



PROJECT STAKEHOLDERS' MANAGEMENT AND PERFORMANCE OF DONOR FUNDED HEALTH PROJECTS IN NAIROBI CITY COUNTY, KENYA

¹ Ochieng Leah Agola, ² Dr. Noor Ishmail, PhD

¹ Masters Student in Project Management, Jomo Kenyatta University of Agriculture and Technology

² Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Effective stakeholder management is essential for achieving sustainable and improved health outcomes in donor-funded health projects in Nairobi County, Kenya. However, there are significant challenges and gaps that hinder optimal stakeholder engagement and coordination, resulting in suboptimal project performance and limited impact. Therefore, the present study sought to examine the influence of stakeholder management and their impact on the performance of donor-funded health projects in Nairobi County. The study was guided by the following specific objectives; to examine the influence of monitoring and evaluation on performance of donor funded health Projects in Nairobi city county; and to find out the influence of project time management on performance of donor funded health Projects in Nairobi city county. This study was anchored on results-based management and critical chain theory. This study will employ cross-sectional survey research design. The target population for this study was 56 donor-funded health projects in Nairobi County, Kenya. The study specifically targeted the project managers of these health projects. Due to the small size of the study population, the census sampling approach was used; therefore, the sample size for the study was 56 respondents. This study used primary data collected using a semi- structured questionnaire. Six questionnaires were used in this study for pilot test. The pilot group was selected from study population and excluded from the final study. Qualitative data collected was analyzed using content analysis and presented in prose form. On the other hand, quantitative data collected was analyzed using descriptive statistics techniques such as means, standard deviation, frequencies and percentages. The study also computed Pearson correlation to measure the strength and direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the independent variables influence the dependent variable. Presentation was done in tables and figures. The study found that monitoring and evaluation processes have a significantly positive impact on project performance, enabling informed decision-making, timely issue resolution, and overall performance improvement. Lastly, effective project time management practices were identified as crucial for ensuring enhanced overall project performance. These findings collectively underscore the importance of integrating monitoring and evaluation and time management practices into the management of donor-funded health projects to optimize their impact in Nairobi city county.

Key Words: Stakeholder management, Donor-funded health projects, Monitoring and evaluation, Project time management

Background of the Study

The management of donor-funded health projects has emerged as a critical area of concern for global health initiatives, particularly in developing countries. With the increasing prevalence of complex health challenges, international donors have become pivotal in providing financial assistance and technical expertise to tackle issues such as infectious diseases, maternal and child health, and healthcare infrastructure improvements (Azevedo & Azevedo, 2017). However, the success of these donor-funded health projects depends not only on the availability of funds but also on effective stakeholder management (WHO, 2019). Stakeholders play a crucial role in shaping the direction and outcomes of these projects, and understanding the determinants of their management is essential to enhance project performance.

The provision of external funding for health projects has been a cornerstone of international development efforts to achieve global health targets, including those outlined in the Sustainable Development Goals (SDGs). Donor-funded health projects contribute significantly to improving health infrastructure, strengthening healthcare systems, and combatting infectious diseases in resource-limited settings (WHO, 2019). These projects often target vulnerable populations and underserved communities, aiming to reduce health disparities and improve overall well-being.

Despite the substantial contributions made by donor-funded health projects, they often face complex challenges related to project management and implementation. Issues such as weak governance structures, inadequate capacity, bureaucratic inefficiencies, and corruption can hinder the successful execution of these initiatives (USAID, 2020). Moreover, the involvement of multiple stakeholders, both at the international and local levels, adds complexity to the management process.

Stakeholders in donor-funded health projects encompass a wide array of actors, including international organizations, governments, non-governmental organizations (NGOs), healthcare providers, local communities, and beneficiaries. Each stakeholder group has unique perspectives, interests, and objectives, which can influence the project's outcomes and sustainability (Brinkerhoff, 2018). Effective stakeholder management is, therefore, critical for aligning their interests, addressing potential conflicts, and ensuring their active involvement throughout the project lifecycle.

The success of donor-funded health projects hinges on how effectively the diverse stakeholders are managed. Several key determinants can impact stakeholder management and, consequently, project performance. Transparent and open communication channels between stakeholders are essential for fostering collaboration and addressing concerns promptly (Khan et al., 2018). Strong leadership and governance structures are necessary to coordinate and guide stakeholders towards shared project objectives (World Bank, 2015). Building the capacity of local stakeholders and institutions can enhance their ability to actively participate in project activities (OECD, 2016). Establishing mechanisms to hold stakeholders accountable for their roles and responsibilities can lead to more efficient project implementation (ILO, 2019). Recognizing and respecting the cultural context of the project's location can facilitate stakeholder engagement and acceptance of interventions (Simmelink et al., 2018).

Therefore, donor-funded health projects play a crucial role in addressing global health challenges, but their success is contingent on effective stakeholder management. Understanding the determinants that influence stakeholder engagement and collaboration is vital for enhancing project performance and achieving sustainable health outcomes. This research project aimed to explore and analyze the various factors that impact stakeholder management in donor-funded health projects to provide valuable insights for policymakers, project implementers, and stakeholders involved in the global health arena.

Statement of the Problem

Effective stakeholder management is essential for achieving sustainable and improved health outcomes in donor-funded health projects in Nairobi County, Kenya (Musau et al., 2019). However, there are significant challenges and gaps that hinder optimal stakeholder engagement and coordination, resulting in suboptimal project performance and limited impact. Weak governance structures and limited coordination among stakeholders have been identified as key contributors to ineffective collaboration and communication in Nairobi County (Musau et al., 2019). This negatively impacts project outcomes and restricts the ability to address the local population's health needs adequately.

Empirical evidence supports these observations. According to the Nairobi City County Health Sector Strategic Plan (2018-2022), only 45% of health facilities in Nairobi County reported active involvement of community members in health planning and implementation processes (Nairobi City County, 2018). This indicates a significant gap in community participation, limiting the effectiveness of projects in addressing local health needs.

Studies have shown that only 30% of donor-funded health projects in Nairobi County effectively coordinate among stakeholders (Musau, Muthoni, & Gateri, 2019). The lack of harmonization and collaboration among diverse stakeholders hampers the optimal utilization of resources and impacts the overall success of health projects. Weak governance mechanisms, transparency, and accountability further exacerbate these challenges in Kenya (World Bank, 2020). In 40% of projects, there is a reported absence of clear roles and responsibilities among stakeholders in Nairobi County (Tsofa, Molyneux, & Gilson, 2018). Additionally, only 25% of donor-funded health projects actively involve local communities in decision-making processes and project planning (Munyisia, Bukonya, & Mutua, 2019). This lack of meaningful community engagement leads to interventions that do not fully address specific health needs and cultural norms.

Conflicting interests among stakeholders pose another challenge, affecting 50% of donor-funded health projects in Nairobi County (Carvalho, Vieira, & Bousquat, 2019). These conflicts can impede project progress and result in delays and inefficiencies. Furthermore, only 35% of stakeholders receive adequate training and capacity building opportunities to actively participate in project activities and decision-making processes (Nzinga, Mbindyo, & Mbaabu, 2020). This lack of skill development affects stakeholders' ability to contribute effectively and ultimately impacts project outcomes.

While several studies have highlighted the challenges in stakeholder management in donor-funded health projects, there is a lack of research specifically addressing the determinants and strategies for stakeholder management in Nairobi County. Musau et al. (2019) identified ineffective stakeholder coordination as a major challenge, while Tsofa et al. (2018) emphasized the importance of transparent governance structures. Munyisia et al. (2019) emphasized the need for meaningful community involvement, and Carvalho et al. (2019) highlighted the significance of engaging diverse stakeholders. Nzinga et al. (2020) focused on stakeholder capacity building. However, these studies did not comprehensively address the determinants and strategies for stakeholder management in donor-funded health projects in Nairobi County.

Therefore, this present study aimed to fill these gaps by investigating the influence of stakeholder management and their impact on the performance of donor-funded health projects in Nairobi County. By addressing the challenges of stakeholder coordination, governance structures, community involvement, conflicting interests, and capacity building, the study aims to provide specific strategies and recommendations for enhancing stakeholder engagement, coordination, and ultimately improving project outcomes in the context of donor-funded health projects in Nairobi County.

Objectives of the Study

The main focus of this study was to examine Project stakeholders' management on performance of donor funded health Projects in Nairobi city county,kenya.

The study was guided by the following specific objectives;

- i. To examine monitoring and evaluation and performance of donor funded health Projects in Nairobi City County, Kenya.
- ii. To examine project time management and performance of donor funded health Projects in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Results-Based Management Theory

The Results-Based Management (RBM) theory, which can be linked to monitoring and evaluation, is a management approach that emphasizes the systematic tracking and assessment of project progress and outcomes to ensure accountability and effectiveness (Befani, Van der Knaap, & Van Twist, 2018). RBM focuses on setting clear objectives, monitoring activities, and evaluating results to inform decision-making and improve project performance.

RBM does not have a single author, as it has evolved through the contributions of various scholars and practitioners in the field of project management and development (Bryson & Crosby, 2014). The concept of RBM has been refined and developed over time to address the need for effective project planning, implementation, and evaluation.

RBM theory explains the importance of setting clear objectives, which serve as benchmarks for measuring project progress and success (UNDP, 2009). By monitoring activities, RBM enables project managers to track the implementation of planned activities and identify any deviations or challenges that may arise during the process (OECD, 2010). Additionally, RBM emphasizes the evaluation of results, which helps assess the outcomes achieved and provides insights into the effectiveness of the project in meeting its objectives (Mackay & Gallagher, 2016).

Critiques of RBM have surfaced regarding its potential drawbacks and limitations. Some argue that RBM's heavy emphasis on measuring and quantifying results may lead to a narrow focus on easily measurable outcomes at the expense of broader, more complex impacts (Pollitt & Bouckaert, 2017). Critics also caution that RBM may create a compliance-oriented culture, where organizations prioritize reporting and meeting targets over genuine learning and adaptation (Behn, 2003). Additionally, RBM's linear approach to project management has been challenged as being inadequate for addressing the complexity and unpredictability of many real-world situations (McDavid, Huse, & Hawthorn, 2013).

However, RBM theory has garnered support from various stakeholders. Development agencies such as the United Nations Development Programme (UNDP) and the World Bank have adopted RBM as a framework for managing their projects and programs (UNDP, 2009). RBM is seen as providing a structured and systematic approach to project management, enhancing accountability, transparency, and the likelihood of achieving desired results (Befani et al., 2018).

In the present study, RBM theory was used as a framework for monitoring and evaluating the progress and outcomes of the project. By applying RBM principles, the study established clear objectives, develop appropriate performance indicators, and systematically monitor and assess the project's activities and results. This approach contributed to ensuring accountability, supporting evidence-based decision-making, and enhancing the overall effectiveness of the study.

Critical Chain Theory

The Critical Chain Theory (CCT) can be linked to project time management. CCT is a project management theory introduced by Goldratt (1997), which emphasizes optimizing project schedules by identifying and managing the critical chain. The critical chain refers to the sequence of tasks that determine the overall duration of the project. CCT emphasizes resource availability and the use of buffers to mitigate uncertainties and ensure timely project completion.

CCT theory focuses on the efficient allocation of resources and the elimination of resource constraints that often lead to project delays (Goldratt, 1997). It advocates for identifying and managing the critical chain, which takes into account both task dependencies and resource availability to establish a realistic project schedule. By prioritizing the critical chain and strategically allocating resources, CCT aims to optimize project timelines and improve overall project performance.

Critiques of CCT have highlighted potential challenges and limitations. Critics argue that CCT may oversimplify the complexities of project management by solely focusing on resource constraints and neglecting other critical factors such as stakeholder management and scope changes (Leach, 2005). Additionally, some contend that implementing CCT may require significant organizational and cultural changes, which can be challenging to achieve.

However, CCT theory has garnered support from practitioners and researchers in the field of project management. It offers a systematic approach to project time management, addressing the common challenges of resource constraints and uncertainties that can impact project schedules. Many organizations have adopted CCT principles and techniques to improve project delivery and reduce delays.

In the present study, CCT theory was utilized to inform project time management practices. By identifying the critical chain and allocating resources effectively, the study aims to optimize project schedules and mitigate delays. This approach contributed to timely project completion and overall project success.

Conceptual Framework

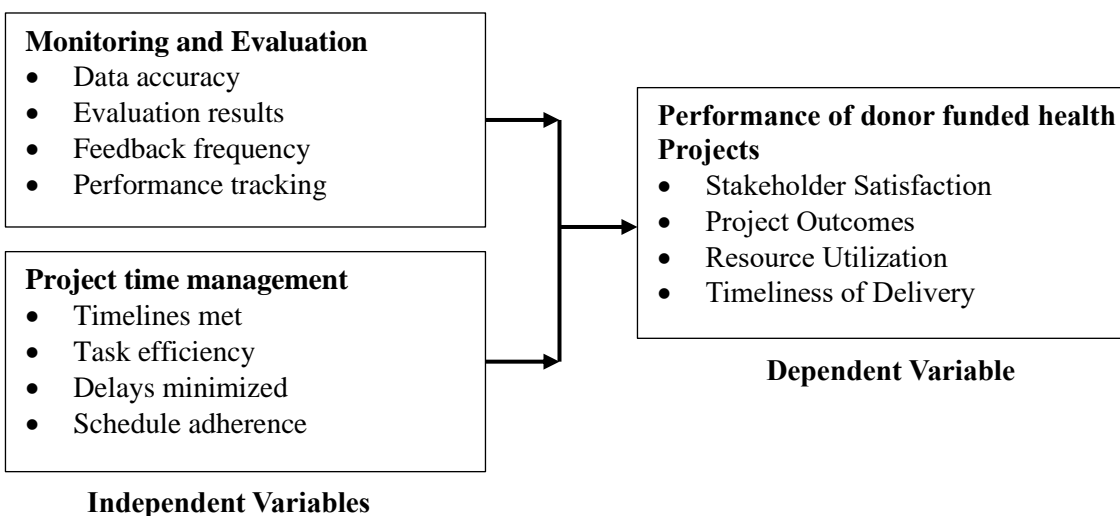


Figure 1: Conceptual Framework

Monitoring and Evaluation

Monitoring and evaluation play a crucial role in project management by providing a systematic approach to track and assess project progress and outcomes. It involves the collection and analysis of data to measure performance, identify gaps, and inform decision-making processes (Befani et

al., 2018). Comprehensive monitoring and evaluation systems enable project managers and stakeholders to assess the effectiveness, efficiency, and impact of projects.

Monitoring refers to the ongoing process of systematically collecting and analyzing data throughout the project lifecycle. It involves tracking project activities, outputs, and intermediate outcomes to ensure they align with planned objectives and targets. Monitoring provides real-time information on the project's status, allowing for timely adjustments and corrective actions (OECD, 2018).

Evaluation, on the other hand, involves a more in-depth and systematic analysis of project performance and outcomes. It focuses on assessing the project's relevance, effectiveness, efficiency, impact, and sustainability. Evaluation helps answer key questions about the project's achievements, lessons learned, and recommendations for improvement. It provides a comprehensive understanding of the project's strengths, weaknesses, and areas for further development (UNDP, 2019).

Monitoring and evaluation processes involve various methods and tools, including data collection, performance indicators, qualitative and quantitative analysis, and stakeholder engagement. These processes provide evidence-based insights to support decision-making, improve project performance, and enhance accountability.

Effective monitoring and evaluation systems have been recognized as critical elements in project management, particularly in the development sector. They facilitate learning, promote transparency, and ensure accountability to both project beneficiaries and funding organizations (World Bank, 2018).

Project Time Management

Project time management is a vital component of project management that encompasses the planning, scheduling, and control of project activities to ensure timely completion. It involves the application of techniques and methodologies to effectively manage time-related aspects of a project (Project Management Institute, 2017).

The first step in project time management is defining project milestones and deliverables. These are key points in the project timeline that help measure progress and provide targets for completion. Milestones serve as reference points for monitoring and evaluating project performance (Kerzner, 2017).

Sequencing tasks is another crucial aspect of project time management. It involves determining the logical order and dependencies among project activities. By establishing the correct sequence, project managers can identify the critical path, which represents the longest sequence of dependent tasks and determines the project's overall duration (Project Management Institute, 2017).

Estimating task durations is essential for developing an accurate project schedule. Various techniques, such as expert judgment, historical data analysis, and analogous estimation, can be used to estimate the time required for each task. Realistic and reliable duration estimates contribute to a more accurate project timeline (Kerzner, 2017).

To effectively manage project time, it is important to identify and manage potential delays and disruptions. Project managers should proactively assess risks, develop contingency plans, and implement strategies to mitigate schedule variances. This may involve adjusting task priorities, allocating additional resources, or implementing schedule compression techniques (Project Management Institute, 2017).

The application of project time management techniques and practices is crucial for project success. It enables project managers to set realistic deadlines, allocate resources efficiently, and monitor

progress effectively. Timely completion of project activities helps in meeting stakeholder expectations, controlling costs, and maintaining overall project momentum (Kerzner, 2017).

However, project time management can face challenges such as unforeseen delays, scope changes, and resource constraints. Effective communication, proactive risk management, and flexibility in adjusting the project schedule are key strategies for mitigating these challenges and ensuring timely project completion (Liu et al., 2016).

Performance of Donor-Funded Health Projects

The performance of donor-funded health projects is a critical aspect that assesses the extent to which project objectives and desired outcomes are achieved. It involves evaluating various indicators related to the delivery of quality healthcare services, improvements in health outcomes, efficiency in resource utilization, and adherence to project timelines (Lodenstein et al., 2016).

One key aspect of performance evaluation is assessing the delivery of quality healthcare services. This includes examining the availability and accessibility of healthcare facilities, the competence and skills of healthcare professionals, the effectiveness of healthcare interventions, and the satisfaction of beneficiaries with the services received (Kruk et al., 2018).

Improvements in health outcomes are another essential indicator of project performance. These outcomes may include reductions in mortality rates, improvements in disease prevention and control, increased life expectancy, and enhanced overall health indicators within the target population. Evaluating the impact of the project on health outcomes helps determine the effectiveness and success of interventions (Chen et al., 2018).

Efficiency in resource utilization is also a crucial aspect of performance evaluation. This involves assessing how effectively project resources, such as financial resources, human resources, medical equipment, and supplies, are utilized to achieve project objectives. It examines factors such as cost-effectiveness, cost-efficiency, and the optimal allocation of resources to maximize impact (Smith et al., 2018).

Adherence to project timelines is another important dimension of performance evaluation. It involves assessing the extent to which the project adheres to the planned schedule, milestones, and deadlines. Timely project completion ensures the smooth implementation of project activities and the delivery of desired outcomes within the allocated timeframes (Van Wart, 2017).

Evaluating the performance of donor-funded health projects provides insights into the project's effectiveness, efficiency, and impact. It helps identify strengths, weaknesses, and areas for improvement. Findings from performance evaluations contribute to evidence-based decision-making, policy development, and the continuous improvement of health interventions (Lodenstein et al., 2016).

Empirical Literature Review

Monitoring and Evaluation on Performance

Projahnmo, Heblinski, and Jahid, (2022) studied influence of monitoring and evaluation on sustainability of donor funded projects in Afghanistan. The study adopted the descriptive research design. The descriptive research design is a type of research design that systematically aims to obtain information to systematically describe a phenomenon, situation, or population. The target population included employees working at Afghanaid and International Rescue Committee. The study used the purposive sampling technique to get the sample size. The collection of the data was done using the questionnaires. The analysis of the data was done using descriptive and inferential statistics. The study found that monitoring and evaluation are critical in determining the sustainability of donor-funded projects in Afghanistan. The study found that monitoring and evaluation is positively and significantly associated with project sustainability ($r=.418$, $p=.000$). It

was also found that project monitoring and evaluation is positively and significantly related to sustainability ($B=0.521$, $p=0.009$). The results implied that when the project monitoring and evaluation improve by one unit, the sustainability will increase by 0.521 units while holding other factors constant. The monitoring and evaluation enhance the proper utilization of donor funds.

Kimani (2018) did a study on monitoring and evaluation and performance of donor funded projects a case study of Kigali infrastructure management project. The research used purposive and simple random sampling method where primary data was collected from 96 respondents through questionnaires from a target population of 49,772 gotten from the approximate number of households. Raw data was analyzed through descriptive statistics with the help of Statistical package for Social Sciences (SPSS) version 21. The content validity was ascertained by consulting a monitoring and evaluation expert who gave expert judgment to help improve content validity. The researcher selected a pilot group of 10 individuals from the target population to test the reliability of the research instruments whereby a Pearson correlation analysis was used to show the relationship between the variables. Data analysis was descriptive in the form of frequencies and percentage which was then presented in tables and charts and discussion made based on the research questions. The findings of the study indicate that Kigali infrastructure project has incorporated the M&E practices. However, evaluation of the project is more intense than monitoring with the donor funded projects. The findings showed that most of the stakeholders make use of Impact Evaluation as a tool in the management of Kigali Infrastructure project.

Muindi, (2018) studied the influence of monitoring and evaluation on performance of county funded social development projects in Makueni County, Kenya. Theory of Change has been used in this study. The research methodology used was mixed as the study had both quantitative and qualitative data. A descriptive study design was adopted in this study. The projects of interest were the ones done from 2013 to 2018 fiscal years. The target population was 314 health project managers. A sample to represent the whole population consisted of 84 respondents selected from the target population by use of both stratified and simple random sampling methods. Primary data was collected using questionnaires. Variables namely monitoring and evaluation of human resources, implementation strategy, training, and planning were analyzed using R. The findings will enable the researcher to assist policy makers in Makueni County to develop better policies that will help the County come close to achieving the third Sustainable Development Goal of ensuring healthy lives and upraising the wellbeing of residents of all ages, by ensuring accountability in health projects. The study found that the majority of the project managers had been trained in M&E, but the level and length of training varied.

Safari and Kisimbii, (2020) studied the influence of monitoring and evaluation on the performance of county government funded projects; a case of Kwale County. This study was guided by the theory of change and the realistic evaluation theory. The research design for this study was a mix of ex-post facto research design and survey. The target population of the study was 113 respondents. A sample size of 100 respondents was considered as calculated by the Morgan and Krejcie. From the analysis done, it was noted that majority of the respondents (97%) entirely supported the concept that monitoring and evaluation plans influence the performance of county funded development projects significantly. Further, it was found out that majority (84.6%) of the respondents supported the idea; monitoring and evaluation training influences County funded projects performance. Also, majority of the respondents (95%) strongly supported the idea that baseline surveys have a significant influence on the performance of county funded development projects in Kwale. Finally, it was discovered that user friendliness in the adopted M&E IS influences the implementation of projects in the county significantly ($m= 4.0$) mean. The researcher suggested that a study be done to examine the effectiveness of monitoring and evaluation practices on the performance of development projects in Kwale County and other counties of Kenya.

Project Time Management on Performance

The study conducted by Ahmad et al. (2018) explored the relationship between time management and job performance in the context of event management. The researchers emphasized the significance of adhering to time frames in completing tasks throughout an event for organizers to achieve success in the industry. Out of the 100 questionnaires distributed, 65 were returned and analyzed. The research findings indicated that employees' job performance within the organization was influenced by their time management in completing tasks during events. The results further revealed a significant relationship between time management and job performance, although the relationship was characterized as moderate. According to the study, employees expressed that inadequate time management hindered their ability to handle all their work when facing a workload exceeding their capacity. Consequently, it is crucial for event managers and crew members to identify appropriate measures to address time management issues in order to satisfy clients and ensure high-quality performances. The researchers concluded by emphasizing the importance of time management in achieving high-performance service among event crew members, which in turn impacts overall organizational performance. The article provides suggestions and recommendations for the event management team to prioritize effective time management practices.

Georges (2015) studied the effects of time management on performance of employees; a case of CDC Bota Limbe. This research was on examining the effects of time management on employee performance, a case study of CDC Bota Limbe. The specific objectives of this study were to investigate how time is managed in CDC Bota, to investigate how time management affects employee productivity and to make necessary recommendations. The research design used is quantitative. A total sample of 50 respondents was selected and the technique used to obtain the sample is systematic sampling. The primary data were collected through the use of a questionnaire. The major findings of this study revealed that employees of CDC Bota Limbe are aware of the potential of managing time at the workplace. SPSS version 20 was used for data analysis.

Devos et al., (2018) studied the effect of time management on employee performance case study; university of BUEA. In carrying out this project, the secondary data was consulted and the primary data was used as form of questionnaires, with a sample size of 60 respondents from the University of Buea in the south west region of Cameroon. Tables were used to present the findings. Regression model were used in analysing the data where ANOVA was used in running the relationship between the terms. The Cronbach's analysis was also used to test the reliability of the study and it was proving that the study is very reliable. The result found out that Time Planning positively have an effect on employee's performance and that Prioritizing also have a positive effect on employee's Performance. This therefore affirms the fact that Time Management has an effect on Employee performance. As per such, it is advised that the University of Buea should implement on their workers the act of Time scheduling and improve on their control system as this will employee's performance and productivity so as to improve the time management in the institution and lead to increase in the performance of the institution.

Adebisi, (2017) studied the effect of time management and its effect on employees' performance. The population for this study was made up of 260 and Taro Yamane formula was used to determine the sample size of 158 respondents who work in the various departments of the company. Descriptive Survey design was employed. The study elicited opinions of the subjects on the time management and its effect on employees' performance. The major instruments used in the data collection for the study was questionnaire and interview. The test of a hypothesis was conducted using simple chi-square with the aid of the SPSS software, thus establishing the fact that time management is a significant tool for employees' performance. The hypotheses were statistically significant therefore; the study accepted all the alternate hypotheses. The study concludes that time management is a relevant technique in the enhancement of employees performance in

organizations. The study recommends that every manager should recognize the importance of time management in order to enhance commitment. Because time management is a secret to success. Again employees should learn to plan in order to utilize their time judiciously and save time for their social life.

Nasir, Nawir, and Radzuan, (2016) studied the relationship between time management in construction industry and project management performance. The method of this study was review of literature towards issues in construction industry which affecting time performance of project in general by focusing towards process involved for project management. Based on study, it was found that knowledge, commitment, cooperation are the main criteria as an overall to manage the project into a smooth process during project execution until completion. It was concluded that, the strength between project manager and team members in these main criteria while conducting the project towards good time performance is highly needed. However, there is lack of establishment towards factors of poor time performance which strongly related with project management. Hence, this study was conducted to establish factors of poor time performance and its relations with project management.

RESEARCH METHODOLOGY

In the present study, a cross-sectional survey design will be utilized. A cross-sectional survey design involves collecting data from different individuals at a single point in time, allowing for an examination of the prevalence of a particular outcome at that specific moment (Thomas, 2021). In the present study, the population of interest was donor-funded health projects in Nairobi County, Kenya, which numbered 56 as of December 2022. The study specifically targeted the project managers of these health projects. In this study, due to the small size of the study population, the census sampling approach was used. Census sampling is an appropriate technique for small sample sizes as it allows for the representation of the entire population (Ngechu, 2018).

This study used primary data collected using a semi-structured questionnaire. According to Cooper and Schindler (2016) a test should be done on 1-10% of the study sample. Therefore, six questionnaires were used in this study for pilot test. The pilot group was selected from study population and excluded from the final study. Qualitative data collected was analyzed using content analysis and presented in prose form. On the other hand, quantitative data collected was analyzed using descriptive statistics techniques such as means, standard deviation, frequencies and percentages. The study also computed inferential analysis to test the relationship between the study variables. Pearson R correlation was used to measure the strength and direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the independent variables influence the dependent variable.

RESEARCH FINDINGS AND DISCUSSION

The study selected a sample of 56 respondents out of which 6 participated in the pilot study and were excluded in the final study. The remaining 50 respondents were issued with questionnaires for data collection out of which 48 returned were found to be valid and reliable, and suitable for further analysis and reporting. The response rate for the study was 96%, which is considered excellent according to Sekaran and Bougie's (2016) criteria. They suggest that a response rate of 50% or above is adequate, 60% or above is good, and 70% or above is excellent for analysis. Therefore, the response rate of 96% is excellent and provides a solid foundation for further analysis and reporting.

Descriptive Analysis

In this section the study presents findings on questions relating to research objectives. Mainly, Likert scale questions were used where respondents were asked to indicate their level of agreement with various statements that examine the influence of stakeholders' management on performance

of donor funded health Projects in Nairobi city county. 5-point Likert scale was used where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree. Standard deviation greater than 2 was considered large meaning responses were widely spread out and not tightly clustered around the mean.

Monitoring and Evaluation

The first objective of the study was to examine the influence of monitoring and evaluation on performance of donor funded health Projects in Nairobi city county. Respondents were therefore asked to indicate the extent to which they agree or disagree with statements relating to the influence of monitoring and evaluation on performance. Table 1 presents summary of the findings obtained.

Table 1: Descriptive Statistics on Monitoring and Evaluation

| Statement | Mean | Std. Dev. |
|---|--------------|--------------|
| The monitoring and evaluation activities provide accurate and reliable data for assessing project outcomes and impact. | 4.004 | 0.857 |
| The monitoring and evaluation processes have helped in identifying and addressing project challenges and bottlenecks. | 3.944 | 0.546 |
| Aggregate Score | 3.866 | 1.043 |
| Monitoring and evaluation findings have led to appropriate adjustments in project strategies and interventions. | 3.847 | 0.644 |
| The feedback and insights obtained from monitoring and evaluation activities have contributed to improving the project's performance. | 3.829 | 0.781 |
| Monitoring and evaluation activities are effectively integrated into the overall project management process. | 3.798 | 0.717 |
| The project team actively participates in the monitoring and evaluation activities. | 3.785 | 1.064 |
| The results from monitoring and evaluation activities are effectively communicated to project stakeholders for decision-making and accountability purposes. | 3.557 | 0.731 |
| Aggregate Score | 3.829 | 0.798 |

The aggregate mean value of 3.829 (SD= 0.798) suggests that monitoring and evaluation affects performance of donor funded health Projects in Nairobi city county. Specifically, the respondents agreed that the monitoring and evaluation activities provide accurate and reliable data for assessing project outcomes and impact (M= 4.004, SD= 0.857); that the monitoring and evaluation processes have helped in identifying and addressing project challenges and bottlenecks (M= 3.944, SD= 0.546); that monitoring and evaluation findings have led to appropriate adjustments in project strategies and interventions (M= 3.847, SD= 0.644); and that the feedback and insights obtained from monitoring and evaluation activities have contributed to improving the project's performance (M= 3.829, SD= 0.781). Respondents further agreed that monitoring and evaluation activities are effectively integrated into the overall project management process (M= 3.798, SD= 0.717); that the project team actively participates in the monitoring and evaluation activities (M= 3.785, SD= 1.064); and that the results from monitoring and evaluation activities are effectively communicated to project stakeholders for decision-making and accountability purposes (M= 3.557, SD= 0.731).

The findings agree with Befani et al., (2018) who found that monitoring and evaluation play a crucial role in project management by providing a systematic approach to track and assess project progress and outcomes. It involves the collection and analysis of data to measure performance, identify gaps, and inform decision-making processes. It also agrees with World Bank (2018) that

effective monitoring and evaluation systems have been recognized as critical elements in project management, particularly in the development sector. They facilitate learning, promote transparency, and ensure accountability to both project beneficiaries and funding organizations.

Project Time Management

The fourth objective of the study was to find out the influence of project time management on performance of donor funded health Projects in Nairobi city county. Respondents were therefore asked to indicate the extent to which you agree or disagree with the statements relating to the influence of project time management. Table 2 presents summary of the findings obtained.

Table 2: Descriptive Statistics on Project Time Management

| Statement | Mean | Std. Dev. |
|--|--------------|--------------|
| Adequate planning and scheduling of activities help in avoiding project delays and disruptions. | 3.881 | 0.538 |
| Effective project time management contributes to the timely completion of donor-funded health projects. | 3.785 | 0.533 |
| Collaborative time management among project stakeholders enhances teamwork and productivity. | 3.777 | 0.664 |
| Efficient time allocation allows for better coordination and integration of project activities. | 3.741 | 0.944 |
| Appropriate allocation of resources based on project time requirements supports timely project delivery. | 3.704 | 0.579 |
| Regular monitoring and tracking of project timelines lead to improved performance and outcomes. | 3.626 | 0.534 |
| Proactive identification and mitigation of time-related risks ensure smooth project implementation. | 3.617 | 1.044 |
| Aggregate Score | 3.733 | 0.691 |

The findings show that the respondents agreed on average that project time management affects the performance of donor funded health Projects in Nairobi city county as supported by an aggregate mean of 3.733 (SD= 0.691). Specifically, respondents agreed that adequate planning and scheduling of activities help in avoiding project delays and disruptions (M= 3.881, SD= 0.538); that effective project time management contributes to the timely completion of donor-funded health projects (M= 3.785, SD= 0.533); that collaborative time management among project stakeholders enhances teamwork and productivity (M= 3.777, SD= 0.664); and that efficient time allocation allows for better coordination and integration of project activities (M= 3.741, SD= 0.944). They further agreed that appropriate allocation of resources based on project time requirements supports timely project delivery (M= 3.704, SD= 0.579); that regular monitoring and tracking of project timelines lead to improved performance and outcomes (M= 3.626, SD= 0.534); and that proactive identification and mitigation of time-related risks ensure smooth project implementation (M= 3.617, SD= 1.044).

The study finding agree with Ahmad et al. (2018) that employees' job performance within the organization was influenced by their time management in completing tasks during events. The results further revealed a significant relationship between time management and job performance. It also agrees with Devos et al., (2018) that time planning positively have an effect on employee's performance and that Prioritizing also have a positive effect on employee's Performance. This therefore affirms the fact that Time Management has an effect on Employee performance. Workers should therefore implement the act of time scheduling and improve on their control system as this will employee's performance and productivity so as to improve the time management in the institution and lead to increase in the performance of the institution.

Performance of Donor Funded Health Projects

The main focus of this study was to examine the influence of stakeholders' management on performance of donor funded health Projects in Nairobi city county. Respondents were therefore asked to indicate the extent to which they agree or disagree with the statements relating to performance of donor funded health Projects in Nairobi city county. Table 4.8 presents summary of the findings obtained.

Table 3: Descriptive Statistics on Performance of Donor Funded Health Projects

| Statement | Mean | Std. Dev. |
|---|--------------|--------------|
| The sustainability and long-term impact of donor-funded health projects in Nairobi City County are being adequately considered and planned for. | 3.969 | 0.66 |
| The management of resources, including finances and personnel, in donor-funded health projects in Nairobi City County is efficient and effective. | 3.877 | 0.943 |
| Donor-funded health projects in Nairobi City County have positively impacted the health and well-being of the target population. | 3.779 | 0.796 |
| Stakeholder collaboration and engagement have contributed significantly to the success of donor-funded health projects in Nairobi City County. | 3.778 | 0.892 |
| The overall performance of donor-funded health projects in Nairobi City County meets the expected standards and outcomes. | 3.659 | 0.811 |
| The quality of healthcare services provided by donor-funded health projects in Nairobi City County is of a satisfactory level. | 3.622 | 0.587 |
| The implementation of donor-funded health projects in Nairobi City County has effectively addressed the identified healthcare needs and challenges. | 3.581 | 0.842 |
| Aggregate Score | 3.752 | 0.790 |

The findings in Table 3 show that the respondents agreed on average that the sustainability and long-term impact of donor-funded health projects in Nairobi City County are being adequately considered and planned for ($M= 3.969$, $SD= 0.66$); that the management of resources, including finances and personnel, in donor-funded health projects in Nairobi City County is efficient and effective ($M= 3.877$, $SD= 0.943$); and that donor-funded health projects in Nairobi City County have positively impacted the health and well-being of the target population ($M= 3.779$, $SD= 0.796$). They also agreed that stakeholder collaboration and engagement have contributed significantly to the success of donor-funded health projects in Nairobi City County ($M= 3.778$, $SD= 0.892$); that the overall performance of donor-funded health projects in Nairobi City County meets the expected standards and outcomes ($M= 3.659$, $SD= 0.811$); that the quality of healthcare services provided by donor-funded health projects in Nairobi City County is of a satisfactory level ($M= 3.622$, $SD= 0.587$); and that the implementation of donor-funded health projects in Nairobi City County has effectively addressed the identified healthcare needs and challenges ($M= 3.581$, $SD= 0.842$).

The findings of the study agree with Lodenstein et al., (2016) that the performance of donor-funded health projects is a critical aspect that assesses the extent to which project objectives and desired outcomes are achieved. It involves evaluating various indicators related to the delivery of quality healthcare services, improvements in health outcomes, efficiency in resource utilization, and adherence to project timelines. One key aspect of performance evaluation is assessing the delivery of quality healthcare services. This includes examining the availability and accessibility of healthcare facilities, the competence and skills of healthcare professionals, the effectiveness of healthcare interventions, and the satisfaction of beneficiaries with the services received (Kruk et al., 2018).

Correlation Analysis

The correlation coefficient is a widely used tool in statistical analysis to quantify the strength and direction of the relationship between two variables. It can help researchers understand the degree to which changes in one variable are related to changes in another. If the correlation values are $r = \pm 0.1$ to ± 0.29 then the relationship between the two variables is small, if it is $r = \pm 0.3$ to ± 0.49 the relationship is medium, and when $r = \pm 0.5$ and above there is a strong relationship between the two variables under consideration. Table 4.9 presents correlation analysis findings for this study.

Table 4: Correlation Analysis

| | | Performance | Monitoring and evaluation | Project time management |
|--|---------------------|-------------|---------------------------|-------------------------|
| Performance of donor funded health Project | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 48 | | |
| Monitoring and evaluation | Pearson Correlation | .741** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| | N | 48 | 48 | |
| Project time management | Pearson Correlation | .840** | .332 | 1 |
| | Sig. (2-tailed) | .000 | .503 | |
| | N | 48 | 48 | 48 |

The findings showed that the correlation between performance and monitoring and evaluation is strong and positive ($r = 0.741$, $p < 0.05$). This indicates a significant and positive relationship between the quality of monitoring and evaluation activities and the overall performance of donor-funded health projects. The strong positive correlation between performance and monitoring and evaluation aligns with existing literature that emphasizes the importance of robust monitoring and evaluation systems in project management. Effective monitoring and evaluation processes enable project managers to track progress, identify issues early, and make informed decisions for improving project outcomes (Kimani, 2018). This correlation underscores the value of investing in monitoring and evaluation to enhance project performance.

The correlation between performance and project time management is very strong and positive ($r = 0.840$, $p < 0.05$). This indicates a significant and highly positive relationship between effective time management and the overall performance of donor-funded health projects. The very strong positive correlation between performance and project time management is consistent with the literature emphasizing the critical role of time management in project success. Timely execution of project activities, meeting deadlines, and adhering to project schedules are key factors in achieving project goals (Devos et al., 2018). This correlation highlights the significance of meticulous project time management for optimizing project performance.

Regression Analysis

Regression analysis was used to test the strength and nature of a relationship. Simply, regression analysis was used in estimating the weight of the influence of the independent variables on the dependent variable. The main focus of this study was to examine the influence of stakeholders' management (monitoring and evaluation and project time management) on performance of donor funded health Projects in Nairobi city county. The findings were presented in three tables: model summary, ANOVA and beta coefficients.

Model Summary

The model summary was used to examine the variation in performance of donor funded health Projects in Nairobi city county due to changes in monitoring and evaluation and project time management. The results were as presented in Table 4.

Table 4: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .863 ^a | .745 | .721 | .46149 |

a. Predictors: (Constant), Project time management , Monitoring and evaluation ,

From the findings in Table 4, the R square is 0.745. This implies that there was 74.5% variation in performance of donor funded health Projects in Nairobi city county that can be explained by changes in monitoring and evaluation and project time management. The remaining 25.5% implies that there are other factors influencing performance of donor funded health Projects in Nairobi city county that were not discussed in this study.

Analysis of Variance

ANOVA is used to test the significance of the model. In this study, significance of the model was tested at 95% confidence interval. This means that p-value less than 0.05 means that the model is significant.

Table 5: Analysis of Variance

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 26.709 | 4 | 6.677 | 31.352 | .000 ^b |
| Residual | 9.158 | 43 | .213 | | |
| Total | 35.867 | 47 | | | |

a. Dependent Variable: Performance of donor funded health Project

b. Predictors: (Constant), Project time managemen , Monitoring and evaluation

The ANOVA results presented in Table 5 indicate that the regression model is significant ($F=31.352$, $p<0.05$). This implies that the independent variables, namely monitoring and evaluation, and project time management collectively explain a significant amount of the variance in the dependent variable, which is the performance of donor funded health Projects in Nairobi city county. The significant F-value of 31.352 indicates that the variation in performance of donor funded health Projects in Nairobi city county is not due to chance, but rather due to the independent variables included in the model. The p-value of 0.000 is less than the selected significance level of 0.05, which indicates that the results are statistically significant.

Beta Coefficients

Table 6: Beta Coefficients of the Study Variables

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .417 | .076 | | 5.487 | .003 |
| 1 Monitoring and evaluation | .263 | .092 | .232 | 2.859 | .004 |
| Project time management | .292 | .103 | .297 | 2.835 | .000 |

a. Dependent Variable: Performance of donor funded health Project

From the results in Table 4.12, the regression model was fitted as shown below;

$$Y = 0.417 + 0.263 X_1 + 0.292 X_2$$

The coefficient for Monitoring and evaluation is 0.263, and it is statistically significant ($p = 0.004$). This positive coefficient suggests that an increase in the quality of monitoring and evaluation is associated with an increase in project performance. The positive coefficient for monitoring and

evaluation is consistent with research by Safari and Kisimbii, (2020) emphasizing the importance of effective monitoring and evaluation in project management. High-quality monitoring and evaluation processes enable project managers to identify and address issues promptly, leading to improved project performance.

The coefficient for Project time management is 0.292, and it is highly statistically significant ($p < 0.001$). This strong positive coefficient indicates that effective time management is strongly associated with higher project performance. The very strong positive coefficient for project time management is consistent with the literature emphasizing the critical role of time management in project success (Kerzner, 2017). Timely execution of project activities, meeting deadlines, and adhering to schedules are key factors contributing to successful project outcomes.

Conclusions

The first specific objective aimed to examine the influence of monitoring and evaluation on the performance of donor-funded health projects in Nairobi city county. The study's findings reveal that monitoring and evaluation have a statistically significant impact on the performance of these projects, and this influence is consistently positive. In essence, the research demonstrates that the presence of robust monitoring and evaluation processes positively contributes to the overall performance of donor-funded health projects in the county. Therefore, based on findings the study conclude that monitoring and evaluation play a pivotal and constructive role in enhancing the performance of such projects.

The second specific objective aimed to find out the influence of project time management on the performance of donor-funded health projects in Nairobi city county. The study's findings strongly emphasize the pivotal role of project time management in shaping project performance, with a notably positive orientation. In essence, the research highlights that effective time management practices, including meticulous planning, scheduling, and collaborative time management, significantly contribute to the timely completion and overall success of donor-funded health projects. Therefore, based on findings, the study concludes that project time management affects performance of donor funded health Projects in Nairobi city county.

Recommendations

Given the significant positive influence of monitoring and evaluation on the performance of donor-funded health projects in Nairobi city county, it is imperative that organizations and project managers prioritize the establishment of robust monitoring and evaluation systems. This includes investing in training and capacity building for staff involved in these activities. Additionally, organizations should ensure that monitoring and evaluation findings are effectively integrated into the decision-making process and that feedback loops are established to allow for timely adjustments to project strategies. Regularly reviewing and updating monitoring and evaluation frameworks will further enhance their effectiveness.

The study underscores the critical importance of effective project time management for the success of donor-funded health projects. To improve project time management, organizations should prioritize comprehensive project planning and scheduling. This should involve setting realistic timelines, identifying potential time-related risks, and developing mitigation strategies. Collaborative time management among project stakeholders should be encouraged to enhance teamwork and productivity. Regular monitoring and tracking of project timelines should become a routine practice to ensure projects remain on schedule. Project managers should also consider employing project management tools and software to aid in time management.

Suggestions for Further Studies

The main focus of this study was to examine the influence of stakeholders' management on performance of donor funded health Projects in Nairobi city county. The study focused on four

stakeholders' management practices which explained 74.5% variation in performance of donor funded health Projects in Nairobi city county; the study recommends a study to be done on other factors that can be attributed to the remaining variation in performance. Also, since the study was limited to Nairobi County, there is need for studies to be replicated in other counties to facilitate comparison and generalization of research findings. Other studies can consider projects in other sectors such as manufacturing.

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