliance and project outcomes sustainability is demonstrated by the 30.7% with 6–10 years and the 13.7% with more than 10 years. A mix between seasoned and up-and-coming professionals improves project success by fusing creativity with tried-and-true methods (Mutua & Kariuki, 2022).

The very small number of responders with over ten years of experience, however, can be a drawback because donor-funded initiatives do not have mentorship for junior employees or long-term institutional expertise. This result is consistent with UNDP (2022) findings that significant personnel turnover threatens consistency and long-term project sustainability in many African development initiatives. Overall, the results indicate that while donor-funded health initiatives in Kenya have a good pool of professionals with moderate experience, they would need to improve retention strategies for highly experienced staff members who are crucial for stability, long-term capacity building, and strategic oversight.

4.4.2 Stakeholder Management Practice

The first objective aimed at examining the role of stakeholder management practice on performance of donor funded health projects in Kenya. Respondents were asked to indicate the extent to which stakeholder management practice affect performance of donor-funded health projects. Findings are presented in Table 4.9.

Table 4.9: Extent to which Stakeholder Management Practice affect Project Performance

Extent	Frequency	Percentage
Very Great Extent	122	57.8
Great Extent	79	37.5
Moderate extent	7	3.1
Little Extent	3	1.6
Total	**211**	**100.0**

Findings show that more than half of the respondents, 57.8% indicated that stakeholder management practice affect project performance to a very great extent. Only 1.6% of the respondents opined that stakeholder management practice has a little extent on project performance. This is an indication that effective management of stakeholders determines performance of donor funded health projects in Kenya. Findings are in agreement with Magassouba et al. (2019) that stakeholder involvement in project identification, planning, implementation and monitoring enhances the chance of project success and it is an appropriate way to achieve an organizational goal.

Table 4.10: Content Analysis Results on Stakeholder Management Practice and Project Performance

Theme	Sub-theme	Effect on project performance
Stakeholder participation	Active stakeholder engagement in project implementation. These include the donors, government, and communities among other parties that are interested in the health projects	The stakeholders feel a sense of project ownership Reduces conflict with the stakeholders Improves coordination with stakeholders
Communication	Consistent reporting Information sharing Feedback systems	Trust building with stakeholders Enhances timely decision-making
Conflict resolve	Harmonizing stakeholders' interests	Reduces project delays Ensures flawless project implementation
Accountability	Transparency in project resource management	Enhances donor confidence Facilitate continuous funding and support

The results show that stakeholder management practice significantly enhances performance of donor-funded health projects. Active stakeholder participation ensures that every stakeholder feels represented in the project which reduces conflicts and improves coordination. Effective communication and feedback systems enhance transparency and accountability, strengthening donor trust and community confidence in the organizations implementing the health projects. Weak stakeholder management practice may result to mistrust, roles duplication, and project delay discouraging donor investments. The findings are in agreement with Nginya and Mutuku (2024) that high level of stakeholder engagement in projects enhances understand of project activities and project goals and eventually positive project outcome.

Respondents were also requested to tick on the extent to which they agreed/disagreed with statements related to role of stakeholder involvement on project performance. Findings are presented in Table 4.11.

Table 4.11: Effect of Stakeholder Management Practice on Project Performance

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
Stakeholder Involvement is critical to the success of donor funded health projects	0	0	2.8	28.4	68.7	4.66	0.532
Stakeholders determine whether a project fails or succeeds	2.8	4.3	5.7	23.2	64.0	4.41	0.979
Where Stakeholders are actively involved in decision making process in all stages of projects, there is benefit realization from the project	5.7	3.8	9.0	57.8	23.7	3.90	0.993
Stakeholder's decisions are effective in ensuring uninterrupted flow of project activities	0.5	7.1	0	49.8	42.7	4.27	0.829
The concerns of stakeholders are timely taken care of to avoid unnecessary conflicts	6.6	5.7	10.0	49.8	28.0	3.87	1.092
When stakeholders' needs are not fully taken care of during project implementation, there is cost and time overruns	2.8	3.8	1.4	75.4	16.6	3.99	0.768
Stakeholders participation during project implementation leads to beneficiary satisfaction	1.4	9.0	2.4	34.1	53.1	4.28	0.983
With effective conflict management, there is benefit realization	2.4	4.3	4.7	25.6	63.0	4.43	0.940
Stakeholders management does not necessarily affect the performance of donor funded health project	15.6	41.2	5.2	21.8	16.1	2.82	1.369
Stakeholder's feedback is well documented and analysed for execution	0	0.5	0.9	41.2	57.3	4.55	0.542

Key: SD-**Strongly disagree,** D-**Disagree,** N-**Neutral,** A-**Agree,** SA-**Strongly agree**

N=211

Findings show that majority of the respondents agreed that; stakeholder involvement is critical to the success of donor funded health projects (m=4.66, Std. dev=0.532), stakeholder's feedback is well documented and analyzed for execution (m=4.55, Std. dev=0.542), with effective conflict management, there is benefit realization (m=4.43, Std. dev=0.940), stakeholders determine whether a project fails or succeeds (m=4.41 Std. dev=0.979), stakeholders participation during project implementation leads to beneficiary satisfaction (m=4.28 Std. dev=0.983), and stakeholder's decisions are effective in ensuring uninterrupted flow of project activities (m=4.27 Std. dev=0.829). Respondents further agreed that when stakeholders' needs are not fully taken care of during project implementation, there is cost and time overruns (m=3.99 Std. dev=0.768), where stakeholders are actively involved in decision making process in all stages of projects, there is benefit realization from the project (m= 3.90, Std. dev=0.993), and the concerns of stakeholders are timely taken care of to avoid unnecessary conflicts (m=3.87, Std. dev=1.092). The respondents however disagreed that stakeholders' management does not necessarily affect the performance of donor funded health project (m=2.82, Std. dev=1.369).

Findings imply that the project team members are aware that stakeholder involvement is essential to the success of donor funded health projects. They therefore make efforts to ensure that key stakeholders are meaningfully involved in the health projects. The project team members also ensure that the feedback from stakeholders is well documented and analyzed for future reference. This could also help the project managers to change the design of the project to meet the stakeholders' desires which could also help to improve stakeholders' satisfaction with the health projects. Effective management of stakeholders enables the project managers to resolve conflicts among the project team members and stakeholders amicably. This is because they understand the needs of each stakeholder. A stakeholder can derail the success rate of a project and this may happen if they are not listened to and may take actions that may lead to project delays. Involvements of stakeholders make them have a sense of ownership in the projects and thus willingly participate in the implementation of the projects since through supporting the stakeholders

and involving them in all the project phases, project success could be achieved. These results highlight the importance of stakeholder management practice in the success of health projects supported by donors. The findings are in line with those of Maina and Kimutai (2018), who discovered that communication, conflict resolution, stakeholder participation, and need identification are important indicators of project performance in Nyeri County. Similarly, Vaati and Nyang'au (2019) found that the most important element affecting Kenya Railways Corporation's project implementation was stakeholder involvement. Stakeholder identification has a considerable impact on the performance of World Bank-funded projects in Kenya, explaining a huge difference in project outcomes (Wango et al. 2024). These alignments support the claim that involving stakeholders in the planning, execution, and monitoring phases of donor-funded health projects leads to their success. The results however differ with Thomas and Iloka (2024) that healthcare projects surveyed did not effectively prioritize stakeholder identification by recognizing project stakeholders, analyzing them, and documenting their information.

The results show that donor-funded health programs have significant strengths in their stakeholder management practice procedures. These initiatives' strong stakeholder-centric approach is one of their main advantages. The high mean ratings for feedback documentation (M = 4.55) and stakeholder involvement (M = 4.66) show that decision-making processes actively take stakeholders' opinions into account. This illustrates how projects have put in place systems to gather and incorporate stakeholder viewpoints, which is crucial for conforming to donor expectations and community needs. The existence of successful dispute resolution techniques is another strength, as seen by the mean score of 4.43. This demonstrates that projects use conflict resolution procedures that reduce interruptions and improve benefit realization in addition to being aware of possible disagreements among stakeholders. Additionally, the results show a strong relationship between beneficiary satisfaction and stakeholder participation (M= 4.28), supporting the notion that participatory approaches improve project sustainability and legitimacy. These advantages are consistent with previous research by Maina and Kimutai (2018), who pointed out that participation, communication, and conflict resolution are important

factors that determine project success, and Vaati and Nyang'au (2019), who highlighted the importance of stakeholder involvement in project execution.

Notwithstanding these advantages, the research also reveals a number of shortcomings that prevent effective stakeholder management practice. There is proof that stakeholders have been partially included into every stage of the project. The mean scores for timely addressing of concerns (M = 3.87) and active participation in all decision-making processes (M = 3.90) indicate that not all stakeholders are consistently engaged throughout the project cycle, despite respondents' agreement on the significance of stakeholder involvement. This is consistent with the findings of Wango et al. (2024), who discovered that although identifying stakeholders is important, it needs to be combined with ongoing involvement in order to have a significant influence.

The persistence of time and expense overruns associated with stakeholder neglect (M = 3.99) represents another gap. This highlights flaws in the methodical evaluation and meeting of stakeholders' needs, a problem that compromises the effectiveness of programs supported by donors. Additionally, the results indicate that stakeholders' influence is not always completely utilized, even though respondents stated that stakeholders ultimately determine project success (M = 4.41). This suggests that stakeholders' power is being underutilized, as their ability to influence strategic choices and the long-term viability of projects is still unrealized. Results concur with Nginya and Mutuku (2024) that stakeholder identification, participation, and monitoring are critical components contributing to project performance.

4.4.3 Scope Management Practices

The second objective sought to establish the role of scope management practice on performance of donor funded health projects in Kenya. Respondents were asked to indicate the extent to which scope management practice activities affect performance of donor funded health projects. Findings are presented in Table 4.12.

Table 4.12: Extent to which Scope Management Practice affect Project Performance

Scope management activities	Very low extent %	Low extent %	Moderate extent %	Great extent %	Very great extent	Mean	Std. Dev
Scope Definition	0.9	3.3	25.6	46.9	23.2	3.88	0.834
Scope Verification	2.8	8.1	13.7	18.0	57.3	4.19	1.112
Scope Change	4.3	6.6	12.3	22.7	54.0	4.16	1.138

N= 211

Findings show that majority of the respondents opined that scope verification (m=4.19), scope change (m=4.16), and scope definition to a great extent (m=3.88) affect performance of donor funded health project to a very great extent. Findings imply that all project scope activities affect performance of donor funded health project. A flexible project scope enhances easier accommodation of changes that may be suggested by the project stakeholders. Scope control enables effective monitoring of project teams' responsibilities to ensure they are achieved as per the scope management practice plan. Findings are in agreement with Sakamoto (2024) that a well-defined project scope is crucial for establishing clear objectives, deliverables, and expectations, which can significantly mitigate the risk of cost overruns. On the other hand, unclear or poorly communicated project requirements often lead to scope creep, where additional features or changes are introduced without corresponding budget adjustments, resulting in unexpected expenditures. Abanyagasani and Gitahi (2023) also added that frequent changes in requirements, addition of new features, and unplanned deliverables can affect timelines, costs, and stakeholder satisfaction.

Table 4.13: Content Analysis Results on Scope Management Practice and Project Performance

Theme	Sub-theme	Effect on project performance
Clarity of project activities	Well-defined project deliverables and delivery timeliness	Reduces budget and time overruns Efficient project resource utilization
Alignment with donor concerns	Projects aligned to donor and national health goals	Improved project funding and government support
Monitoring project activities	Tracking project deliverables Changing where necessary	Improves efficiency and goal achievement
Implementation flexibility	Adapting to developing health needs	Enhances project significance and receptiveness

Results show that scope management practice influences project performance since effective scope management practice ensures that objectives and deliverables are clearly defined and aligned with donor and national health concerns. Regular monitoring helps to track project progress and ensures that projects adhere to all approved requirements. The scope management practice ensures that projects are completed within the set budgets and timeliness since. Poor scope management practice results in delays, inefficiencies, and wastage of donor resources. Findings concurs with Adepoju (2023) that scope management practice helps to maintain alignment with project goals and expectations.

Respondents were further asked to indicate their level of agreement on role of scope management practice on performance of donor funded health projects. Findings are presented in Table 4.14.

Table 4.14: Effect of Scope Management Practice on Project Performance

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
The project scope is well defined to team members	5.2	4.7	4.7	48.3	37.0	4.07	1.038
Project managers approve the scope change as requested by donors	0	0.9	2.4	72.5	24.2	4.20	0.515
Scope helps to adjust project activities	0.5	1.4	0	74.4	22.7	4.14	0.545
Change in project activities results to change in project schedule/time	4.3	14.2	2.4	47.4	31.8	3.88	1.134
Change in project activities results to change in project cost	1.4	22.3	4.3	55.5	16.6	3.64	1.049
Change in project activities results to change in client satisfaction	4.3	1.4	1.9	26.5	65.9	4.48	0.943
Change in project activities results to change in benefit realization	1.9	4.7	3.8	68.2	21.3	4.02	0.783
Scope definition has implications on the overall projects time and cost	8.1	12.8	4.3	55.5	19.4	3.65	1.166
The project design is flexible to achieve better project results.	2.8	8.5	6.2	52.1	30.3	3.99	0.983

Key: SD-Strongly disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly agree**.**

N=211

Findings show that the respondents strongly agreed that; change in project activities leads to change in client satisfaction (m=4.48, Std. dev=0.943), and project managers approve the scope change as requested by donors (m=4.20, Std. dev=0.515). Respondents also agreed that; scope helps to adjust project activities (m=4.14, Std. dev=0.545), the project scope is well defined to team members (m=4.07, Std. dev=1.038), change in project activities results to change in benefit realization (m=4.02, Std. dev=0.783), the project design is flexible to achieve better project results (m=3.99, Std. dev=0.983), change in

project activities results to change in project schedule/time (m=3.88, Std. dev=1.134), scope definition has implications on the overall projects time and cost (m=3.65, Std. dev=1.166), and change in project activities results to change in project cost (m=3.64, Std. dev=1.049).

Findings imply that the project scope play an essential role in project performance. Scope allows for an estimation of how much time, labor, and finances will be necessary for accomplishing the project. When changes occur, for whatever reason, a tight change control process can help the project manager to keep the project on track. Changing project activities improves beneficiaries' satisfaction which could be due to the fact that changes are mainly suggested by the stakeholders and are contented when they are listened to and actions taken. Change requests from the project financiers are evaluated and considered during project implementation. The scope helps to change project activities to accommodate the proposed changes which may also affect project delivery timelines and budget too. The project managers ensure that the scope of the project is clearly defined and team members are sensitized on the proposed changes and how to incorporate them in the projects. During project designing, project managers make efforts to ensure that the designs are flexible to accommodate changes that may help to improve on the quality of the health projects. Findings are in agreement with Wachira and Nkirina (2024) that applying the assessment tool in the course of a project life cycle can assist a project management team to determine whether or not change dynamics are being adequately addressed.

The majority of respondents recognized the significance of scope definition and control in influencing project outcomes, per the scope management practice findings. The high mean score (M = 4.48), which shows that changes to project activities have a direct impact on client satisfaction, emphasizes the significance of scope to beneficiary expectations. The significance of donor-driven adjustments in ensuring project compliance with finance conditions is further demonstrated by project managers' approval of scope modifications at donors' request (M = 4.20). This is in agreement with Gitahi (2023) that scope planning

communicated the mission and vision, management and reporting structure of the project, which improved its outcome.

Respondents acknowledged that scope changes have a consistent impact on project schedules (M = 3.88), costs (M = 3.64), and benefit realization (M = 4.02). However, they also acknowledged that effective project design (M = 3.99) and a clearly defined scope (M = 4.07) allow project teams to adjust activities to changing contexts. These findings are in line with studies by Mwangi and Yusuf (2022), who emphasized that scope planning and control enhance the outcomes of health projects, and Wachira and Nkirina (2024), who found that scope definition significantly affects project performance.

Even with these improvements, scope management practice practices continue to have serious flaws. The results indicate that scope's effects on project time and cost are not adequately internalized, despite the fact that it is clearly specified (M = 4.07; M = 3.65 and M = 3.64, respectively). This suggests that even though teams understand the importance of scope, they may lack the systematic frameworks required to anticipate and manage its financial and temporal impacts. Second, scope control and time management systems are not adequately linked, which increases the likelihood of project delays, according to the moderate schedule implications score (M = 3.88).

Third, the heavy reliance on donor-driven scope revisions (M = 4.20) suggests that sustainability may be hampered by a power imbalance when donor goals supersede local project realities. These views are also expressed by Mwangi and Yusuf (2022), who stressed the importance of effective scope budgeting and scheduling, and Sakamoto (2024), who found that unclear scope communication leads to scope creep and unanticipated costs. Scope management practices still have a number of significant weakness. The results indicate that scope's effects on project time and cost are not adequately internalized, despite the fact that it is clearly specified (M = 4.07; M = 3.65 and M = 3.64, respectively). This suggests that even though teams understand the importance of scope, they may lack the systematic frameworks required to anticipate and manage its financial and temporal impacts.

4.4.4 Risk Management Practice

The third objective aimed at determining the role of risk management practice on performance of donor funded health projects in Kenya. Respondents were asked to indicate the extent to which risk management activities influence performance of donor funded health projects. Findings are presented in Table 4.15.

Table 4.15: Extent to which Risk Management Practice affect Project Performance

Risk management activities	Very low extent %	Low extent %	Moderate extent %	Great extent %	Very great extent	Mean	Std. Dev
Risk identification	1.4	3.3	8.1	61.6	25.6	4.07	0.772
Risk prevention	1.9	2.4	11.8	50.2	33.6	4.11	0.843
Risk Response	2.4	3.3	9.5	50.2	34.6	4.11	0.882

N= 211

Findings show that majority of the respondents indicated that risk prevention affect project performance to a great extent (m=4.11), risk response to a great extent (m=4.11), and risk identification affect overall performance of donor funded health projects to great extent (m=4.07). Findings imply that project risk management activities which include risk identification, risk prevention, and risk response affect project performance. Identifying potential risks enables the project managers to come up with measures to prevent the risks that may slow down project implementation. Quick response to risks if they occur reduces the extent of the damage and loss caused by the risks. The findings concur with Obondi (2022) that all project risk monitoring and control practices, including risk reassessment, risk audits, contingency reserves analysis, and risk status meetings affected project success. Ouma et al. (2022) also found that project risk management contribute to project progress in terms of budget and timeliness.

Table 4.16: Content Analysis Results on Risk Management Practice and Project Performance

Theme	Sub-theme	Effect on project performance
Risk identification	Timely risk identification	Prevents crises and project delays
Risk Mitigation	Contingency planning Effective resource utilization	Ensures project continuity under uncertain conditions
Health sector instability	Addressing donor reliance and policy changes	Improves flexibility and project stability
Empowerment	Staff in risk management	Enhances readiness and reduces disruption

Results imply that risk management enhances project performance by forecasting challenges that the project may experience and designing effective strategies to mitigate the challenges. The main risks faced by the donor-funded health projects including the changing policies, donor conditions, and operational inefficiencies. Project achieve higher sustainability and reduce disruptions when these risks are well managed. On the other hand, weak risk management may expose the projects to funding inconsistencies and external crises. Results are in agreement with Hillson (2017) who found that health projects are prone to financial, operational, and political risks. Strong risk management practices improve flexibility, reduce delays, and enhance sustainability of donor-funded projects.

Respondents were further asked to indicate their level of agreement on the listed statements on role of risk management practice on project performance of donor funded health projects. Results are presented in Table 4.17.

Table 4.17: Effect of Risk Management Practice on Project Performance

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
Project manager is able to recognize and identify the root causes of risks	1.9	2.8	0.9	37.4	56.9	4.45	0.817
Risk analysis is often conducted to assess the possibility of a risk occurring	30.3	59.7	2.8	3.8	3.3	1.90	0.887
Assessing time available for donor funded health projects reduce project risks	1.9	4.3	3.3	63.0	27.5	4.10	0.802
Screening of project risks and taking measure influence project completion within time	1.4	8.1	2.4	47.4	40.8	4.18	0.924
Use of checklist enhance risk identification in donor funded health projects	2.8	1.4	9.5	59.2	27	4.06	0.767
Effective risk identification process enable project managers to institute corrective measures that influence project costs	7.1	1.4	5.7	45.0	40.8	4.11	1.075
Effective risk management planning reduces project delays	5.7	3.3	0.9	47.9	42.2	4.18	1.025
Increase in project risk reporting enhance benefit realization of health projects	0.5	0.5	2.4	62.6	34.1	4.31	0.540
Inspection of ongoing projects ensure projects are not delayed	4.3	1.4	6.6	63.0	24.6	4.03	0.861
Risk assessment enables project managers to forecast risks that could occur in a project in future	4.8	0.9	8.1	46.9	44.1	4.34	0.667

Key: SD-Strongly disagree, **D**-Disagree, **N**-Neutral, **A**-Agree, **SA**-Strongly agree**.**

N=211

Findings show that the respondents strongly agreed that; project manager is able to recognize and identify the root causes of risks (m=4.45, Std. dev=0.817), risk assessment enables project managers to forecast risks that could occur in a project in future (m=4.34, Std. dev=0.667), and increase in project risk reporting enhance benefit realization of

health projects (m=4.31, Std. dev=0.540). The respondents also agreed that screening of project risks and taking measure influence project completion within time (m=4.18, Std. dev=0.924), effective risk management planning reduces project delays (m=4.18, Std. dev=1.025), effective risk identification process enable project managers to institute corrective measures that influence project costs (m=4.11, Std. dev=1.075), assessing time available for donor funded health projects reduce project risks (m=4.10, Std. dev=0.802), use of checklist enhance risk identification in donor funded health projects (m=4.06, Std. dev=0.767), and inspection of ongoing projects ensure projects are not delayed (m=4.03, Std. dev=0.861). Respondents disagreed that risk analysis is often conducted to assess the possibility of a risk occurring (m=1.90, Std. dev=0.874).

Findings indicate that the project manager make efforts to manage project risks with an aim of improving project performance. Risks identification helps the manager to recognize and identify the root causes of risks. The risks are then classified to point out the high risks and low risks which guides in risk mitigation strategies. The managers also assess risks to predict the possible risks that may affect performance of health projects. The project's risks are reported to project team members to sensitize them on the risks that they may encounter during project implementation and sensitize them on how to mitigate those risks. This reduces chances of project delays as the risks are either controlled or mitigated in time. Assessing the timelines for funds disbursement from the donors helps the project managers to effectively plan project activities and allocate funds depending on funds availability. The projects are regularly inspected to ensure that the projects activities are as per the work breakdown structure which helps to ensure that projects are completed on time. The project management rarely conduct risk analysis which may limit their ability to analyze the causes of the risks. This could be due to unavailability of risk assessment systems or inadequate staff's capability to analyze project risks. Findings support Ali and Chege (2024) that risk management help to recognize the type of the risk which improved project performance.

According to the risk management findings, respondents believed that proactive risk management and identification are essential to the success of health initiatives supported

by donors. The project manager's capacity to identify and pinpoint the underlying causes of hazards is demonstrated by a high mean score (M = 4.45), which emphasizes the significance of leadership in early identification. Similar, the understanding that risk assessment makes it possible to predict future dangers (M = 4.34) demonstrates a respect for preventive actions that lessen difficulties before they become more serious. Benefit realization was also associated with increased risk reporting (M = 4.31), indicating the importance of accountability and transparency in controlling donor expectations. Additionally, respondents agreed that procedures like risk screening (M = 4.18), planning (M = 4.18), and inspections (M = 4.03) have a significant impact on project delays and timely completion. The claim that risk analysis is regularly carried out, however, was significantly disputed (M = 1.90), indicating a weakness in the use of structured risk analysis tools. These results are consistent with those of Obondi (2022), who highlighted the value of risk audits and reassessment in improving project success, and Gichohi et al. (2024), who discovered that performance in road building projects is favorably correlated with effective project risk management.

The findings' main strength is that project teams understand the usefulness of proactive risk management in ensuring that health projects achieve their goals. Respondents showed a solid understanding of the role that risk identification, reporting, and planning play in cutting down on delays, managing expenses, and reaping rewards, as seen by their consistently high mean scores above 4.0. Risk assessment's acceptance as a forecasting tool (M = 4.34) demonstrates a forward-thinking mindset that strengthens project resilience. Likewise, the implementation of organized techniques that improve operational control is indicated by the use of checklists (M = 4.06) and inspections (M = 4.03). These concur with Ouma, Sang, and Kinoti (2022), who emphasized the significance of incorporating risk analysis approaches in IT project performance, and Hassanen and Abdelalim (2022), who noted that risk allocation issues frequently impair project performance in mega projects.

Notwithstanding these advantages, the results show considerable gaps. Although risk identification and reporting are widespread, systematic and analytical methods for

calculating risk probabilities are rarely used, as evidenced by the low mean score for risk analysis procedures (M = 2.10). This makes it more difficult for project managers to rank risks according to their impact and likelihood. Furthermore, although planning and screening were recognized, there doesn't seem to be any institutionalization of thorough risk management frameworks, which leaves projects open to unanticipated difficulties. Moderate scores (M = 4.10 and 4.11) indicate that risk control is not entirely in line with project scheduling and budgeting, indicating another gap in the inconsistent incorporation of time and cost factors into risk planning. These shortcomings underline the need for improved capacity building in structured risk assessment approaches and are consistent with Ouma et al. (2022), who observed that probabilistic risk analysis is underutilized in Kenyan projects.

4.4.5 Quality Management Practice

The fourth objective sought to assess the influence of quality management practice on performance of donor funded health projects in Kenya. Respondents were asked to indicate the extent to which quality management practice activities affect performance of donor funded health projects. Findings are presented in Table 4.18.

Table 4.18: Extent to which Quality Management Practice affect Project Performance

Quality management activities	Very low extent %	Low extent %	Moderate extent %	Great extent %	Very great extent	Mean	Std. Dev
Project Quality Planning	5.7	5.2	3.3	40.8	45.0	4.14	1.091
Project Quality Assurance	0	7.1	8.5	66.4	18.0	3.95	.742
Project Quality Control	4.7	3.3	10.4	64.5	17.1	3.86	.904

N= 211

Findings show that the respondents indicated that project quality planning affect overall performance of donor funded health projects to great extent (m=4.14), project quality assurance to a great extent (m=3.95), and project quality control affect overall performance of donor funded health projects to great extent (m=3.86). Quality planning determines project performance since it's at this stage that the project resources in terms of finances, materials, and human resources are planned. If resources are well allocated, all project activities are effectively carried out which may help to prevent project delays and budget overruns. Quality planning also aims at ensuring the project team is well qualified and the project is led by a team of professionals. During planning, the credibility of the project team including the project manager is ascertained to ensure that the projects meet the recommended quality for sustainability. Quality assurance ensures that quality materials are procured for projects and the project is implemented by a competent team. Quality control is geared towards monitoring specific project results to ascertain that they conform to the set quality standards. Quality control entails corrective measures that keep the project on track in terms of quality. The findings conform to Willar and Agung (2022) that quality control and safety control ensure that all components of projects are thoroughly secured to meet the specified quality and safety requirements.

Table 4.19: Content Analysis Results on Quality Management Practice and Project Performance

Theme	Sub-theme	Effect on project performance
Quality Standards	Health service quality	Enhances service delivery and donor confidence
Monitoring and evaluation (M&E)	Frequent quality assessments	Identifies gaps in project deliverables Supports suitable actions
Resources	Provision of medical equipment and resources	Ensures consistent service delivery and efficiency

Results imply that quality management practice is important in ensuring that the projects are of desired quality and meet the health needs of the beneficiaries. Quality management practice practices such as adhering to set health project standards, continuous monitoring

and evaluation, and constant training enhance patients' health outcomes and donor satisfaction. The results are in agreement with Maina and Karanja (2022) that quality management practice practices enhance donor confidence, project credibility, and health outcomes. Without quality controls, donor-funded projects risk inefficiency, reputational damage, and unsustainable results. In addition, Olawale (2022) revealed that an organization with effective project quality management practice strategies are likely to fulfill the needs of clients, which could ultimately lead to client satisfaction.

The respondents were also asked to indicate their level of agreement on the listed statements on role of quality management practice on project performance. Findings are presented in Table 4.20

Table 4.20: Effect of Quality Management Practice on Project Performance

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
Project resources are properly allocated during the planning phase of the project	26.5	58.8	2.4	4.3	8.1	2.09	1.090
There are constant checks to ensure that quality is built into the project from the start	31.3	62.6	2.4	2.8	0.9	1.80	0.700
Quality assurance helps to avoid project defects	0	0	0.9	65.4	33.6	4.33	0.490
Project managers inspects and analyses project outputs	2.8	3.3	0	43.1	50.7	4.36	0.897
The beneficiaries are the donors' top priority.	0	0	0.9	60.7	38.4	4.38	0.700
Beneficiaries are encouraged to provide feedback on quality related issues	0	0.9	0	60.7	38.4	4.37	0.522
The staffs are provided with enough training on quality management practice practices	39.3	28.9	11.4	16.1	4.3	2.17	1.239
Subcontractors are evaluated and selected based on their ability to meet specified requirements	2.8	8.1	6.6	52.1	30.3	3.99	0.960
The health projects comply with the proper laws and regulations	4.3	9.0	9.5	44.5	32.7	3.92	1.080
Quality Plans are prepared before initiating health projects	6.2	6.2	1.4	61.1	25.1	3.93	1.033

Key: SD-Strongly disagree**, D**-Disagree**, N**-Neutral**, A**-Agree**, SA**-Strongly agree**.**

N= 211

Findings show that the respondents strongly agreed that; project managers inspect and analyzes project outputs (m=4.36, Std. dev=0.897), the beneficiaries are the donors' top priority (m=4.38, Std. dev=0.700), quality assurance helps to avoid project defects (m=4.33, Std. dev=0.490), and beneficiaries are encouraged to provide feedback on quality related issues (m=4.37, Std. dev=0.522). Respondents also agreed that; subcontractors are evaluated and selected based on their ability to meet specified requirements (m=3.99, Std. dev=0.960), quality plans are prepared before initiating health projects (m=3.93, Std. dev=1.033), the health projects comply with the proper laws and regulations (m=3.92, Std. dev=1.080). Some respondents however disagreed that; the staff are provided with enough training on quality management practice practices (m=2.17, Std. dev=1.239), and project resources are properly allocated during the planning phase of the project (m=2.09, Std. dev=1.090), and there are constant checks to ensure that quality is built into the project from the start (m=1.80, Std. dev=0.700).

All projects are inspected to determine if quality materials are used during implementation. The feedback from beneficiaries is crucial in improving project performance since the project managers are able to know the project areas that meet beneficiaries' expectations and the areas which they need to improve. Project managers comply with quality standards to ensure that they deliver quality projects and achieve clients'/beneficiary satisfaction. To achieve this, project implementers' professionalism is assessed which helps to ensure that the health projects are implemented by qualified personnel. This helps to ensure that the projects are free from defects. The sub-contractors are assessed based on their professionalism and capability to meet project objectives. All laws and regulations are strictly followed which may help to avoid risks associated with late approvals or project stagnation especially when government officials order projects to be put on hold. Project staff are not regularly trained on quality aspects related to health projects and are hence are not very aware of many things quality of the project. Their efforts to deliver quality projects are thus limited by inadequate resources. The managers do not conduct frequent quality assessment checks to ensure that all the project team adheres to set project processes. Findings are in agreement with Salvi and Kerkar (2020)

that quality assurance is an important a part of project to boost the standard and uniformity of the project.

Health projects are often seen favorably by quality management practice methods, according to the study's findings, especially when it comes to output inspection, beneficiary priority, and quality assurance. The respondents overwhelmingly agreed that project managers regularly review and assess project results to make sure the desired goals are achieved and that donors, in particular, are given priority. Furthermore, beneficiaries were strongly encouraged to offer input on quality-related matters, and quality assurance procedures were acknowledged for their function in averting project flaws. This is in agreement with Aldeen (2022) that project teams who are mindful of upholding high standards throughout project execution lay emphasis on tenets of Total Quality Management practice (TQM) which prioritize ongoing monitoring, stakeholder participation, and responsiveness to input.

The study highlights a number of advantages in health projects' quality management practice procedures. First, a strong commitment to monitoring and accountability is demonstrated by the regular inspection and analysis of project outputs. This is crucial for guaranteeing that health interventions provide the desired results. A participative approach that is in line with contemporary project management paradigms that place a strong emphasis on stakeholder satisfaction is further demonstrated by prioritizing beneficiaries and promoting feedback systems (Kerzner, 2017). Furthermore, using quality assurance procedures to stop errors shows an institutionalized approach to upholding standards, which has been demonstrated to lower errors and enhance service delivery in projects pertaining to health (Talib et al., 2023). When taken as a whole, these advantages demonstrate the existence of organized frameworks for quality management practice that improve project performance and beneficiary satisfaction.

Notwithstanding these positive perceptions, the results also show that some facets of quality management practice are not given enough attention. The poor evaluations for regular inspections to make sure quality is ingrained from the beginning of the project and

for appropriate resource allocation during the planning stage, in particular, point to areas where proactive quality management practice is deficient. This implies a reactive strategy where quality problems are fixed after the fact as opposed to methodically avoiding flaws in the first place. The study finds significant weaknesses in quality management practice procedures in spite of these advantages. The absence of regular early-stage quality checks suggests that quality is not included into projects from the start, which may result in inefficiencies, rework, and delays. According to Talib et al. (2023), decreasing risks and improving overall project performance require integrating quality assurance procedures into project planning from the very the initial phases. Asuagwu (2023) found that some project staff lacked the knowledge of cost benefit analysis as a quality assurance tool. They were also not properly exposed to quality audits and process analysis.

Additionally, respondents reported insufficient project resource allocation during the planning stage, indicating that project teams would experience significant input shortages or mismanagement, thereby compromising project effectiveness. There are also gaps in capacity building that may jeopardize the consistent application of quality standards, as indicated by the moderate agreement (m=3.24) about staff training in quality management practice. Results agree with Aldeen (2022) that strengthening project outcomes and guaranteeing long-lasting gains in the provision of health services require addressing challenges in project risk management.

4.4.6 Project Leadership

The fifth objective aimed at assessing the moderating effect of project leadership on the relationship between project management practices and performance of donor funded health projects in Kenya. Respondents were requested to indicate the extent to which project leadership elements affect performance of donor funded health projects. Findings are presented in Table 4.21.

Table 4.21: Extent to which Project Leadership affect Project Performance

Leadership elements	Very low extent %	Low extent %	Moderate extent %	Great extent %	Very great extent	Mean	Std. Dev
Top management support	0.9	10.9	26.5	41.2	20.4	3.69	0.904
Leadership Style	1.9	0.9	22.3	55.9	19.0	3.89	.782
Leadership Structure	4.3	5.7	18.5	46.0	25.6	3.83	1.014

N= 211

Majority of the respondents indicated that leadership style (m=3.89) affect project performance to a great extent, leadership structure (m=3.83) to a great extent, and top management support (m=3.69) affect project performance to a great extent. Findings imply that the project leadership structure had the greatest influence on project performance. Projects were also affected by the leadership style practiced by the project managers and the support rendered to the project team. Findings are consistent with Eltayeba and Ahmadb (2021) that project managers who practice the transformational style are more likely to be effective and can contribute better to project success. Kayondo and Gachiri (2025) also found that autocratic leadership style, democratic leadership style, laissez-faire leadership style, and transformational leadership significantly contributed to predicting and positively influencing the project performance.

Table 4.22: Content Analysis Results on Project Leadership and Project Performance

Theme	Sub-theme	Effect on project performance
Strategic leadership	Clear direction Goal setting,	Enhances project focus and staff motivation
Decision-making ability	Timely and informed decision	Reduces delays Improves alertness
Project team motivation	Inspirational leadership Staff recognition	Improves productivity and commitment
Collaboration and teamwork	Collaboration among project team members Knowledge sharing	Enhances efficiency and reduces conflict

Results imply that project leadership provides direction to the project team, motivate project staff, and ensures timely decision-making. Strong leadership enhances collaboration amongst various actors and helps to align project goals with donor needs. On the other hand, poor project leadership lead to ineffectiveness, low staff commitment. Findings are in agreement with Kabore et al. (2021) that transformational leaders motivate project teams and aligns activities with project goals.

Respondents were further asked to indicate their level of agreement on the listed statements on role of project leadership on performance of donor funded health projects. Findings are presented in Table 4.23.

Table 4.23: Effect of Project Leadership on Project Performance

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
Project manager and his team are highly skilled and competent	0.9	4.3	5.2	56.4	33.2	4.17	0.784
There is top management support in project team	0.9	3.8	8.1	51.7	35.5	4.17	0.804
Managers with expansive experience are better placed to design project teams	0.9	8.5	3.3	46.4	40.8	4.18	0.917
Project leadership style influences project success	2.4	10.9	8.6	25.6	52.6	4.15	1.080
Democratic leadership influences performance of Projects	5.2	16.1	7.6	64.5	6.6	3.51	1.011
Authoritarian leadership influences the performance of projects	8.5	60.2	8.1	16.6	6.6	2.47	1.075
Participative leadership influences performance of Projects	3.3	13.7	4.7	37.5	40.8	4.00	1.118
Situational leadership influences performance	14.2	17.5	2.4	24.6	41.2	3.61	1.526
Project team leaders resolve conflicts among team members and stakeholders amicably	22.3	38.4	7.6	15.6	16.1	2.65	1.400
The leaders motivates project team	32.2	32.7	6.6	15.6	12.8	2.44	1.388

Key: SD-Strongly disagree**, D-Disagree,** N-**Neutral, A-**Agree**, SA-**Strongly agree.

N=211

Findings show that respondents agreed that; managers with expansive experience are better placed to design project teams (m=4.18, Std. dev=0.917), project manager and his team are highly skilled and competent (m=4.17, Std. dev=0.784), there is top management support in project team (m=4.17, Std. dev=0.804), project leadership style influences project success (m=4.15, Std. dev=1.080), participative leadership influences performance of projects (m=4.00, Std. dev=1.118), democratic leadership influences performance of projects (m=3.51, Std. dev=1.011), and situational leadership influences performance of projects (m=3.61, Std. dev=1.526). The respondents disagreed that;

project team leaders solve conflicts among team members and stakeholders amicably (m=2.65, Std. dev=1.400), authoritarian leadership influences the performance of projects (m=2.47, Std. dev=1.075), the leaders motivate project team to dedicate more time to the project and avoid project delays (m=2.44, Std. dev=1.388).

Findings imply that project success could be hindered by project leadership. The project leaders seek opinions from project team members and the other stakeholders which promotes participatory decision making and effective implementation of projects. The projects managers are hired based on their experience in their field and are hence knowledgeable on management of health projects. They are also highly skilled and competent implying that they are evaluated during recruitment to manage the health projects implemented by NGOs. The managers practice different types of leaderships depending on the project phases. Different project phases call for different leadership styles. Effective communication helps to improve coordination of activities and trust among team members. Top management support through motivation, setting realistic objectives, and solving conflicts amicably, and advising project team if need be enhance project performance. However, the project staff is not satisfied with the project leaders' motivation and their conflict solving ability. Findings are in agreement with Kassahun (2021) that leadership styles, leadership skills, leadership experience & transactional leader ship styles affected project performance.

The study's conclusions show a comprehension of how leadership styles affect project success. Respondents overwhelmingly agreed that participative leadership improves project performance (m=4.00) and that project leadership style has a major impact on project success (m=4.15). Respondents also concurred that project managers and their teams are highly experienced and competent (m=4.17), that top management strongly supports project teams (m=4.17), and that managers with a lot of experience are better suited to create successful project teams (m=4.18). These results highlight how crucial organizational support and effective leadership are to project success. These viewpoints are consistent with research that highlights how participative leadership improves organizational outcomes (Huang et al., 2021).

However, the study also highlights areas where leadership practices may be less effective. Respondents disagreed that; that project team leaders resolve conflicts among team members and stakeholders amicably (m=2.65), authoritarian leadership influences project performance (m=2.47), that leaders motivate project teams to dedicate more time and avoid delays (m=2.44), and These low ratings suggest potential challenges in leadership approaches and team dynamics that may hinder project success. The study points out a number of project leadership approaches' advantages. The overwhelming consensus that leadership style affects project success emphasizes how important good leadership is to accomplishing project goals. The focus on participative leadership is consistent with new research showing that it improves project performance. Huang et al. (2021) discovered that participatory leadership promotes employee participation in decision-making, which enhances organizational results. The understanding that project managers and their teams are highly skilled and that seasoned managers are better suited to create project teams highlights the significance of teamwork and leadership competence in project success. A supportive organizational environment that promotes project success is also indicated by the agreement on top management assistance for project teams.

Regardless on these strengths, the study identifies a number of shortcomings in project management techniques. The claim that authoritarian leadership affects project performance is disputed, which raises the possibility that certain leadership styles are ineffective in the projects under study. The lack of consensus regarding leaders' ability to inspire project teams to put in more effort and prevent delays suggests possible problems with team motivation and leadership engagement. In order to motivate teams to adhere to project objectives and schedules, effective leadership is essential. Furthermore, the disagreement that project team leaders settle disputes amicably points to problems with team cohesion and conflict management. Improving leadership efficacy and guaranteeing project success require addressing these shortcomings. This result is consistent with studies showing that employee satisfaction, work environment, and performance can all be adversely affected by authoritarian leadership (Shen et al., 2019).

4.4.7 Project Performance

The study sought to establish the performance rate of donor funded health projects in Kenya. Findings are presented in Table 4.24.

Table 4.24: Project Performance

Performance indicators	SD%	D%	N%	A%	SA%	Mean	Std. Dev
The projects meet time objective	26.5	41.7	11.8	8.1	11.8	2.37	1.282
Projects are delivered within set budget	18.0	53.1	3.3	15.2	10.4	2.47	1.230
Project clients are satisfied	6.6	5.2	5.7	45.5	37.0	4.01	1.113
Project realizes its benefits	0.5	7.6	8.5	52.6	30.8	4.06	0.860
Project beneficiaries are satisfied	7.6	9.0	4.7	54.0	24.6	3.79	1.140
The project meet quality standards	5.7	5.2	15.5	28.5	45.1	4.02	1.161
The projects were finished within the defined scope	33.2	25.6	6.2	14.2	20.8	2.64	1.567
The organization gives regular project progress reports on its performance	9.5	14.7	15.6	24.6	35.6	3.62	1.343

Key: **SD**-Strongly disagree, **D**-Disagree, **N**-Neutral, **A**-Agree, **SA**-Strongly agree.

N= 211

Findings show that the respondents agreed that; project realizes its benefits (m=4.06, Std. dev=0.860), the project meet quality standards (m=4.02, Std. dev=1.161), project clients are satisfied (m=4.01, Std. dev=1.113), project beneficiaries are satisfied (m=3.79, Std. dev=1.140), and the organization gives regular project progress reports on its performance (m=3.62, Std. dev=1.343). Respondents disagreed that; the projects were finished within the defined scope (m=2.64, Std. dev=1.567), projects are delivered within set budget (m=2.47, Std. dev=1.230), and the projects meet time objective (m=2.37, Std. dev=1.282). Findings imply that although the projects clients and beneficiaries are satisfied, the projects experience time and budget overruns. Findings concur with Makokha (2023) that

donor-funded projects in Kenya did not meet their deadlines, and had notable cost overruns.

The study show that health initiatives supported by donors function differently in a number of areas. As demonstrated by the realization of project benefits (m=4.06), client satisfaction (m=4.01), and beneficiary satisfaction (m=3.79), respondents concurred that projects generally accomplish their intended goals, showing efficient resource utilization. This supports earlier research that connects resource efficiency to overall project performance by indicating that project teams can use available resources to produce quantifiable value (Mir & Pinnington, 2024). The study found challenges in project timeliness. Respondents disputed that projects are finished within the specified scope (m=2.64) or fulfill time targets (m=2.37), showing challenges in controlling project deliverables and time schedules. This demonstrates the ongoing difficulty of striking a balance between the three limitations of time, money, and scope a prevalent issue in donor-funded projects since delays are frequently caused by external approvals and changing conditions (Joslin & Müller, 2023).

In conclusion, respondents concurred that projects fulfill quality requirements (m=4.02) and that the organization regularly publishes performance progress (m=3.62) in relation to quality health services. The patients' satisfaction and beneficiaries further indicates that the health services provided meet stakeholder expectations. These results reinforce the literature on the significance of quality management practice in health project performance by highlighting the projects' ability to deliver high-quality services that satisfy planned health objectives in spite of scheduling and financial constraints (Turner & Zolin, 2022).

Several project performance strengths are identified by the study. First, projects largely accomplish their planned advantages and satisfy clients and beneficiaries, demonstrating effective resource utilization. This proves that the resources at hand are used efficiently to produce quantifiable results. Second, the focus on high-quality health services demonstrates that project teams place a high priority on following guidelines, preserving

service quality, and incorporating stakeholder input into daily operations. Consistent project progress reports demonstrate effective accountability and monitoring procedures that promote resource efficiency and service quality. All of these advantages point to the possibility that, even in the face of limited operational resources, donor-funded health initiatives can have significant results.

Notwithstanding these advantages, the study identifies serious flaws, especially with regard to project timing. Persistent challenges with project planning, scheduling, and cost control are indicated by low agreement ratings for reaching time objectives, remaining within budget, and delivering within scope. These challenges have the potential to undermine stakeholder confidence and the overall effectiveness of the project. These challenges necessitate better planning techniques, proactive risk management, and greater alignment between project goals and operational capabilities. The inability to regularly fulfill time and budget restrictions reveals areas for focused managerial intervention to improve overall performance, even when projects maintain quality standards and yield advantages.

4.5 Inferential Statistics

Inferential statistics were conducted to establish the relationship between the study variables. The inferential involved were correlation analysis, regression analysis and diagnostic tests.

4.5.1 Correlation

Correlation shows the strength of the relationship between study variables. A correlation is significant at <=0.05. A correlation value of 0-1. 0.-0.29 shows weak correlation, 0.3-0.49 moderate correlation while 0.5-0.79 shows strong correlation. A high correlation of more than 0.8 shows that there is multicollinearity. Correlation results are presented in Table 4.25.

Table 4.25: Coefficient of Correlation

Variables		Performance	Stakeholder	Scope	Risks	Quality
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Stakeholder	Pearson Correlation	.725**	1			
	Sig. (2-tailed)	.000				
Scope	Pearson Correlation	.686*	.560	1		
	Sig. (2-tailed)	.000	.000			
Risks	Pearson Correlation	.628**	.652	.649	1	
	Sig. (2-tailed)	.000	.000	.000		
Quality	Pearson Correlation	.473**	.364	.363	.281	1
	Sig. (2-tailed)	.000	.000	.000	.024	

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

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

Finding show; a strong significant correlation between project stakeholder management practice and project performance (r=0.725, p=0.00). This suggests that projects where stakeholders are actively involved, their feedback is considered, and conflicts are effectively managed, tend to achieve higher performance outcomes. The finding aligns with prior studies emphasizing that stakeholder engagement is critical for benefit realization, efficient resource use, and overall project success. Magassouba et al. (2019) indicated that there is a strong relationship between project performance and involvement of stakeholders. Mambwe et al. (2020) also revealed a strong and positive correlation between stakeholder engagement and project schedule also between stakeholder engagement and project specifications.

There is a strong significant relationship between scope management practice and project performance (r=0.686, p=0.000). This shows that clearly defined project scopes, effective control of scope changes, and flexible project designs contribute notably to achieving project objectives. These results support literature highlighting that scope clarity and proper change management mitigate schedule delays, cost overruns, and ensure alignment

with intended outcomes. Abanyagasani and Gitahi (2023) found that scope changes influenced project dimensions hence a significant positive correlations between scope creep elements and project performance. Gitahi (2023) also found a significant relation between project scope management practice and performance in the water and sanitation projects.

There is a strong significant relationship between risk management practice and project performance (r=0.628, p=0.000). This indicates that the identification, analysis, mitigation, and monitoring of project risks are critical determinants of project success. The finding agrees with prior research showing that proactive risk management reduces project delays, prevents cost overruns, and enhances benefit realization in complex projects. Obondi (2022) found that all project risk monitoring and control practices, including risk reassessment, risk audits, contingency reserves analysis, and risk status meetings, were significantly and positively related to project success in construction projects. Gemechis and Shashi (2023) showed that project risk management practices have positive effect on project performance of projects.

Results also show a moderate significant relationship between quality management practice and project performance (r=0.473, p=0.000). This implies that adherence to quality assurance processes, monitoring, compliance, and stakeholder engagement in quality-related issues positively influences project outcomes, though the effect is somewhat less pronounced compared to the other variables. This finding agree with studies emphasizing that quality management practice contributes to client and beneficiary satisfaction, and to the overall effectiveness of project implementation. Kinyumu and Mungai (2022) found that the performance of bank-financed housing programs in was influenced by the scope baseline, work breakdown structure, and cost baseline. Yong (2018) revealed that TQM practices were partially correlated with project performance of Malaysian construction organizations. The results generally show that effective project management practices including stakeholder scope, risk, and quality management practice are essential for enhancing project performance in donor-funded health projects. The stronger correlations observed for stakeholder and scope management practice imply that

these areas may have the greatest impact on project outcomes, highlighting them as critical focal points for project managers and policymakers

4.5.2 Regression

Regression aims at finding out whether changes in the independent variable would predict changes in the dependent variable. An analysis was performed on the relationship between project management practices and performance of donor funded health projects in Kenya. Findings are presented a follows.

4.5.2.1 Regression Model for Stakeholder Management Practice

Table 4.26: Model Summary for Stakeholder Management Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.526	.518	.490

a. Predictors: (Constant), Stakeholder management practice
b. Dependent Variable: Project performance

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the variations in relationship between the stakeholder management practice and the project performance was 0.526. This implied that 52.6% of the variation in the dependent variable (performance of donor funded health projects) could be explained by independent variable (stakeholder management practice). This result suggests that the performance of donor-funded health projects is significantly impacted by good stakeholder engagement, which includes active participation in decision-making, timely resolution of issues, and appropriate documentation of input. According to the study's measures, projects with significant stakeholder participation are more likely to achieve quality goals, sustain effective resource usage, and yield benefits. These findings are consistent with earlier studies that highlight how crucial stakeholder management practice is to project success. Wango et al. (2024) revealed that stakeholder identification significantly influences the performance

of World Bank funded projects in Kenya

Table 4.27: ANOVA for Stakeholder Management Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.531	1	16.531	68.759	.000
	Residual	14.906	209	.240		
	Total	31.438	210			

a. Dependent Variable: project performance
b. Predictors: (Constant), stakeholder management practice

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 68.759. The p value was 0.000 which is <0.05. The model was considered as a good fit for the data. Hence, it can be used to predict the role of stakeholder management practice on performance of donor funded projects in Kenya. These results imply that initiatives with successful stakeholder engagement which includes prompt problem solving, active participation, and appropriate documenting of feedback have a higher chance of achieving superior performance results. This confirms the previous correlation results, highlighting the usefulness of stakeholder management practice as a crucial factor in project success. The findings are in line with other research showing that good stakeholder management practice improves communication and lowers conflict. Ngonge and Muchelule (2022) revealed that there is a significant relationship between stakeholder participation in project identification and project performance.

Table 4.28: Regression Coefficients for Stakeholder Management Practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.516	.144		3.587	.001
	Stakeholder management practice	.719	.087	.725	8.292	.000

a. Dependent Variable: Project performance

The equation

$$\boldsymbol{y = \beta_0 + \beta_1 x_1 + \varepsilon}$$

Becomes

Project Performance= 0.516+ 0.719 (stakeholder management practice)

According to the results, stakeholder management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.719, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. Stakeholder management practice is a strong predictor of project performance, as demonstrated by the standardized coefficient (Beta = 0.725). The significant level ($p < 0.001$) and high t-value (8.292) attest to the statistical strength of this effect. These findings suggest that concentrating on stakeholder management practice techniques is probably going to result in significant gains in project outcomes, such as effective resource use, punctuality, and high-quality healthcare. Stakeholder management practices are especially important in donor-funded health programs since funders, implementers, and beneficiaries interact in a complex way. Previous research supports these findings by emphasizing how good stakeholder management practice improves communication, lowers conflict, and makes sure that project goals match beneficiary demands, all of which contribute to project success. Vaati and Nyang'au (2019) revealed that stakeholders' involvement was the most significant variable that influenced project implementation.

4.5.2.2 Regression Model for Scope Management Practice

Table 4.29: Model Summary for Scope Management Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686	.470	.462	.518

a. Predictors: (Constant), Project scope

The r-squared for the relationship between the scope management practice and the project performance was 0.470. This implied that 47% of the variation in the dependent variable (performance of donor funded health projects) could be explained by independent variable (project scope). This suggests that a key factor in improving project performance is efficient project scope management practice, which includes precise scope definition, appropriate scope change control, and adaptable project design. According to the metrics of effective resource use, project timeliness, and quality health services, projects with a well-managed scope are more likely to meet deadlines, keep costs under control, and produce high-quality results. These results are in line with actual research showing how crucial scope management practice is to project success. Sakamoto (2024) revealed that, effective scope management practice practices not only help control expenses but also enhance project performance

Table 4.30: ANOVA for Project Scope Management Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.778	1	14.778	55.007	.000[b]
	Residual	16.659	209	.269		
	Total	31.438	210			

a. Dependent Variable: project performance

b. Predictors: (Constant), project scope

Results show that the F value was 55.007 and p value was 0.000. Since the F value was greater than 1 and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Hence, it can be used to predict the influence of scope management practice on performance of donor funded health projects in Kenya. The practical significance of scope management practice in donor-funded health initiatives is further supported by this conclusion. Effective scope management practice increases the likelihood that a project will satisfy quality standards, optimize resources, and stay on schedule all of which improve project performance. Previous research showing that efficient scope management practice lowers cost overruns, avoids delays, and matches project outputs with stakeholder expectations supports these findings. Wachira and

Nkirina (2024) found that scope change management had a positive and significant relationship with project performance.

Table 4.31: Regression Coefficients for Scope Management Practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.580	.151		3.830	.00
	Project scope	.580	.078	.686	7.416	.000

a. Dependent Variable: project performance

The equation

$$\boldsymbol{y = \beta_0 + \beta_2 x_2 + \varepsilon}$$

Becomes

Project Performance= 0.580+ 0.580 (scope management practice)

According to the results, scope management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.580, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. Scope management practice is a strong predictor of project performance, as demonstrated by the standardized coefficient (Beta = 0.686). The statistical strength of this effect is further demonstrated by the high t-value (7.416) and significance level ($p < 0.001$). These results imply that good scope management practice improves deadline adherence, resource efficiency, and service quality all of which are important indicators of project performance. A baseline level of project performance is maintained even in the absence of scope management practice methods, according to the constant (intercept) of 0.580. This is probably because of other project management factors or operational procedures that the model did not account for. These findings are consistent with earlier

studies that highlight how important scope management practice is to project success. Findings concur with Mwangi and Yusuf (2022) that an increase in scope planning, scope scheduling and scope control would lead to an increase in the successful implementation of infrastructural health program.

4.5.2.3 Regression Model for Risk Management Practice

Table 4.32: Model Summary for Risk Management Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628[a]	.395	.385	.554

a. Predictors: (Constant), Project risk

The r-squared for the relationship between risk management practice and performance of donor funded health projects was 0.395. This implied that 39.5% of the variation in the dependent variable (performance of donor funded health projects) could be explained by independent variable (risk management practice).

This suggests that while performance is influenced by factors outside the model, successful risk identification, assessment, mitigation, and monitoring are important aspects that determine project success. According to these results, projects with proactive risk identification and mitigation, continual activity monitoring, and preventive measures implemented by managers are more likely to meet deadlines, maximize resources, and sustain high-quality service delivery. This is consistent with earlier research that highlights how crucial risk management is to achieving project goals, especially in intricate or donor-funded initiatives. Urbański et al. (2019) confirmed that project risk planning had a statistically significant impact on project success.

Table 4.33: ANOVA for Risk Management Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.409	1	12.409	40.430	.000[b]
	Residual	19.029	209	.307		
	Total	31.438	210			

a. Dependent Variable: performance
b. Predictors: (Constant), project risk

Results show that the F value was 40.430 and p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Hence, it can be used to predict the influence of risk management practice on performance of donor funded health projects. Proactive risk management, which includes detection, analysis, mitigation, and monitoring, has a large beneficial impact on project results, as confirmed by the high F-value and extremely low p-value. These findings highlight how crucial risk management is to health initiatives supported by donors. Effectively identifying and managing risks increases the likelihood that a project will stay on schedule, keep costs under control, make the most use of its resources, and provide high-quality healthcare. This result is consistent with previous research that highlights the importance of risk management in lowering project delays, averting cost overruns, and improving project performance in general. Igihozo and Irechukwu (2024) indicated a highly positive and significant relationship between project risk identification and project performance, and between risk management strategy and project performance.

Table 4.34: Regression Coefficients for Project Risk Management Practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.569	.175		3.247	.002
	Project risk	.618	.097	.628	6.358	.000

a. Dependent Variable: project performance

The equation

$$\boldsymbol{y = \beta_0 + \beta_3 x_3 + \varepsilon}$$

Becomes

Project Performance= 0.569 + 0.618 (risks management practice)

According to the results, risks management practice has significant effect on performance of donor funded projects in Kenya (β_1=0.618, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

Risk management practice is a powerful predictor of project performance, as demonstrated by the standardized coefficient (Beta = 0.628). The significant level ($p < 0.001$) and high t-value (6.358) show how strong this link is. The findings show that effective resource use, deadline adherence, and the provision of high-quality healthcare services all crucial indicators of project performance—are strongly impacted by risk management techniques. The constant (intercept) of 0.569 indicates that a baseline level of project performance is maintained even in the absence of formal risk management procedures, most likely as a result of other managerial or operational procedures. These results are consistent with previous research, which highlights how proactive risk management lowers project delays, avoids cost overruns, and improves project efficacy overall. Findings are in agreement with Gichohi et al. (2024) that project risk management had a significant positive relationship with project performance, and organizational culture positively moderated this relationship.

4.5.2.4 Regression Model for Quality Management Practice

Table 4.35: Model Summary for Quality Management Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473[a]	.224	.211	.627

a. Predictors: (Constant), quality management practice

The r-squared for the relationship between quality management practice and performance of donor funded health projects was 0.224. This implied that 22.4% of the variation in the dependent variable (performance of donor funded health projects) could be explained by independent variable (quality management practice). This suggests that although quality management practice plays a major influence in project success, other elements like stakeholder involvement, scope management practice, and risk management are also very important. According to these findings, projects that employ robust quality management practice practices such as quality assurance, standard compliance, staff training, and stakeholder feedback have a higher chance of achieving the desired results, which include effective use of resources, timeline adherence, and the provision of high-quality healthcare services. These findings are in line with previous research that highlights the value of quality management practice in raising beneficiary and client satisfaction and guaranteeing successful project execution. Hagan (2020) found that hat quality control accounts for more than 10% of the overall delays in the building project timeline

Table 4.36: ANOVA for Quality Management Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.073	1	7.037	17.880	.000
	Residual	24.401	209	.394		
	Total	31.438	210			

a. Dependent Variable: Project performance

c. Predictors: (Constant), Quality management practice

Findings show that the F value was 17.880 and the p value was 0.000 which was less than 0.05. The model was considered as a good fit for the data. It can hence be used to predict the influence of quality management practice on performance of donor funded health projects. Project outcomes are positively impacted by quality management practice methods, such as stakeholder feedback, staff training, quality assurance, and standard adherence, according to the substantial F-value. These findings highlight how crucial quality control is to health initiatives supported by donors. Strong quality control procedures increase the likelihood that projects will deliver high-quality healthcare

services, use resources efficiently, and follow to schedules. This result is consistent with earlier studies showing that quality management practice improves client and beneficiary satisfaction and increases project implementation's overall efficacy. Muhammad and Harkamal (2023) demonstrated that quality control is critical to any project's success

Table 4.37: Regression Coefficients for Quality Management Practice

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.967	.168		5.769	.000
	Quality management practice	.280	.066	.473	4.229	.000

a. Dependent Variable: Project performance

The equation

$$\boldsymbol{y = \beta_0 + \beta_4 x_4 + \varepsilon}$$

Becomes

Project Performance=0.967+0.280 (quality management practice).

According to the results, quality management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.280, p value= 0.00). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The standardized coefficient (Beta = 0.473) reveals that quality management practice is a relatively strong predictor of project performance. The statistical robustness of this association is demonstrated by the t-value of 4.229 and the significance level of $p < 0.001$. Although its impact is marginally less than that of stakeholder management practice, scope, or risk management, these findings imply that, practically speaking, enhancing quality management practice practices helps ensure effective

resource utilization, project timeline adherence, and the provision of high-quality health services. The constant (intercept) of 0.967 shows a baseline level of project performance, most likely as a result of other management or operational factors affecting results. Previous research demonstrating that quality management practice improves client and beneficiary satisfaction, lowers faults, and guarantees that project outputs match planned standards supports these findings. Upholding quality standards is crucial for guaranteeing the efficacy and sustainability of health projects sponsored by donors. Findings are in agreement with Nestor (2018) that continuous improvement had positive and significant effect on organizational performance.

4.5.2.5 Combined effect of the Relationship between Project Management Practices and Project Performance

Table 4.38: Model Summary for Project Management Practices

Model	R	R Square	Adjusted R^2	Std. Error of the Estimate
1	0.818	0.669	0.647	0.420

a Predicators: (constant) stakeholder, scope, risks, quality management practices

The adjusted r-squared for the relationship between the independent variables and the dependent variable was 0.669. This implied that 66.9% of the variation in the dependent variable (performance of donor funded health projects in Kenya) could be explained by independent variables (stakeholder, scope, risk, and quality management practices). The model's excellent explanatory power is confirmed by the adjusted R2 of 0.647. This suggests that the accomplishment of project goals, such as effective resource use, timeline adherence, and the provision of high-quality healthcare services, is greatly aided by the combination of proactive risk management, well-defined project scope, effective stakeholder engagement, and quality management practice. This result emphasizes that when all four project management techniques are applied in concert, donor-funded health initiatives gain the most. Additionally, it implies that although each element influences performance on its own, the sum of these factors offers a more thorough explanation of

project results. These findings are in line with earlier research showing that integrated project management techniques improve stakeholder satisfaction, project efficacy, and efficiency. Mongina and Moronge (2021) showed that project management practices had a positive and significant relationship with implementation of projects.

An analysis was performed on the relationship between stakeholder, scope, risk, and quality management and project performance. The F-ratio in the ANOVA tests whether the overall regression model was a good fit for the data.

Table 4.39: ANOVA for Project Management Practices

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.034	4	15.259	86.670	.000[b]
	Residual	10.403	206	.176		
	Total	31.438	210			

a Predicators: (constant) stakeholder, scope, risk, and quality management
b Dependent variable: project performance

The F value was 86.670 and p value was 0.000. The model was considered as a good fit for the data hence can be used to predict the influence of stakeholder, scope, risk, and quality management practice on donor funded health projects in Kenya. The variation in project performance that can be described by the four project management strategies taken together is represented by the regression sum of squares (21.034), whilst the variation that the model is unable to account for is represented by the residual sum of squares (10.403). The whole variance in project performance is captured by the sum of squares (31.438). When combined, these project management techniques greatly increase the effectiveness, timeliness, and caliber of health projects supported by donors, as shown by the extremely low p-value and very high F-value.

The significance of combining several project management techniques is demonstrated by these findings. Better resource utilization, timely project completion, and the provision of high-quality health services are all likely to occur in projects that concurrently guarantee active stakeholder participation, a clearly defined and regulated scope, proactive risk

management, and robust quality assurance. This is consistent with the body of research showing that integrated and comprehensive project management techniques improve project success more successfully than discrete interventions. Muiruri and Bett (2020) found that a significant relationship between project management practices and performance of water projects.

Multiple regression aimed at providing an in-depth understanding of how a unit change of an independent variable would cause a unit change on the dependent variable. Results are shown in Table 39.

Table 4.40: Regression Coefficients for Project Management Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.103	0.153		0.672	0.042
Stakeholder	0.412	0.103	0.415	4.003	0.000
Scope	0.277	0.087	0.327	3.166	0.002
Risk	0.104	0.109	0.176	2.143	0.033
Quality	0.094	0.049	0.096	0.864	0.039

a Dependent variable: project performance

Based on the results in Table 4.30, the equation

$$\boldsymbol{y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon}$$

Becomes

Project Performance= 0.103 + 0.412(stakeholder management practice) + 0.277 (scope management practice) + 0.104 (risks management) +0.094 (quality management).

Stakeholder management practice (B = 0.412, $p < 0.001$; Beta = 0.415) has the strongest effect on project performance, highlighting the critical role of active stakeholder engagement, feedback mechanisms, and conflict resolution in enhancing project outcome. Scope management practice (B = 0.277, p = 0.002; Beta = 0.327) is also a strong predictor,

indicating that clearly defined project scope, controlled scope changes, and flexible design significantly contribute to achieving project objectives, including timeliness and quality service deliver

Risk management (B = 0.104, p = 0.033; Beta = 0.176) has a moderate but statistically significant effect, emphasizing that proactive identification, assessment, and mitigation of risks help maintain resource efficiency and reduce delays. Quality management practice (B = 0.094, p = 0.039; Beta = 0.096), while showing the smallest effect, remains statistically significant, suggesting that adherence to quality standards, staff training, and monitoring outputs positively contribute to project performance, particularly in ensuring client and beneficiary satisfaction. These findings demonstrate the significance of combining several project management practices.

Better resource utilization, timely project completion, and the provision of high-quality health services are all likely to occur in projects that concurrently guarantee active stakeholder participation, a clearly defined and regulated scope, proactive risk management, and robust quality assurance. This is consistent with the body of research showing that integrated and comprehensive project management techniques improve project success more successfully than discrete interventions. Ramadhan (2023) found that project management practices significantly influence project sustainability. Magagan and Ngugi (2021) showed that project management practices improve project performance.

Table 4.41: Model Summary for the Moderating effect of Project Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.818[a]	.669	.647	.420	.669	29.822	4	59	.000
2	.835[b]	.697	.671	.405	.169	8.357	1	58	.004

a. Predictors: (Constant), Quality, Risk, Scope , Stakeholder
b. Predictors: (Constant), Quality, Risk, Scope , Stakeholder, Leadership
c. Dependent Variable: Project Performance

The correlation coefficient (R = 0.818) and R^2 = 0.669 in Model 1, which excludes project leadership, show that the four project management practices together account for 66.9% of the variation in project performance, with an adjusted R^2 of 0.647. This supports the previously mentioned strong combined effect of these practices on project outcomes.

The correlation increases to R = 0.835 and R^2 to 0.697 in Model 2 after project leadership is added as a moderator. This indicates that the combined model, including leadership, now accounts for 69.7% of the variation in project performance, with an adjusted R^2 of 0.671. Project leadership notably increases the mode's explanatory power, as evidenced by the statistically significant R2 change of 0.169 (F change = 8.357, p = 0.004).

According to these results, project leadership enhances the impact of management techniques on project outcomes. By ensuring that project teams are capable, driven, and supported, effective leadership through situational, democratic, and participatory approaches maximizes resource use, timeline adherence, and the provision of high-quality healthcare services. By acting as a catalyst, leadership makes it possible for project management techniques to more successfully produce favorable results. This aligns with empirical studies indicating that strong project leadership enhances the effect of management practices on project success. Müller and Turner (2020) emphasize that leadership style significantly impacts team performance, stakeholder satisfaction, and the realization of project benefits, particularly in complex and donor-funded projects. Similarly, Shahzadi (2019) found that leadership has significant and positive influence on project success.

4.5.3 Hypotheses Testing

4.5.3.1 Stakeholder Management Practice and Project Performance

Study hypothesis for the effect of project management practices (stakeholder, scope, risk, and quality management practice) on projects' performance was tested using correlation and regression analysis. The decision rule was based on; reject the null hypothesis if the **p** value (significance) is less than 0.05 and fail to reject if the **ρ** value is greater than 0.05.

The first Hypothesis to be tested was:

H01: Stakeholder management practice has no significant effect on performance of donor funded health projects in Kenya.

Pearson Correlation show that there is a strong significant correlation between project stakeholder management practice and project performance (**r**=0.725, **p**=0.00). The regression coefficient show that stakeholder management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.719, **p** value= 0.000). The study hence rejects the null hypothesis since there is statistical evidence to prove that stakeholder management practice significantly affects performance of donor funded health projects.

4.5.3.2 Scope Management Practice and Project Performance

The second Hypothesis to be tested was:

H02: Scope management practice has no significant effect on performance of donor funded health projects in Kenya

Pearson Correlation show that there is a strong significant relationship between project scope management practice and project performance (**r**=0.686, **p**=0.000). The regression coefficient show that project scope management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.580, **p** value= 0.000). The study hence rejects the null hypothesis since there is statistical evidence to prove that project scope management practice significantly affect performance of donor funded health projects.

4.5.3.3 Risk Management Practice and Project Performance

The third Hypothesis to be tested was:

H03: Risk management practice has no significant effect on performance of donor funded health projects in Kenya

Pearson Correlation show that there is a strong significant relationship between project risks management and project performance (**r**=0.628, **p**=0.000). The regression coefficient show that project risks management skills has significant effect on performance of donor funded projects in Kenya (β_1=0.618, **p** value= 0.000). The study hence rejects the null hypothesis since there is statistical evidence to prove that project risk management significantly affect performance of donor funded health projects.

4.5.3.4 Quality Management Practice and Project Performance

The fourth Hypothesis to be tested was:

H04: Quality management practice has no significant effect on performance of donor funded health projects in Kenya**.**

Pearson Correlation show that there a moderate significant relationship between quality management practice and project performance (**r**=0.473, **p**=0.000). The regression coefficient show that quality management practice has significant effect on performance of donor funded health projects in Kenya (β_1=0.280, **p** value= 0.00). The study hence rejects the null hypothesis since there is statistical evidence to prove that project quality management practice significantly affect performance of donor funded health projects.

4.5.3.5 Project Leadership and Project Performance

The fifth Hypothesis to be tested was. The hypothesis was tested through regression analysis whereby the moderating variable was introduced to the regression equation. The hypothesis stated;

H05: Project leadership do not significantly moderate the relationship between project management practices and performance of donor funded health projects in Kenya

The regression model summary coefficient show that project leadership moderate the relationship between project management practices and project performance ($\mathbf{R^2}$=16.9%, **p**=0.04). The study hence rejects the null hypothesis since there is statistical evidence to prove that project leadership significantly moderates the relationship between project management practices and performance of donor funded health projects in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the major results and conclusions. It also suggests recommendations to improve performance of donor funded health projects and ideas for further research.

5.2 Summary

5.2.1 Stakeholder Management Practice and Project Performance

The first objective was to examine the effect of stakeholder management practice on performance of donor funded health projects in Kenya. The study found that stakeholder management practice positively affects the performance of donor-funded health projects. The importance of stakeholder engagement in attaining project success has been confirmed by the reports of improved project outcomes from active stakeholder involvement in decision-making, timely resolution of concerns, and consistent feedback mechanisms. These practices ensure that project activities are in line with beneficiary needs, facilitate smooth execution, and increase overall project efficiency.

5.2.2 Scope Management Practice and Project Performance

The second objective was to establish the effect of scope management practice on performance of donor funded health projects in Kenya. The study found that scope management practice positively affects the performance of donor-funded health projects. Project scope management practice was one of the project management practice influencing project performance. It was found that resource utilization, deadline adherence, and high-quality service delivery were improved by clearly defining the project scope, effectively managing scope modifications, and allowing for flexibility in project

design. Effective scope management practice helps to ensure that project activities stay in line with the intended goals and avoid needless deviations during execution.

5.2.3 Risk Management Practice and Project Performance

The third objective was to determine the effect of project risk management on performance of donor funded health projects in Kenya. The study found that project performance is positively affected by risk management. It was found that proactive risk identification, evaluation, and mitigation can decrease resource waste, cut down on project delays, and increase the possibility that a project will be completed successfully. Project teams can anticipate problems and take corrective action when risks are effectively managed, which is especially crucial in intricate donor-funded health projects.

5.2.4 Quality Management Practice and Project Performance

The fourth objective was to assess the effect of project quality management practice on performance of donor funded health projects in Kenya. Quality management improved project performance. High standards of service delivery are maintained by procedures like staff training, regular project output monitoring, adherence to quality standards, and taking beneficiary input into account. These procedures show that quality management practice promotes overall project effectiveness by increasing productivity, decreasing errors, and raising client and beneficiary satisfaction.

5.2.5 Project Leadership and Project Performance

To assess the moderating effect of project leadership on the relationship between project management practices and performance of donor funded health projects in Kenya. It was shown that project leadership improved the relationship between project performance and project management techniques. Competent, driven, and well-coordinated project teams are guaranteed by effective leadership, which is typified by supportive and participatory methods. Stakeholder involvement, scope control, risk management, and quality

management practice were improved by leadership, which eventually improves project outcomes.

5.3 Conclusion

This section presents the conclusion drawn by the study. The conclusion is based on the study findings;

5.3.1 Stakeholder Management Practice and Project Performance

Stakeholder management practice is essential in project management. When stakeholders are allowed to take part in project decision making, they give suggestions on the interests, needs and the project quality they desire which, if effectively implemented, leads to stakeholders' satisfaction with project outcome. Stakeholder management practice aims at creating a sense of self-ownership of the project. However, stakeholder involvement may lead to increase in project's costs especially when a high number of stakeholders are involved. These are costs to facilitate meetings and stakeholder forums. Time overruns may be experienced since every stakeholder would like the project team to attend to the issues they raise. If the issues are not addressed, they may not be satisfied with the project implementation process.

5.3.2 Scope Management Practice and Project Performance

Defining project scope is a vital task that needs to be adequately carried out at the initial phase of a project. This ensures that project resources are well allocated. The work-plan for the project is also well laid out which defines the role of project team members. The purpose of project scope definition, is to provide adequate information that is needed to identify the work to be performed in order to avoid major changes that may negatively affect project performance. A flexible project design accommodates changes that may be requested as a result of the different perspectives that each stakeholder has on the project. Therefore, having a well-defined project during the pre-project planning stage is crucial for successful project execution and for achieving a satisfactory project outcome.

5.3.3 Risk Management Practice and Project Performance

This study validates that the risk management is one of elements for any project performance. The project managers of the health projects under review have a laid down risk management processes that enable them to identify project risks, prevent, and minimize their effects on the project if they happen. Risk assessment and control minimize the impact of project threats and seize the opportunities that occur. This allows project team to deliver project on time, on budget and with the quality results project sponsor demands.

5.3.4 Quality Management Practice and Project Performance

Quality is a fundamental requirement in effective project management. Effective project management entails a steady focus on quality management practice as well as achievement of all user requirements as defined during the requirements engineering phase of project implementation. Quality assurance helps to reduce errors and challenges during project implementation. Conducting quality assurance throughout the project development cycle has many benefits to both the project as well as the project development team.

5.3.5 Project Leadership and Project Performance

Leadership skills and leadership style affects the performance of projects. The project staff prefer some leadership styles such as democratic and situational leadership to autocratic leadership. Different leadership styles are required at different project phases. A leader's professional expertise was found to be very crucial to the success of the projects. Such leaders motivate the project team and support them in their endeavors to complete the project within set timelines, desired quality, and planned budget.

5.4 Recommendations

This section presents the recommendations of the study guided by the findings;

The project managers should adopt effective stakeholder management practices. They should give a platform for stakeholders to participate in all project phases to understand what stakeholders want through conducting needs assessment. This will ensure that the projects meet the needs of the stakeholders who are eventually satisfied with the projects. There should also be forums to sensitize the stakeholders particularly the community members on the importance of participating in project activities.

The project managers should have flexible project designs. This will enable them to incorporate changes that may be suggested by the stakeholders. The project staff should also clearly define the roles of every team member. This will help to prevent role duplication which may lead to conflicts and project delays. The project managers should also ensure that the project resources are well budgeted for, to prevent budget overruns and project desertion as a result of funds shortage.

The health project managers should reconsider instituting risk management processes that must be followed before project execution, to see how it will affect the performance of their projects. Project managers and leaders must be encouraged to embrace project risk management before projects are started to enable them to identify possible risk events likely to occur in order to institute corrective response strategies to reduce the severity of the risk should they occur during the course of the project. The project managers should also ensure that risk management methods are conducted to prevent post completion defects and excessive costs. It will ease work and also monitor and emphasize on quality of projects to deliver anticipated benefits pf donor funded health projects.

The management should be committed to quality by providing strategic direction. Project managers should create a quality framework that is geared towards improving performance and ensure it is adhered to by all project team members. Additionally, the

project team should be hired based on merit and offered further training to ensure that they deliver quality projects. Furthermore, the project contractors should be evaluated and selected based on their skills and ability to meet specified project needs. The project managers should also seek for referrals from the shortlisted contractors and benchmark on the projects they have completed successfully. This will provide due diligence on the quality of their work.

This study recommends adoption and application of effective project management leadership practices. Due to the complex nature of projects, the study recommends that project teams acquire a mix of leadership skills particularly on conflict solving and communication skills. Project leaders should motivate the project team to improve on their productivity. They should also ensure that the project team has all the resources needed to carry out project activities.

5.5 Suggestions for Further Studies

This study focused on performance of donor funded health projects in Kenya. A similar study should be conducted focusing on performance of government funded health projects to compare the findings. As opposed to NGO projects that are funded by donors and well-wishers, government projects depend on taxes and therefore completion may at times delay. Therefore, findings may differ from those of this study. A study should be conducted to incorporate other project management practices that may affect performance of health projects in Kenya. This could include project procurement, integration resources, time, cost, and communications management. These variables could probably affect project performance but they were not part of this study's scope.

This study was cross-sectional, capturing project performance at a single point in time. Longitudinal research could track projects over multiple phases or years to assess how the impact of stakeholder management practice, scope, risk, quality management practice, and leadership evolves over time.

While this study focused on donor-funded health projects, further studies could explore other sectors, such as education, infrastructure, or agriculture, to determine whether the observed relationships hold in different project environments. Future research could also examine other potential moderating factors, such as organizational culture, communication effectiveness, or technological infrastructure, to understand how they influence the relationship between project management practices and project performance

5.6 Contribution to the Existing Body of Knowledge

This study makes several important contributions to the understanding of project management and leadership in the context of donor-funded health projects.

The study offers empirical proof of the combined effects of scope management practice, risk management, quality management practice, and stakeholder management practice on project performance. Although earlier research has looked at these techniques separately, this study emphasizes their combined impact, providing a more comprehensive knowledge of project management in health-sector programs. According to the study, project leadership greatly enhances the effect that management techniques have on project performance. This research adds to the body of literature by demonstrating that, especially in donor-funded projects where stakeholder alignment and team coordination are crucial, leadership is not only a stand-alone predictor of success but also a crucial enhancer of other management practices.

The study contributes context-specific insights to project management literature by concentrating on donor-funded health programs. It emphasizes how crucial it is to match project management practices with beneficiary needs and legal requirements, offering data that can guide the planning, monitoring, and evaluation of health projects. The study aligns theory and practice by connecting project management techniques to observable performance objectives including effective resource use, timeline adherence, and high-quality service delivery. This enhances understanding of how management techniques translate into operational effectiveness and stakeholder satisfaction by providing direction

for both scholars and practitioners. The results provide a foundation for further investigation into other moderators, sector comparisons, and long-term project outcomes, expanding on the general knowledge of how leadership and project management support organizational and community-level advantages.

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APPENDICES

Appendix I: Introduction Letter

Letter to project staff,

Silas Okumu,
Jomo Kenyatta University of Agriculture and Technology,
P. O Box 59161-00200 Nairobi
0724155015

Dear Respondent,

RE: REQUEST FOR COMPLETION OF QUESTIONNAIRE

I am a PhD student at Jomo Kenyatta University of Agriculture and Technology, undertaking a doctorate degree in project management. Currently, I am carrying out a research on "**project management practices and performance of donor funded health projects in Kenya"** as part of my Doctorate Degree requirement. Kindly assist me by completing the questionnaire to the best of your ability. Your identity will be treated with confidentiality while information will be used for purpose of the study only.

I am looking forward for your cooperation.

Silas Okumu

Email: silokumu68@gmail.com

Phone contact: +254724155015

Appendix II: Questionnaire

(Please tick (√) where appropriate)

Section A: General Information

1. What is your gender?

Male ( ) Female ( )

2. What is your age bracket?

Less than 25 ( ) 25-35 Years ( )

36-40 Years ( ) More than 40 year ( )

3. Category of the respondent_____

Project Manager ( )

Donor Representative ( )

Project Team member/staff ( )

Beneficiary ( )

4. Level of academic qualification: Tick the highest

Primary ( ) Certificate ( ) Diploma ( ) Undergraduate degree ( ) Post graduate degree ( )

5. How many years have you worked with/ implemented/benefited from donor funded health projects?

Less than one year ( ) 1-5 Years ( )

6-10 Years ( ) More than 10 years ( )

Section B: Stakeholder management practice

6. To what extent does stakeholder management practice affect performance of donor-funded health projects?

Very Great Extent ( ) Great Extent ( ) Moderate extent ( )

Little Extent ( ) No extent ( )

7. Kindly indicate your level of agreement on the listed statements on role of stakeholder involvement on project performance? Value Strongly disagree (1) Disagree (2), Neutral(3) , Agree (4), Strongly Agree (5)

No.	Statements	1	2	3	4	5
i.	Stakeholder Involvement is critical to the success of donor funded health projects					
ii.	Stakeholder determine whether a project fails or succeeds					
iii.	Where Stakeholders are actively involved in decision making process in all stages of projects, there is benefit realization from the project					
iv.	Stakeholder's decisions are effective in ensuring uninterrupted flow of project activities					
v.	The concerns of stakeholders are timely taken care of to avoid unnecessary conflicts					
vi.	When stakeholders needs are fully taken care of during project implementation, there is cost and time overruns					
vii.	Stakeholders participation during project implementation leads to beneficiary satisfaction					
viii.	with effective conflict management, there is benefit realization					
ix.	stakeholders management does not necessarily affect the performance of donor funded health project					
x.	Stakeholder's feedback is well documented and analysed for execution					

In your understanding, kindly explain how stakeholder management practice affect performance of donor funded health projects.

……

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……..

Section C: Scope management practice practices

8. To what extent do the listed scope management practice activities influence performance of donor funded health projects?

Scope management practice	**Very great extent**	**Great extent**	**Moderate extent**	**Low extent**	**Very Low extent**
Scope Definition					
Scope Verification					
Scope Change					

9. Kindly indicate your level of agreement on the listed statements on role of scope management practice on performance of donor funded health projects? Value: Strongly disagree (1) Disagree (2), Neutral(3) , Agree (4), Strongly Agree (5)

No.	**Statements**	**1**	**2**	**3**	**4**	**5**
i.	The project scope is well defined to team members					
ii.	Project managers approve the scope change as requested by donors					
iii.	Scope helps to adjust project activities					
iv.	Change in project activities results to change in project schedule/time					
v.	Change in project activities results to change in project cost					
vi.	Change in project activities results to change in client satisfaction					
vii.	Change in project activities results to change in benefit realization					

viii.	Scope definition has implications on the overall projects time and cost					
ix.	The project design is flexible to achieve better project results.					
x.	The project scope is well defined to team members					

In your understanding, kindly explain how scope management practice affect performance of donor funded health projects.

……

……

Section D: Risk management practices

10. To what extent do the listed risk management activities influence performance of donor funded health projects?

Risk management activities	**Very great extent**	**Great extent**	**Moderate extent**	**Low extent**	**Very low extent**
Risk identification					
Risk prevention					
Risk Response					

11. Kindly indicate your level of agreement on the listed statements on role of risk management on project performance? Value: Strongly disagree (1) Disagree (2), Neutral(3) , Agree (4), Strongly Agree (5)

No.	**Statements**	**1**	**2**	**3**	**4**	**5**
i.	Project manager is able to recognize and identify the root causes of risks					
ii.	Risk analysis is often conducted to assess the possibility of a risk occurring					
iii.	Assessing time available for donor funded health projects reduce project risks					
iv.	Screening of project risks and taking measure influence project completion within time					
v.	Use of checklist enhance risk identification in donor funded health projects					

vi.	Effective risk identification process enable project managers to institute corrective measures that influence project costs					
vii.	Effective risk management planning reduces project delays					
viii.	Increase in project risk reporting enhance benefit realization of health projects					
ix.	Inspection of ongoing projects ensure projects are not delayed					
x.	Risk prevention enables project managers to forecast risks that could occur in a project in future					

Kindly explain how risk management affect performance of donor funded health projects.

……

……

Section E: Quality management practice practices

12. To what extent do the listed quality management practice activities influence performance of donor funded health projects?

Quality management practice	**Very great extent**	**Great extent**	**Moderate extent**	**Low extent**	**Very low extent**
Planning is important to be incorporated in donor funded health projects					
Assurance is necessary in donor funded health projects					
Control has effect on the overall performance of donor funded health projects					

13. Kindly indicate your level of agreement on the listed statements on role of quality management practice on project performance? Value: Strongly disagree (1) Disagree (2), Neutral(3) , Agree (4), Strongly Agree (5)

No.	Statements	1	2	3	4	5
i.	Project resources are properly allocated during the planning phase of the project					
ii.	There are constant checks to ensure that quality is built into the project from the start					
iii.	Quality assurance helps to avoid project defects					
iv.	Project managers inspects and analyzes project outputs					
v.	The beneficiaries are the donors' top priority.					
vi.	Beneficiaries are encouraged to provide feedback on quality related issues					
vii.	The staffs are provided with enough training on quality management practice practices					
viii.	Subcontractors are evaluated and selected based on their ability to meet specified requirements					
ix.	The health projects comply with the proper laws and regulations					
x.	Quality Plans are prepared before initiating health projects					

Kindly explain how quality management practice affect performance of performance of donor funded health projects.

……

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Section E: Project Leadership

14. To what extent do the listed project leadership elements influence performance of donor funded health projects?

Project leadership	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Top management support is important in donor funded health projects					

Leadership Style is critical in donor funded health projects					
Leadership Structure has effect on the overall performance of donor funded health projects					

15. Kindly indicate your level of agreement on the listed statements on role of project leadership on performance of donor funded health projects? Value: Strongly disagree (1) Disagree (2), Neutral(3) , Agree (4), Strongly Agree (5)

No.	**Statements**	**1**	**2**	**3**	**4**	**5**
i.	Project manager and his team are highly skilled and competent					
ii.	There is top management support in project team					
iii.	Managers with expansive experience are better placed to design project teams					
iv.	Project leadership positively style influences project success					
v.	Democratic leadership influences performance of Projects					
vi.	Authoritarian leadership influences the performance of projects					
vii.	Participative leadership influences performance of Projects					
viii.	Situational leadership influences performance of Projects					
ix.	Project team leaders solve conflicts among team members and stakeholders amicably					
x.	The leaders motivates project team to dedicate more time to the project and avoid project delays					

Kindly explain how project leadership affect performance of projects in your organization.

……

……

Section F: Project Performance

16. On a scale of 1-5 rank project performance aspects

Value: Strongly disagree (1) Disagree (2), Neutral(3) , Agree (4), Strongly Agree (5)

No.	Statements	1	2	3	4	5
i.	The projects meet time objective					
ii.	Projects are delivered within set budget					
iii.	Project clients are satisfied					
iv.	Project realizes its benefits					
v.	Project beneficiaries are satisfied					
vi.	The project meet quality standards					
vii.	The projects were finished within the defined scope					
viii.	The organization gives regular project progress reports on its performance					

Thanks for your cooperation

Appendix III: List of NGOs in the Health Sector in Kenya

Organization	County (ies)
1 Act Change Transform (Act!)-	Isiolo, Kajiado, Mandera, Marsabit, Samburu, Turkana, Wajir, West Pokot.
2 Action Africa Help-International	Nairobi, Turkana
3 Action Aid International Kenya-	Nairobi, Kilifi, Marsabit, Samburu, Siaya, Taita Taveta, Wajir, West Pokot
4 Africa Christian Health Associations	All 47 counties
5 AMREF Health Africa-	Homa Bay, Kajiado, Kilifi, Kisumu, Kitui, Machakos, Migori, Nairobi, Siaya, Taita Taveta, Turkana, and West Pokot
6 Africa Population Health Research Center (APHRC)	Nairobi, Mombasa and Kisumu
7 Beacon of hope	Kajiado
8 Care Kenya	Garissa, Homa Bay, Isiolo, Kisumu, Marsabit, Siaya, and West Pokot.
9 Centre for Health Solutions Kenya (CHS)	Baringo, Busia, Garissa, Homa Bay, Kakamega, Kisumu, Kiambu, Kwale, Lamu, Machakos, Makueni, Marsabit, Meru, Migori, Mombasa, Nairobi, Nyeri, Siaya, and Vihiga.
10 Clinton Health Access Initiative	Kisumu, Machakos, Kakamega, Siaya
11 Engender Health Ltd Kenya	Embu, Laikipia, Makueni, Nyeri, Meru, Kisumu, Kakamega, and Kisii.
12 Family Health International (FHI360)	All counties
13 Global Alliance for Africa	All counties
14 Global Health Public Foundation	Nairobi, Mombasa and Kisumu
15 Handicap International	Nairobi, Turkana, Garissa
16 Healthright International	Nairobi, Mombasa and Kisumu
17 Helpage International	Nairobi, Embu, Machakos, and Siaya
18 Hope Worldwide Kenya	Nairobi, Mombasa and Kisumu
19 Horn Relief	Garissa, Mandera, Marsabit, Turkana, and Wajir.
20 I Choose Life Africa	Laikipia, Meru, Mombasa, Nairobi, and Uasin Gishu.
21 I Serve Africa	All counties
22 ICAP Global Health	Kisumu, Siaya, Bungoma, Kakamega, Vihiga, Embu
23 International Women's Health Coalition	All counties
24 Intrahealth International	Nairobi
25 IOM - Migration Health Assessment Centre	Nairobi
26 JHPIEGO	Nairobi
27 John Snow, Inc.	Nairobi
28 Kenya Red cross	All counties
29 Living Goods	Busia, Isiolo, Kisumu, and Vihiga.

30 Lutheran World Relief	Makueni and Tana River
31 Medecins Sans Frontieres	Nairobi, Nakuru, Homa Bay, Tana River, Garissa, Baringo, and Turkana
32 Mercy Corps	Wajir, Garissa, Marsabit, Turkana, and Isiolo.
33 Oxfam	Nairobi
34 PATH	Nairobi, Kisumu, and Homabay
35 PACT	Kitui, Narok, Baringo, Migori, and Tana River.
36 Pathfinder International Kenya	Mombasa, Kilifi, Lamu, Kwale, and Taita Taveta.
37 Pathways	Nandi
38 Plan International	Nairobi, Machakos, Kajiado, Tharaka Nithi, Siaya, Kilifi, Kwale, Homa Bay, and Kisumu
39 Planned Parenthood-International	Nairobi
40 Population Services International	Nairobi, Kilifi, and Nakuru.
41 Save the Children Fund	Nairobi, Garissa, Mandera, Samburu, Turkana, Wajir, Bungoma, Baringo, Kajiado, Embu, Kisumu, Kakamega, and Kitui.
42 Technology for health in Africa	All counties
43 Trocaire	Turkana
44 World Vision Kenya	Elgeyo Marakwet and Baringo.

Source; NGO Council (2021)

Appendix IV: Research Authorization

JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY

DEPARTMENT OF ENTREPRENEURSHIP, TECHNOLOGY, LEADERSHIP AND MANAGEMENT

Email: etlm@jkuat.ac.ke

OFFICE OF THE CHAIRPERSON
P. O. BOX 62000
NAIROBI

Ref: JKU/SOBE-ETLM/MID/014-0083/2018

Friday, August 26TH, 2022

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: INTRODUCTION LETTER FOR: SILAS OTIENO OKUMU

This is to introduce to you **Mr. Okumu** who is a student pursuing PhD., Course in Project Management in the Department of Entrepreneurship, Technology, Leadership and Management in the School of Business and Entrepreneurship at Jomo Kenyatta University of Agriculture and Technology.

The student is currently undertaking a research project project on: **"Project Management Practices and Performance of Donor funded health Projects in Kenya."** In partial fulfilment of the requirement for the programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable him obtain the necessary information for the research. Please note that the information given is purely for academic purposes and will be treated with strict confidence.

Thank you

Yours faithfully

30 AUG 2022

CHAIRPERSON
P.O. BOX 62000 - 00200, NAIROBI-JKUAT

Peter Ngatia Maku, PhD
COD, ETLM

JKUAT is ISO 9001:2015 and ISO 14001:2015 Certified

Appendix V: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **765181**

Date of Issue: **07/September/2022**

RESEARCH LICENSE

This is to Certify that Mr.. Silas Otieno Okumu of Jomo Kenyatta University of Agriculture and Technology, has been licensed to conduct research in Baringo, Bomet, Bungoma, Busia, Elgeyo-Marakwet, Embu, Garissa, Homabay, Isiolo, Kajiado, Kakamega, Kericho, Kiambu, Kilifi, Kirinyaga, Kisii, Kisumu, Kitui, Kwale, Laikipia, Lamu, Machakos, Makueni, Mandera, Marsabit, Meru, Migori, Mombasa, Muranga, Nairobi, Nakuru, Nandi, Narok, Nyamira, Nyandarua, Nyeri, Samburu, Siaya, Taita-Taveta, Tunariver, Tharuka-Nithi, Transnzoia, Turkana, Uasin-Gishu, Vihiga, Wajir, Westpokot on the topic: Project management practices and performance of donor funded health projects in Kenya for the period ending : 07/September/2023.

License No: **NACOSTI/P/22/20122**

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Applicant Identification Number

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NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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