EFFECTS OF STAKEHOLDER ENGAGEMENT ON PROJECT PERFORMANCE IN NON-GOVERMENTAL ORGANIZATIONS PROJECTS IN KENYA. A CASE OF AFRICAN MEDICAL AND RESEARCH FOUNDATION HEALTH PROJECT

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES OF THE MANAGEMENT UNIVERSITY OF AFRICA.

JULY 2025

DECLARATION

This research project is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of Management University of Africa.

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This is to declare that this project has been submitted for examination with my approval as the University Supervisor

Signature:…….. Date: ----------

Madam Gladys Nafula Mabonga

DEDICATION

I present this research work to my cherished family members who provided continuous backing together with supportive words and many personal sacrifices throughout my academic journey. Your guidance together with your love has been central to my achievement in academics so I am thankful to have you in my world.

ACKNOWLEDGEMENT

I will always be thankful to God because He provided me with wisdom and strength and endurance for every step of this investigation journey. The Lord God provides me with both wisdom along with stamina and perseverance that I find from His guidance. This has served as my cornerstone for success. I am deeply thankful to my supervisor Madam Gladys Nafula Mabonga for providing indispensable support through her direction and valuable criticism that helped me develop this research. The Management University of Africa along with its conducive environment and resources has enabled me to finish this research successfully. My thanks go to my family and friends together with all the people who assisted this study directly or indirectly. Donations of support between us have proven completely indispensable.

ABSTRACT

The aim of this study was to evaluate effects of stakeholder engagement on project performance in NGO projects in Kenya. A case of AMREF Health Project. The following were the specific objectives of the study, to explore the effects of stakeholder communication, stakeholder feedback, stakeholder power dynamics and stakeholder involvement on project performance in NGO projects in Kenya. The significance of the study was to policy makers, management of health projects and future researchers. The study adopted descriptive research design. The target population for this study was 112 employees of AMREF Health Project. The study considered sample size of 56 respondents which was done using stratified random sampling as the sampling design. Data was collected through questionnaires that were distributed to the respondents. To ensure validity and reliability of the questionnaire, a pilot study was done. The data was analyzed using both quantitative and qualitative methods and later presented through tables, bar graphs and pie charts. In the case of NGO projects in Kenya like the AMREF Health Project active participation through communication, feedbacks, power relations, and participation is crucial in the determination of the performance of the project. By prioritizing these areas, the study was able to encourage better coordination, shared ownership, and more successful and sustainable results. The research advised companies to enhance strategic leadership because it has numerous positive impacts to the organizations and this hastens the implementation of the short-term objectives. It also emphasized the need to upgrade the performance monitoring which contributes to the continuous development and gives a boost to the effectuation of the policies on risk management.

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ACRONYMS AND ABBREVIATIONS

IEE Inspire, Educate and Empower

NGO Non-Governmental Organization

RBV Resource-Based View

VRIN Valuable, Rare, Inimitable, and Non-Substitutable

OPERATION DEFINITION OF TERMS

Stakeholder Communication	The exchange of information between an organization and its stakeholders to ensure transparency, engagement, and alignment of interests.
Stakeholder Feedback	The responses, opinions, and suggestions provided by stakeholders regarding a project, decision, or organizational activity.
Stakeholder Power Dynamics	The influence and authority different stakeholders hold in decision-making processes based on their interests, resources, and position.
Stakeholder Involvement	The active participation of stakeholders in planning, decision-making, and implementation processes to enhance project success and mutual benefits.

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

This review examines a research study on stakeholder engagement effects on performance achievements within Kenyan NGO projects. The analysis section reveals background information about the research as well as the problem definition and the research aims with relevant questions as well as limitations of the study scope. A final section completes the chapter by summarizing all essential points that researchers investigated throughout the study.

1.1 Background of the Study

Furthermore stakeholders in every global sector achieve project success when they actively engage in activities which lead to superior project performance outcomes. According to Müller, Schneider and Weber (2020) stakeholder involvement directly within European construction improves project completion outcomes. The project's results show improvement and stakeholders express better satisfaction because stakeholders join projects at minimum and continue participating throughout the process based on research findings. The management of stakeholders becomes essential for mega construction initiatives according to Mok, Shen, and Yang (2020 because the method allows both risk identification and project requirement alignment with stakeholder needs.

The attainment of development projects in African nations depends mainly on stakeholders' active participation. The research by Dlamini (2020) determined how superior stakeholder engagement produces successful projects through improving trust and enhancing collaborative relationships between multiple project participants. The study established that stakeholder participation resulted in enhanced project performance because stakeholders experienced reduced delays combined with less conflict. The research conducted by Mugabo and Odengo (2025) on Rwanda revealed that project success improved due to stakeholder involvement during evaluation and monitoring because it promoted better alignment with community requirements and sustainable outcomes.

Multiple industries across East Africa strongly emphasize the purposeful involvement of their stakeholders. Based on their investigation of Tanzanian construction projects Kihara and Ngugi (2020) determined that project achievement rates directly depend on stakeholder participation. Stakeholders who take part in decision-making process create superior project results along with improved stakeholder satisfaction. Based on Dusingizimana and Kalimba (2023), leading

stakeholders through engagement processes creates a fundamental need because Rwandan construction projects realize superior performance.

The empirical investigation of Kenyan project performance involving stakeholders has transformed into the primary research direction for Kenyan academics. The investigation by Mukundi and Ondara (2024) revealed project performance positively correlated with stakeholder concerns and effective communication procedures that were also interconnected with stakeholder involvement and conflict resolution strategies in humanitarian organizations situated in Nairobi City County. The significance of stakeholder management for NGO projects in the region remains high because these factors directly affect how projects perform.

1.1.1 Stakeholder Engagement

Stakeholder engagement represents the practice of searching and communicating with entities who have stakes in projects or agency functions and governance policies. Project success along with operational longevity will improve due to stakeholders who bring their opinions and concerns and demands into decision-making activities. Multiple strategies such as consultations and participatory decision-making and continuously running feedback mechanisms (Greenwood & Van Buren, 2020) are components of stakeholder engagement.

The involvement of stakeholders leads to better decision outputs which leads to superior project outcomes and solidiates positive stakeholder-to-organization relations. Public backing for undertakings increases and implementation hardships decrease as stakeholders actively join the development process leading to long-term organizational support. (Freeman et al., 2021).

Employing stakeholder engagement faces problems from conflicting stakeholder standpoints along with resistance to change together with communication barriers. Organization decision-making becomes harder because managing stakeholder requirements leads to multiple conflicting priorities. Engagement strategies lose their effectiveness when stakeholders cannot track their initiatives and the approach includes insufficient active participation and insufficient funds. Digital transformation and worldwide markets create additional challenges for stakeholder management because organizations need to invent new communication approaches for interacting with stakeholders who have different cultural backgrounds (Aaltonen & Kujala, 2022).

Businesses need to establish distinct stakeholder engagement policies featuring open communication platforms which serve as channels for receiving stakeholder input. Organizations get advantages through regular stakeholder analysis by identifying key

participants who need one-on-one engagement strategies. Stakeholder engagement has improved thanks to online platforms and social media tools which offer instant messaging facilities. Organizations implementing ethical engagement practices that involve openness and inclusion will achieve sustainable relationships with stakeholders while developing long-term collaborative partnerships (Harrison et al., 2023).

1.1.2 Project Performance

A project's performance aligns with pre-defined targets by measuring both time delivery and budget together with quality standards and stakeholder contentment. Project assessment relies on key performance indicators which verify project scope compliance and financial management and deadline achievement as well as the assessment of risk management and overall project effect. Project performance reaches success when projects deliver results that fulfill organization objectives and both stakeholder demands and industry regulations (Turner et al., 2020).

Different aspects determine project success because they include thorough planning and the correct distribution of resources along with capable leadership and involving stakeholders. The combination of proper planning allows teams to clarify objectives alongside designing practical timing frameworks as well as safeguarding against potential risks yet resource allocation both affects the operational efficiency and budgetary control. Leadership excellence enhances team collaboration while motivating staff members to enhance productivity which leads teams to meet their objectives. Project acceptance and sustainability improve through stakeholder participation because it improves communication and minimizes change resistance (Müller & Jugdev, 2021).

Projects normally survive various obstacles which obstruct peak operational effectiveness. Multiple project challenges arise from scope changes and insufficient resources and authority as well as poor contacts between team members and unpredicted obstacles. Scope creep represents the introduction of unplanned changes which produces delays coupled with cost-related issues. Financial limitations create project execution problems that require organizations to sacrifice either quality standards or the timeline schedules. The lack of proper stakeholder intercommunication generates projects delays alongside expectations mismatches and confusion between project members. Project performance is seriously affected by external risks including economic fluctuations as well as regulatory changes according to Mir and Pinnington (2022).

Organizations seeking to enhance their project outcomes should follow three key practices which combine agile management with continuous assessment together with intensive risk control methods. Agile methodologies increase project response capabilities through their mechanism which enables teams to handle changes effectively. Frequent performance evaluations enable staff to find problems promptly so that effective proactive solutions can be deployed. Organizations must commit to project management training as a way to provide teams with necessary skills that will help them manage complex projects successfully. Project management success gets improved with technology implementation through the use of project management software as outlined by Kerzner (2023).

1.2 Statement of the problem

Stakeholder involvement stands as a critical factor for achieving successful project implementation along with sustained operations within the framework of non-governmental organizations (NGOs). Active participation of stakeholders between donors project implementers and beneficiaries enables NGOs to define project goals that match community requirements and maximize resource value and drive higher participant ownership toward outcomes. Project results improve when stakeholders actively participate because they will maintain projects which они helped develop. Stakeholder involvement in the Inspire, Educate and Empower (IEE) Rwanda project proved vital for project success according to Ngwabije and Njenga (2021).

Many NGO projects in Kenya encounter major obstacles when trying to engage their stakeholders even though stakeholder involvement stands as a fundamental development principle. Studies show that approximately one third of NGOs operating in Kenya report project failures because their methods of stakeholder management fail to yield desired results (Nginya & Mutuku, 2024). Inadequate stakeholder involvement together with insufficient communication and the absence of knowing stakeholder needs results in poor project performance. A research analysis of donor-supported projects operating in Kenya's agriculture and dairy sectors demonstrated how small stakeholder input to project management initiatives resulted in unfavorable results according to Mukabi (2023). The NGO sector requires better stakeholder engagement strategies that will boost performance outcomes because of present operational obstacles.

Research about stakeholder participation effects on project success within Kenyan NGOs needs immediate attention due to existing challenges. The Kenyan NGO context lacks sufficient

research about how stakeholder participation affects project outcomes despite widespread recognition of projects failing and general stakeholder significance. The existing knowledge gap needs investigation to generate useful insights about specific project enhancement strategies that boost performance and sustainability which in turn will yield better intervention results for communities. Research on stakeholder communication management effects on health care project performance would generate best practice suggestions for NGOs pursuing similar operational environments (Nginya & Mutuku, 2024).

1.3 Objectives of the Study

1.3.1 General Objective

The objective of the study was to investigate the effects of stakeholder engagement on project performance in NGO projects in Kenya. A case of AMREF Health Project

1.3.1 Specific objectives

i. To examine the effects of stakeholder communication on project performance in NGO projects in Kenya
ii. To establish the effect of stakeholder feedback on project performance in NGO projects in Kenya
iii. To assess the effect of stakeholder power dynamics on project performance in NGO projects in Kenya
iv. To evaluate the effect of stakeholder involvement on project performance in NGO projects in Kenya

1.4 Research Questions

i. What is the effects of stakeholder communication on project performance in NGO projects in Kenya?
ii. To what extent does stakeholder feedback affect project performance in NGO projects in Kenya?
iii. What is the effect of stakeholder power dynamics on project performance in NGO projects in Kenya?
iv. How does stakeholder involvement affect project performance in NGO projects in Kenya?

1.5 Justification of Study

The involvement of stakeholders represented a fundamental factor that determined the success levels of Kenyan non-governmental organization projects. The research was justified by the need to understand stakeholder involvement as it impacted the performance of NGO projects among donors, their beneficiaries, government departments, and community leaders. NGO success depended on stakeholder engagement because it led to better decisions, increased funding, and enhanced sustainability of their projects. An analysis of project outcomes in relation to stakeholder involvement enabled this research to contribute to increasing NGO success levels in Kenyan development projects.

The research findings helped address the issues that affected NGOs when working with stakeholders. A lack of appropriate stakeholder engagement had caused many projects to face timing problems, funding challenges, and decreased community support. The study aimed to uncover successful methods that NGOs should have employed during project phases to maintain smooth execution and better meet community requirements. The study provided precise information demonstrating how NGOs could connect more effectively with stakeholders to boost transparency levels, uphold accountability measures, and enhance project performance.

The research addressed an existing knowledge gap by providing experimental evidence that demonstrated the effects of stakeholder engagement on project performance within Kenyan NGO operations. The essential role of stakeholder involvement in project management had received broad recognition, but specific investigations concerning Kenyan NGOs had remained sparse. The data generated supplied evidence-based recommendations that policymakers, NGO managers, and development practitioners could use to adjust their engagement strategies. The study focused on enhancing NGO project success, which in turn produced more social and economic benefits for Kenyan communities.

1.6 Scope

The research study sought to determine effects of stakeholder engagement on project performance in NGO projects in Kenya. A case of AMREF Health Project. The study considered a target population of 112 employees of AMREF and a sample size of 56 employees was considered. The study was carried out from the month of February 2025 to July 2025.

1.7 Chapter Summary

The study of stakeholder involvement effects on NGO project performance in Kenya received complete introduction in chapter one. The background section of this study demonstrated how stakeholder involvement affects project success by using global as well as regional and local data. The author highlighted the complete absence of stakeholder involvement research along with its effects on project performance which motivated the need for more scholarly analysis.

The research had two main goals according to the chapter: it investigated stakeholder participation effects on project execution ratings. The research questions helped direct the study toward evaluations of essential aspects involving stakeholder participation and decision-making as well as communication methods. The study received strong justification because improved project effectiveness combined with sustainability benefits all stakeholders including NGOs and policymakers.

The research concentrated solely on NGO projects in Kenya through the definition of its geographical and thematic scope. The last section of the chapter presented a summary that underscored stakeholder participation while establishing guidelines for future chapters in the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This research study conducts an extensive review of related literature in chapter two which contains both theoretical and empirical insights about the research subject. The analysis reviews essential theories of the research together with past empirical evidence and identifies areas that need further investigation before developing a conceptual framework to display variable relations. The chapter both operationalizes the variables and summarizes important main points before the conclusion.

2.1 Theoretical Literature Review

2.1.1 Institutional Theory

Social and organizational behavior receives its foundational framework from institutional theory because sociologists and organizational theorists in the early stages examined institutional impact. Meyer and Rowan (1977) alongside DiMaggio and Powell (1983) established institutional norms as organizations need to follow rules and expectations to get legitimacy and resources. Selznick (1957) established one of the first examinations which showed institutions guide both organizational structures and decision-making procedures. Scott (1995) identifies institutional environments that contain three essential components referred to as regulative, normative and cognitive elements which guide organizational actions. Organizations as well as NGOs pursue alignment with exterior requirements instead of efficiency alone since their existence demands external approval (Meyer & Rowan, 1977).

The concept of institutional theory has developed new dimensions which added institutional logics and isomorphism to understand organizational responses to environmental demands. Organizations participate actively in institutional demands through processes that go beyond passive adoption according to Greenwood et al. (2019). Modern research investigates how institutional entrepreneurs inside organizations maneuver institutional frameworks to establish novel changes according to Battilana, Leca, & Boxenbaum (2020). The rise of sustainability principles alongside stakeholder interaction has produced fresh institutional work perspectives which examine organization-stakeholder activities for developing legitimacy and achieving project success (Lawrence, Suddaby, & Leca, 2021). The theory maintains flexibility to analyze sophisticated organizational relationships with their institutional environments through these recent developments.

Non-governmental organizations (NGOs) leverage institutional theory as an analytical tool to understand their stakeholder-based compliance for funding acquisition and project legitimacy and success achievements. Staff at NGOs need to work with donors, governments and communities because their operational environment determines institutional alignment according to Brammer, Jackson, and Matten (2019). The theory serves to explain NGO implementation of participatory measures together with stakeholder-inclusive strategies because these methods boost institutional norm compliance and credibility (Mousa & Othman, 2020). Stakeholder engagement creates organizational change through institutional perspectives since it allows organizations to incorporate various stakeholder perspectives into both strategic decisions and implementation projects (Pache & Santos, 2021). By applying institutional theory the study demonstrates how NGOs handle institutional pressures that enable them to connect with stakeholders for better project results.

2.1.2 Participatory Development Theory

Participatory Development Theory developed in the middle of the 20th century because it rejected the prevailing top-down development strategies of international development activities. According to Freire (1970) development must have participatory educational approaches together with empowerment as vital components for enduring growth. Research done by Chambers (1983) presented participatory rural appraisal (PRA) as the methodology that promotes community involvement for defining development projects. Development needs to be a process where local people take the lead in decision-making instead of having decisions forced upon them by external intervention (Arnstein, 1969). Such development should be people-centered and community-led (Arnstein, 1969). Stakeholders most affected by development projects play a crucial role in decision-making through participatory approaches because this involvement ensures suitable solutions which lead to better performance and durability (Oakley 1991).

Participatory Development Theory has transformed through the years with the inclusion of current concepts about stakeholder participation together with governance systems and power distribution features. The research shows modern development projects gain participation effectiveness through digital platforms and technological integration (Carpentier, 2019). Academic research emphasizes combining participatory techniques with institutional systems to improve accountability and maintain ongoing activities that emerge from local communities (Cornwall 2020). Participatory Development Theory received additional development through the introduction of multi-stakeholder partnerships which support project success through joint

decision-making between governments and NGOs along with private sector actors (Hickey & Mohan, 2021). The development of information technology and institutional changes demonstrate that participatory development has evolved into a structured model that employs technological systems.

Participatory Development Theory establishes itself as an essential analytical method which helps understand how different stakeholders affect NGO project success during stakeholder engagement. The complex operating environment of NGOs forces them to heavily depend on community participation because this ensures both sustainability and project relevance (Gaventa, 2021). According to the theory stakeholders who take part in project planning alongside beneficiaries and donors and local authorities generate higher levels of project commitment while building trust and ownership (Mansuri & Rao, 2020). Participatory approaches facilitate social learning and team-based problem-solving that helps NGOs both respond to changing problems and enhance their project results (Cooke & Kothari, 2021). The application of Participatory Development Theory in this study demonstrates how stakeholder involvement produces better NGO project results because it builds inclusivity and accountably as well as long-term impact.

2.1.3 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory emerged during the 1980s with its purpose to explain how internal resource management by organizations creates competitive advantages. The initial study of Wernerfelt (1984) presented corporations as resource combinations which shape their market standing. Barney (1991) enhanced the theory through his identification of VRIN criteria which define valuable resources as having value, uniqueness and impossibility of imitation and non-substitutability. According to Penrose (1959) organizational growth depends on successful utilization and development of internal resources. RBV follows a different approach than external models such as Porter's Five Forces because it stresses organizational abilities above industry framework (Barney, 1991). RBV has evolved into a core concept within strategic management because it reveals organizational paths that use distinctive assets to boost operational outcomes.

RBV started developing when it incorporated dynamic capabilities and stakeholder perspectives to address changes in business environments and organizational structures. Scholars state that adaptive resource management for holding onto competitive advantages led to the formation of dynamic capabilities as an organizational strength to integrate, construct

and reorganize internal and external competencies for engaging with environmental modifications (Teece, 2019). The successful enhancement of organizational performance depends on intangible resources including stakeholder relationships and knowledge management along with organizational culture according to Barney (2020). The concept now applies to social enterprises and NGOs because stakeholder engagement functions as a strategic asset which enhances project achievements (Garriga, 2021). The transformation stems from increased understanding that non-profit organizations need exclusive resources to generate sustainable outcomes.

RBV functions as a key framework to help NGOs boost their performance outcomes through proper management of stakeholder relations as strategic assets during stakeholder engagement processes. The success of NGOs depends on their relationships with donors and beneficiaries and their partnerships with both government agencies and community groups to gain funding as well as expertise and legitimacy (Mitchell, Lee, & Agle, 2019). A successful implementation of stakeholder engagement enables organizations to build trust relationships and exchange knowledge and resources that drive sustainable project outcomes (Lepak et al., 2020). NGOs which establish solid stakeholder networks use their relationships to improve organizational learning ability and project survival and achieve enduring project success according to Harrison et al., 2021). This study demonstrates how NGOs can boost their development performance by strategically handling stakeholder engagement as a fundamental resources through application of the RBV concept.

2.1.4 Stakeholder Theory

Freeman (1984) introduced Stakeholder Theory as a system to understand organizational interactions with stakeholders who both influence organizational operations and get affected by them. The theory developed into existence to counter the traditional shareholder-centric model whose main focus dealt with financial return maximization. Freeman (1984) proposed organizations serve multiple stakeholders groups such as employees and customers and suppliers and government agencies plus communities to reach long-term success. The development of Stakeholder Theory received considerable contribution from Cyert and March (1963) and Pfeffer and Salancik (1978) who investigated external influences alongside resource dependencies during organizational managerial processes. Modern ethical business operations together with corporate social responsibility emerged through this theory which emphasized stakeholder participation as key to sustainability and organizational performance (Donaldson & Preston, 1995).

Stakeholder Theory has developed through time to include wider perspectives about sustainable practices as well as governance systems and stakeholder relationship aspects. The current academic consensus demonstrates that organizations should embrace participatory decision processes combined with transparent communication to build trust-based collaborations (Harrison et al., 2019). Alongside the contemporary usage of the theory digital technology serves as an enabling factor for stakeholder interaction to collect on-the-spot stakeholder opinions and enable collaborative solution creation (Schneider & Sachs, 2020). Research on Stakeholder Theory has developed by adding an examination of power imbalances to show how organizations should handle competing stakeholder demands for equitable and sustainable results (Crane et al., 2021). The concept continues to evolve because business ecosystems focus on admitting stakeholders while developing flexible methods for dealing with rapid changes in complex systems (Freudenreich, Lüdeke-Freund, & Schaltegger, 2020).

Stakeholder Theory serves as a foundational analytical approach to study how useful stakeholder engagement techniques affect NGO project performance within stakeholder engagement processes. Industrial project success for NGOs depends on substantial donor participation and active involvement of beneficiaries and government agencies alongside members of the local community (Eskerod, Huemann, & Savage, 2019). Project sustainability benefits from participatory stakeholder engagement because it builds legitimacy while creating shared ownership and stronger resource acquisition thus leading to improved project outcomes (Morioka & Bolis, 2021). When NGOs put stakeholder collaboration first they can use varied viewpoints to improve their ability to solve problems and manage projects adaptively as well as generate innovative solutions (Laplume, Sonpar, & Litz, 2020). The evaluation of this study requires using Stakeholder Theory to emphasize how broad stakeholder participation creates essential conditions for enhanced project success and enduring developmental results.

2.2 Empirical Literature Review

2.2.1 Stakeholder Communication

Building alignment with stakeholders requires organized information exchanges between organizations and their stakeholders and feedback management as described by Bryson et al. (2020). Stakeholder communication within the framework of Non-Governmental Organization (NGO) projects helps organizations successfully interact with donors, government agencies, beneficiaries and community representatives. Project planning together with implementation receives input from stakeholder needs through effective communication which also builds trust and prevents misunderstandings (Mitchell & Meacheam, 2021). A poor approach to

communication planning causes NGOs to experience disengagement from stakeholders and leads both to substandard project delivery and the possibility of ultimate failure.

The performance of NGO projects heavily depends on how stakeholders communicate with each other according to research findings. Maina and Kinyua (2022) demonstrated through research that development projects in Kenya achieved better results when NGOs established precise communication plans. The research findings show that sustained updates and active decision participation with complete information visibility help NGOs gain better stakeholder backing and secure more resources. NGOs which engaged participants throughout project planning through execution stages recognized better accountability together with enhanced operational efficiency (Maina & Kinyua, 2022).

Project performance suffers from negative consequences when stakeholder communication remains insufficient which causes project delays while producing conflicts between stakeholders and preventing them from adopting the project. The research conducted by Ochieng and Kimani (2021) on NGO project implementation in sub-Saharan Africa showed that deficient communication practices led contributors to withdraw funding and local communities to resist projects which resulted in abandonment. Stakeholder engagement failures found their way into the results of NGOs through unsupportable expectations and resource mismanagement while making projects less sustainable. Success of a project depends on distinct communication systems which maintain awareness and dedication of all stakeholders (Ochieng & Kimani, 2021).

An optimal stakeholder engagement requires NGOs to build strategic communication methods that support quick and efficient delivery of project information. Mwangi and Otieno (2023) establish best practices which consist of scheduled stakeholder conferences backed by digital platforms and ordered feedback programs. The use of methods that fit cultural preferences helps NGOs develop better relationships with stakeholders along with greater trust from their audience. NGOs can achieve sustainable outcomes and boost successful project completion by building transparent communication with stakeholders (Mwangi & Otieno 2023).

2.2.2 Stakeholder Feedback

Stakeholder feedback functions as a process to collect evaluate and assimilate insights from stakeholder groups who aim for project success according to Bryson et al. (2020). The feedback system enables NGOs to receive information about stakeholder requirements while solving their worries thereby matching project operations with their desired expectations. An effective

stakeholder feedback method enables projects to improve continuously so it enhances accountability and encourages collaboration. The implementation of surveys together with focus groups and stakeholder meetings by NGO projects creates useful inputs for developing better project strategies and improved results (Mitchell & Meacheam, 2021).

Project performance depends directly on the feedback which stakeholders provide according to research findings. Maina and Kinyua (2022) conducted research demonstrating that development projects run by NGOs show improved performance when they receive and use feedback from stakeholders. Timely structured feedback systems helped organizations identify issues ahead of time thus avoiding both time-consuming delays and unnecessary waste of resources. Organizations that demonstrate value for stakeholder opinions develop better trust amongst project stakeholders along with sustainable project outcomes (Maina & Kinyua, 2022).

Project failures and stakeholder dissatisfaction together with disengagement result from inadequate approaches to obtaining feedback from stakeholders. Ochieng and Kimani (2021) conducted research about NGO project implementation in sub-Saharan Africa which showed that weak feedback systems in these projects caused stakeholders to perceive different project outcomes from their expectations. Limited communication methods caused community opposition which sometimes resulted in project abandonment along with various conflicts within stakeholders. The research recommended that NGOs should create systematic feedback procedures which maintain stakeholder participation during all stages of project development (Ochieng & Kimani, 2021).

NGOs seeking to enhance the advantages of stakeholder feedback must build standardized feedback systems into their project management systems. Mwangi and Otieno (2023) identify proper practices in development which combine live feedback capabilities, enabling stakeholder participation through dedicated platforms together with joint decision-making methods. NGOs can achieve higher efficiency with increased impact by both hearing and implementing stakeholder feedback. Through effective stakeholder feedback development initiatives become more successful and sustainable in their outcomes (Mwangi & Otieno 2023).

2.2.3 Stakeholder Involvement

People or groups with relevant project outcomes interests take part actively in project processes throughout project development stages to integrate stakeholder requirements. Project success depends on effective stakeholder engagement because this interaction improves transparency

and creates trust and facilitates collaborative efforts (Nginya & Mutuku, 2024). The essential social aims of NGO projects become realistic when stakeholders who include beneficiaries and donors and government agencies and local communities actively participate. Project failure occurs when stakeholders are not involved because it causes both community expectations to be off-target and resource waste (Chepkemoi & Musembi, 2024).

The involvement of stakeholders creates a direct positive impact on the performance achievement of NGO project initiatives according to research findings. The active stakeholder involvement during all project life cycles strengthens their commitment and ownership levels thus leading to better success outcomes (Mukundi & Ondara, 2024). Non-Government Organization healthcare projects in Nairobi County Kansas delivered more effective services with better results due to the initial involvement of community leaders and healthcare workers according to Nginya and Mutuku (2024). The results emphasize the requirement of formal stakeholder engagement approaches to increase success probability of projects.

Project success depends heavily on how stakeholders interact during involvement because stakeholder communication represents a fundamental project performance factor. Stakeholder communication alignment between project implementers and stakeholders develops partnership trust while preventing project conflicts and enabling swift decisions according to Chepkemoi and Musembi (2024). Organizations in Nairobi City County with mature stakeholder communication plans achieved enhanced completion success and superior donor confidence based on the research by Mukundi & Ondara (2024). Due to this fact organization need to implement formal communication systems to keep stakeholders updated and involved during entire project phases.

The long-term sustainability of NGO projects benefits from engaging their stakeholders inclusively. A project attains more effective solutions when marginalized groups and diverse stakeholders are actively involved through engagement processes (Reuters, 2024). Stakeholder collaboration between fashion suppliers and manufacturers at sustainability events produces ethical business conduct which minimizes environmental hazards (Reuters, 2024). The implementation of fair process frameworks by NGOs during stakeholder engagement activities enhances project sustainability since stakeholder’s experience increased value and exhibit greater willingness to back project goals.

2.2.4 Stakeholder Power Dynamics

Different stakeholders possess distinct levels of power through their control and expertise in strategic decision-making for project implementation. The factors of financial donations and political alliances together with professional expertise and social position create differences between stakeholders' control (Freeman & Reed, 2020). The power arrangements between stakeholders fully determine their positions of influence throughout project development stages in NGO projects. Influenceful donors and government entities maintain strong decision-making authority while community project beneficiaries face limited participation even though they directly suffer from project results according to Mukundi & Ondara (2024).

Effective control of stakeholder power relationships provides a vital condition for better NGO project results. The distribution of project power among stakeholders produces improved success together with sustained development as demonstrated by research (Chepkemoi & Musembi, 2024). The research conducted on Kenyan humanitarian projects demonstrated external funders' projects achieved inferior outcomes when their NGOs failed to establish collaborative relationships and stakeholder equality with local communities (Nginya & Mutuku, 2024). Organizations that promote inclusive support protect projects against power disparities which cause effectiveness failures while creating a sense of local ownership.

The practice of transparent communication helps organizations manage stakeholder power while gaining better stakeholder involvement. Non-profit organizations can achieve project successes by developing accessible communication channels and involving various stakeholder opinions within their decision-making processes (Freeman, Harrison, & Zyglidopoulos, 2022). NGO public health initiatives achieve better project results when community health workers participate in decision-making instead of following donor directives according to Mukundi & Ondara (2024). The implementation of transparent communication frameworks helps NGOs reduce powerful disparities which enables fair participation between stakeholders.

Sustainable NGO projects result from properly handling relationships of power between stakeholders. Any project becomes more effective in generating long-term results because stakeholders from all relevant groups participate actively in decision-making processes (Nginya & Mutuku 2024). Research indicates that environmental NGOs in Africa succeed under external shocks when they apply decision-making powers to grassroots organizations and local indigenous groups instead of depending on international funding (Chepkemoi &

Musembi, 2024). Sustainable and inclusive development requires the prevention of stakeholder power concentration to achieve its desired outcomes.

2.3 Summary and Research Gaps

The productive outcome of NGO projects in Kenya depends heavily on stakeholder involvement because donors and both government departments and local residents participate actively during project execution. The research examines stakeholder engagement practices which affect NGO project performance in Kenya while studying four essential factors such as stakeholder communication along with feedback and power dynamics and project participant involvement. Organizations promote project sustainability when they implement effective stakeholder engagement because it allows all involved parties to receive information and actively join decision-making processes (Omondi and Muturi 2020). Non-governmental organizations achieve better efficiency and project results by using effective communication methods which link their project objectives to stakeholder expectations.

NGOs need stakeholder feedback systems to obtain useful insights and tackle concerns while adapting their projects through implementation periods. Organizations experience greater project success rates when they build stakeholder feedback systems because these mechanisms help them continuously improve projects and match community requirements according to Kamau and Wambui (2021). Many NGO projects in Kenya experience time delays and efficiency problems because they fail to establish proper systems for obtaining and implementing stakeholder feedback.

The research analyzes power relations between stakeholders because they dramatically influence which projects receive funding and what resources are allocated to projects. Non-government organizations work within intricate operating fields with varying levels of power between their different stakeholders that shape how they execute their projects and what results they achieve. Mwangi and Otieno (2022) identified that Kenyan projects need to deal with power distribution conflicts between major donors and government departments and community leadership representatives. A lack of effective power management creates performance difficulties which results in conflicts and resources being misused in projects.

The successful outcome of long-term projects strongly depends on proper engagement of stakeholders. Active involvement of beneficiaries together with other key stakeholders drives project ownership which continues project sustainability. Project stakeholders who actively participate in planning and implementation phases show increased backing for initiatives

because of this involvement which boosts resource effectiveness and project results per Njoroge and Kariuki (2023). Stakeholder involvement among numerous Kenyan NGOs remains weak because they approach engagement as an administrative task instead of strategic importance.

Various knowledge gaps prevent researchers from fully understanding the relation between project performance and stakeholder involvement despite prevailing research on this subject. A majority of existing studies about stakeholder management failed to examine the specific challenges that NGOs within Kenya experience. Research must continue to develop engagement strategies that fit Kenya's social environment because extensive investigations about this issue are still necessary (Omondi & Muturi, 2020).

The use of digital platforms for NGO project stakeholder engagement has not received sufficient empirical research regarding their actual effectiveness in stakeholder engagement despite extensive discussion about basic communication. The growing technological adoption requires thorough evaluation of digital platforms that can improve instant communication along with stakeholder involvement (Kamau & Wambui, 2021).

Project performance understanding suffers due to the inability of researchers to understand stakeholder power relations completely. Most scholarly investigations today examine donor power yet researchers do not have enough information about local community power structures that affect project success. The evaluation of this missing connection will give NGOs more effective methods to handle relationships with their stakeholders (Mwangi & Otieno, 2022).

Project execution faces problems because there exist no standardized methods for stakeholder involvement. The significance of stakeholder engagement receives acknowledgment from research yet no common methodology exists to assess or advance stakeholder involvement within NGO projects across Kenya. Future investigative work needs to create functional participation frameworks that suit Kenyan NGOs (Njoroge & Kariuki, 2023).

2.4 Conceptual Framework

The structured research design known as conceptual framework assists investigators by presenting key study elements and variables together with their relational structures for theoretical research analysis. The framework establishes research boundaries by showing relationships between study components which affect final outcomes according to Adom et al. (2019). The research problem becomes more clarified through conceptual frameworks which also direct hypothesis development and methodology selection.

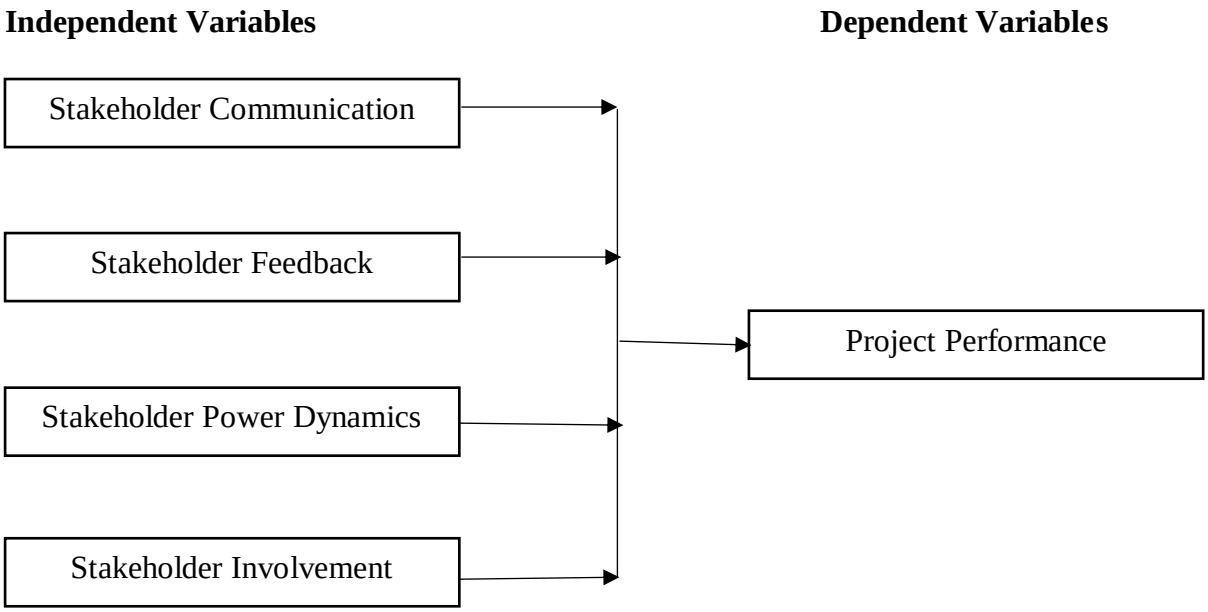


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

Researchers use operationalization of variables to transform abstract research concepts into measurable and testable elements for their scientific studies. The measurement process requires researchers to define specific tools which will be used to determine each variable. The specified procedures and indicators during this process create clarity and consistency as well as ensure accurate data collection and analysis.

Variable	Definition	Indicators	Measurement Scale
Stakeholder Communication	The process of sharing project-related information among stakeholders.	Frequency of communication, communication channels used, clarity of information.	Likert Scale (1-5)
Stakeholder Feedback	The process of collecting and incorporating stakeholder opinions and concerns into project decisions.	Timeliness of feedback, response rate, action taken on feedback.	Likert Scale (1-5)
Stakeholder Power Dynamics	The influence and authority different stakeholders have over project decisions.	Level of influence, decision-making authority, stakeholder conflicts.	Likert Scale (1-5)
Stakeholder Involvement	The extent to which stakeholders participate in project planning, execution, and evaluation.	Participation in meetings, contribution to decision-making, project ownership.	Likert Scale (1-5)
Project Performance	The success of NGO projects based on efficiency, effectiveness, and impact.	Timely completion, budget adherence, stakeholder satisfaction, achievement of project goals.	Likert Scale (1-5)

2.6 Chapter Summary

This chapter delivered a systematic analysis of all relevant studies about NGO project performance improvements through stakeholder engagement initiatives in Kenyan settings. The theoretical part of the literature review examined fundamental concepts regarding stakeholder engagement practices whereas the empirical section reviewed existing research to determine established connections between theory and practice. The Summary and research

gaps section demonstrated that previous studies had inconsistent findings combined with methodological gaps as well as contextual restrictions that require the present research. The conceptual framework depicted the conceptual connections between stakeholder communication together with feedback and power dynamics and involvement which determine project performance outcomes. The variables received their measurement protocols through operationalization steps that brought precision to data collection and analysis procedures.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The research methodology for studying NGO project performance impacts from stakeholder involvement in Kenya appears in Chapter three. The research method includes descriptions about design structure and population selection alongside sampling methods for data collection

instruments and reliability and validity assessments through a pilot study. The chapter outlines complete procedures related to collecting data and implementing analysis processes while sharing presentation methods together with observed ethical aspects in the research study.

3.1 Research design

The framework of research design directs techniques and procedural steps for studies to maintain systematic acquisition and evaluation of data together with interpretation (Creswell & Creswell, 2019). The approach lays down specific methodologies to solve research inquiries and maintains valid and reliable elements. The study employed descriptive research design for systematic analysis of phenomena that produces unbiased descriptions about characteristics without changing variables (Saunders, Lewis, & Thornhill, 2019). Such design helps researchers identify patterns between variables in addition to measuring relationships between variables in specific population contexts. Research design in this study used description to understand how stakeholder interaction affects performance in Kenyan NGO projects.

3.2 Target Population

Research studies must identify their target population as the specific set of individuals who match certain characteristics which directly pertain to research objectives. A precise definition of the target population enables researchers to maintain both applicability and reliability of their study results. Research validity enhances when researchers define their target population because they can choose suitable samples (Willie, 2024). The research focused directly its scope to 112 personnel from AMREF Health Project.

Table 1 Target Population

Category	Frequency	Percentages
Top Management	1	1
Middle Management	5	3
Support Management	106	96
Total	**112**	**100**

3.3 Sample and Sampling Technique

In research studies a sample represents part of the total population through carefully selected individual members. The selection method for creating this smaller group constitutes the sampling procedure involving the use of various participant choice strategies. A sampling process that is done properly will enable researchers to expand their testable conclusions to the wider population (Thomas 2023). A stratified random sampling strategy was implemented because it splits the population into separate strata that match distinct characteristics then selects random samples from these strata. Through this method every group obtains sufficient participation which generates results that are both precise and reliable. The research study will gather data from 56 participants who represent half of the 112 personnel employed at AMREF Health Project.

Table 2 Sample Size

Category	Frequency	Sample Size 50%	Percentage
Top Management	1	1	1
Middle Management	5	2	3
Support Management	106	53	96
Total	**112**	**56**	**100**

3.4 Instruments

Research instruments serve as tools to fetch data from respondents for the purpose of determining information related to research goals. Different research instruments such as surveys and interviews and tests together with observational checklists exist for various purposes in accordance with research designs and data requirements. An instrument must be properly chosen since it directly determines both the reliability and validity of the gathered data. The design of an instrument affects data variable measurement accuracy while boosting the overall validity of research results. The research adopted a questionnaire system as its main method for data collection. A questionnaire consisted of structured questions that efficiently acquire information from respondents with standardized data collection and broad reachability to audiences. Research questions need specific attention which reduces bias and improves clarity (Hahn, 2024).

3.5 Pilot Study

A pilot study functions as a minimal preliminary research project which analyses research instruments together with methodology and their feasibility to determine accurate

measurements. Researchers detect potential challenges through a pilot study including unclear questions and logistical obstacles which enable them to enhance their research design before conducting full data collection. The execution of a pilot study reduces both errors in research findings and improves the research design of the main study according to Saunders et al. (2019). A pilot examination with 5 non-main study participants will evaluate questionnaire clarity during an initial phase to improve effectiveness when the study begins.

3.5.1 Validity

The conceptual quality of validity means research instruments effectively measure their intended targets thus ensuring precise collection of data related to study goals. A valid research instrument functions to extract essential data points accurately and without distortions which makes it efficient for data collection. The findings resulted in incorrect conclusions when an instrument does not demonstrate validity. Three validity assessment methods exist known as content validity and construct validity and criterion validity (Creswell & Creswell, 2021). This study requires valid questionnaire measurements because they determined the accuracy of measuring relevant variables.

3.5.2 Reliability test

Research reliability represents the ability of measurement instruments to consistently and repeatable detect specific data during their repeated applications. The reliability of an instrument depends on its ability to maintain steady results when given the same situation two or more times. The consistency factor enables researchers to collect data that directly represents their study variables while improving the research credibility. An instrument that exhibits reliability in program evaluation allows dependable measurement of outcomes to generate accurate program effectiveness assessments. An instrument showing poor reliability will make it difficult to detect natural effects thereby producing false conclusions. The process of assessing and establishing data collection instrument reliability produces results that are both valid and trustworthy.

3.6 Data Collection Procedure

The purpose of data collection consists of a structured methodology for obtaining relevant research information needed to produce analytical conclusions. Researchers must pick the proper instruments together with appropriate methods to create data collection systems which deliver accurate results and maintain data reliability while ensuring validity. The collection of data requires precise execution for researchers to obtain significant findings which serve their

core research goals. Research findings improve in quality as well as research objectives are met when the data collection method is chosen correctly states Saunders et al. (2019). Personal questionnaires will function as the main data gathering instrument to enable participants to perform surveys independently from one another thus providing convenience along with decreased bias possibilities.

3.7 Data Analysis and Presentation

Systematic data analysis alongside presentation includes the method of studying and organizing and interpreting and displaying the collected data to achieve meaningful insights for decision-making purposes. Statistical or thematic technologies used during data analysis help researchers detect patterns alongside dataset relationships and trends after which data presentation summarizes findings through graphical illustrations that maintain clear organization. The analysis of data by Braun and Clarke (2019) demonstrates it delivers confident research findings through credibility assessment and results can become more accessible through proper data display. The analysis methodology of the study combines qualitative and quantitative approaches to interpret obtained data. Tables and charts will be used to present findings so that study results become easier to understand.

3.8 Ethical Considerations

Research ethical considerations represent the set of principles and guidelines which protect participant rights together with their dignity and welfare during every stage of the study (Resnik, 2020). These principles ensured both the integrity and transparency and fairness in collecting and analyzing data. The research follows ethical guidelines through offering voluntary participation together with ensured confidentiality and privacy protection and anonymous data collection. Self-administered questionnaires reduced researcher influence and allow participants to give honest responses by eliminating external influence.

3.8.1 Informed Consent

The informed consent procedure furnishes participants with complete study information that encompasses its goals alongside step-by-step explanations and risk details this enabled participants to voluntarily decide about joining the research (Wiles, 2019). Every participant of this study must first get an explanation about the research objectives before completing the survey. The written consent acquisition process guaranteed participants understand completely the details of their involvement.

3.8.2 Voluntary Participation

Although taking part in research happens when individuals choose to participate on their own accord without external pressure or inducement (Babbie, 2020). People must freely choose to take part in research as this principle upholds their freedom to decide. Every subject in this research study received a notification that their participation remains completely voluntary and without penalty. They have exited the study at any moment. The method of self-administered questionnaires enabled study participants to answer questions when they choose along with no additional pressure to complete them.

3.8.3 Confidentiality

The security of research data requires participants' information to remain undisclosed to unauthorized parties according to Saunders et al. (2019). Research participants provided authentic feedback when they believe their information remains confidential. The secure database protects completed questionnaires where authorized personnel have sole access rights to the collected data. Identity details contained in the gathered data will stay undisclosed in the approved document.

3.8.4 Privacy

The protection of personal information and prevention of unauthorized audience exposure define privacy in research based on Flick (2020). The system grants people complete authority to control their data. Each questionnaire will be administered privately while respondent personal identifiers remain separate from their answers. The research data collection depends exclusively on participant data but the users are informed about its exclusive academic use.

3.8.5 Anonymity

The research practice of anonymity guarantees participants' information remains completely unidentified including from the researcher according to Neuman (2021). The survey maintains an unidentified format which prevents anyone from linking survey results with individual participants thus safeguarding against both biases and discomfort. The research questionnaire did not gather any names or personal information which guarantees full anonymity to participants. Analysis of research data through coded responses contains no elements that could identify individuals.

3.9 Chapter Summary

The research methodology received a complete description in Chapter three by explaining the methods used to perform the study. The document explained the research design procedure

while determining the employee base at AMREF Health Project as the primary target audience. Stratified random sampling was used to pick 56 participants who composed 50% of the whole population according to the research design. The self-administered questionnaires functioned as data collection tools and their reliability and validity was established by testing them on a separate group of five respondents who were excluded from the main study sample. The researcher explained the data collection process before performing the analysis through both qualitative and quantitative methods and showing results through tables along with charts. Ethical elements received attention throughout the research process which safeguarded both privacy and consent rights as well as pasted voluntary status of all research subjects.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

The researcher conducted information analysis on acquired research data through this section.

4.1 Presentation of Research Findings

These display the stepwise procedures for data presentation using flow diagrams and tables.

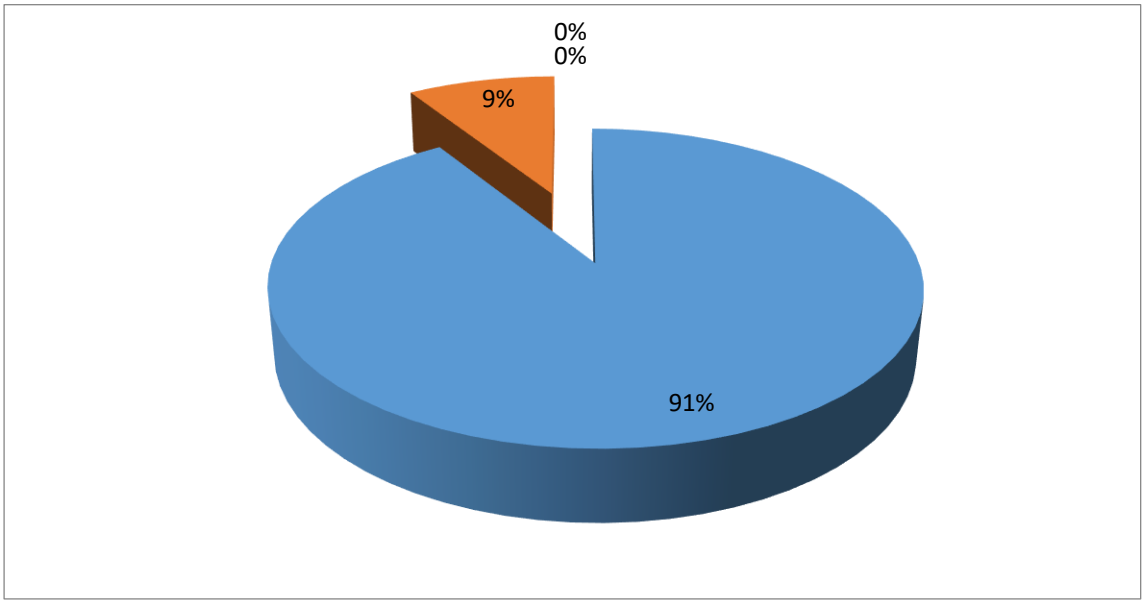
4.1.1 Response Rate

Table 4.1 Response Rate

Category	Frequency	Percentage (%)
Response	51	91
No Response	5	9
Total	**56**	**100**

Source: Author (2025)

Figure 4.1 Response



Source Author (2025)

The survey data presented in table 4.1 alongside figure 4.1 shows that 91% of the questionnaire recipients handed in their surveys thus indicating their participation in the research. A significant number of 9% among respondents failed to return their questionnaires. The results implied that an extensive number of participants submitted their surveys.

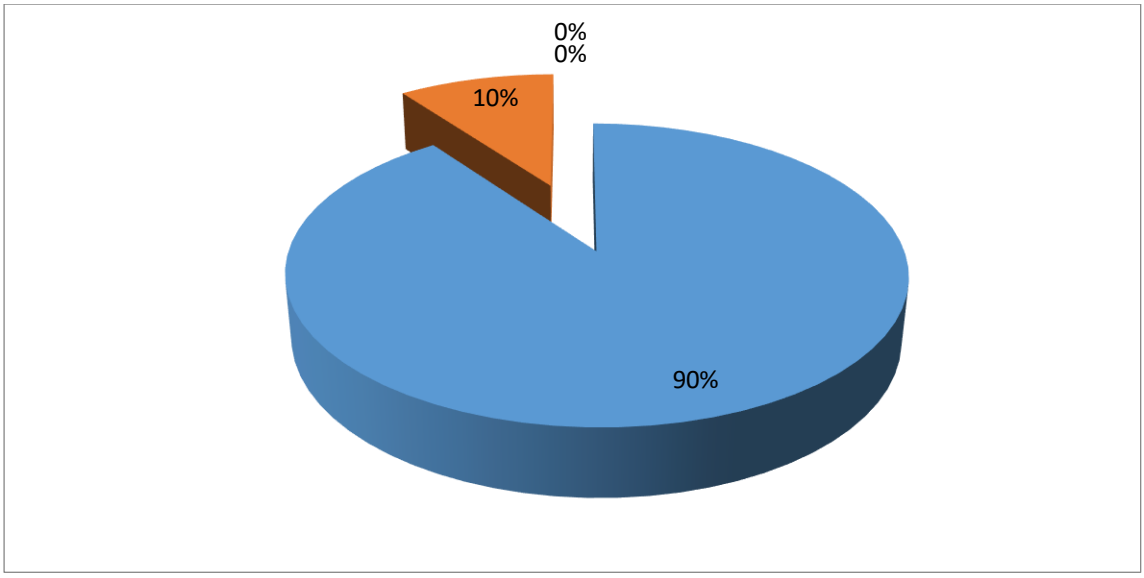
4.1.2 Gender Response

Table 4.2 Gender Responses

Category	Frequency	Percentage
Male	46	90
Female	5	10
Total	**51**	**100**

Source: Author (2025)

Figure 4.2 Gender Response



Source: Author (2025)

The table 4.2 along with picture 4.2 displays the gender data. A vast 90% of survey participants identified as male among a total sample of 100. The surveyed gender included only 10% women. A few members of the female population participate in these groups.

4.1.3 Age Response

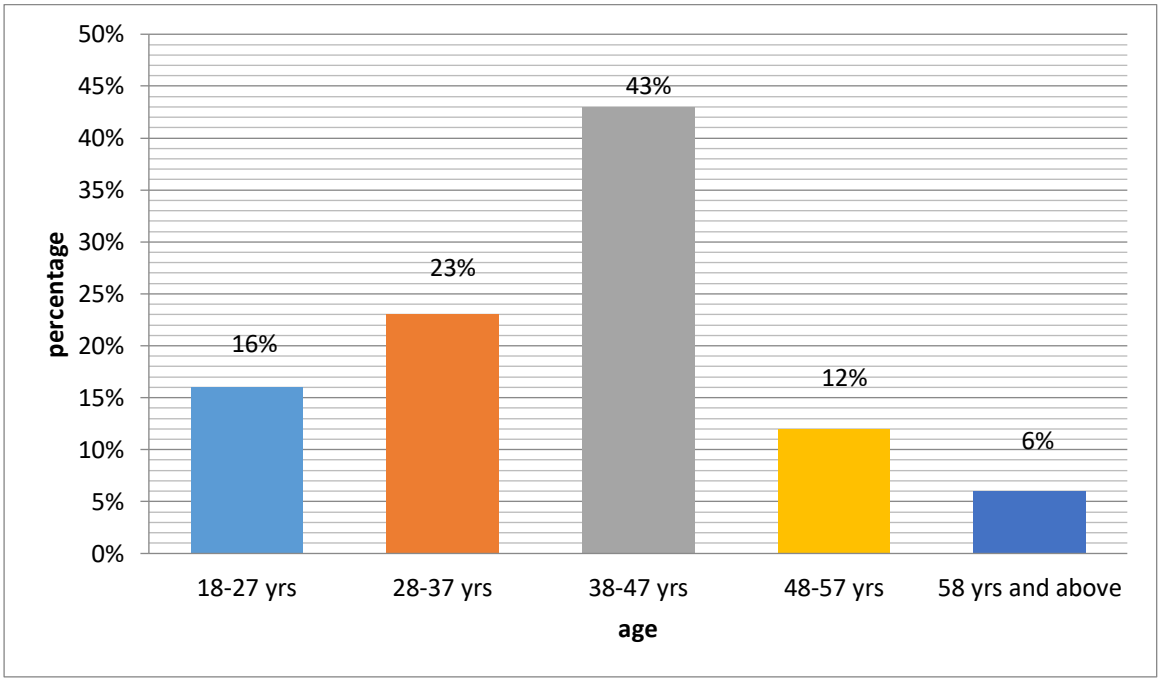
Table 4.3 Age Response

Category	Frequency	Percentage (%)
18-27 years	8	16
28-37	12	23
38-47	22	43
48-57	6	12
58 years and above	3	6

Total	**51**	**100**

Source: Author (2025)

Figure 4.3 Responses



Source: Author (2025)

Table 4.3 along with picture 4.3 provides the data regarding the participants' ages. A survey found that people between 18 to 27 comprised 16% of the total group while those between 28 to 37 accounted for 23% of the sample included in this research. The survey responses indicated that 43% of participants belonged to the age category between 38 and 47. The participants aged from 48 years to 57 years accounted for twelve percent of the total respondents while more than.6 percent were 58 years old or above.

4.1.4 Highest Level of Education

An individual obtains their degrees, diplomas, certificates and professional titles along with other credentials.

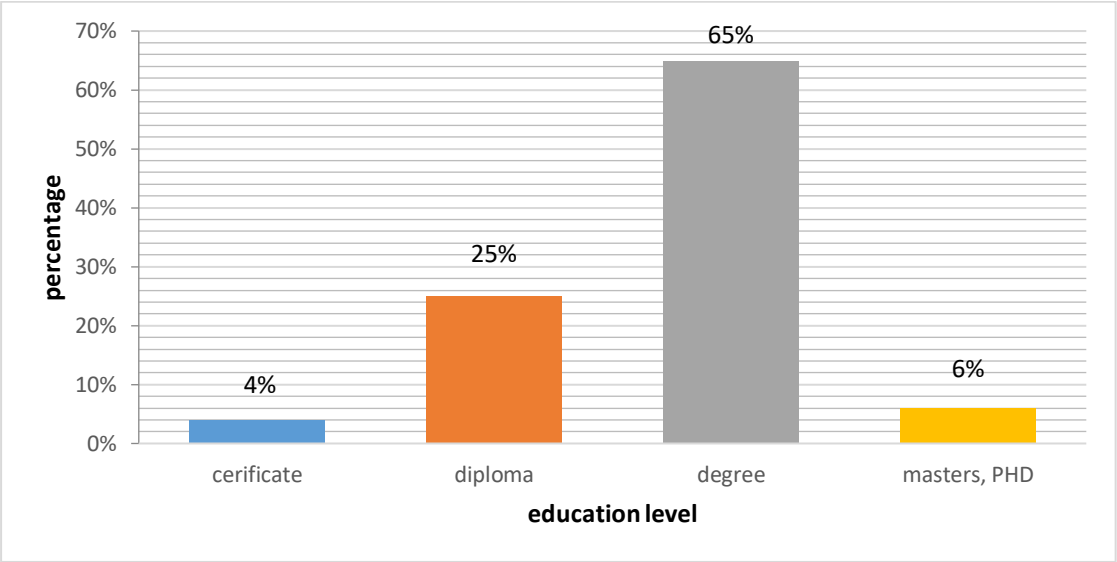
Table 4.4Highest Level of Education

Category	Frequency	Percentage (%)
Certificate	2	4
Diploma	13	25

Degree	33	65
Masters, PHD	3	6
Total	**51**	**100**

Source: Author (2025)

Figure 4.4Highest Level of Education



Source: Author (2025)

The results regarding educational qualifications appear in Table 4.4 alongside Figure 4.4. The survey results revealed certificate holders made up 4% of the respondents while diploma holders comprised 25% and the degree holders made up 65% and master's and doctoral degree holders accounted for 6%. The company demonstrates potential success based on the fact that its workforce consists primarily of better competent employees.

4.1.5 Work Experience

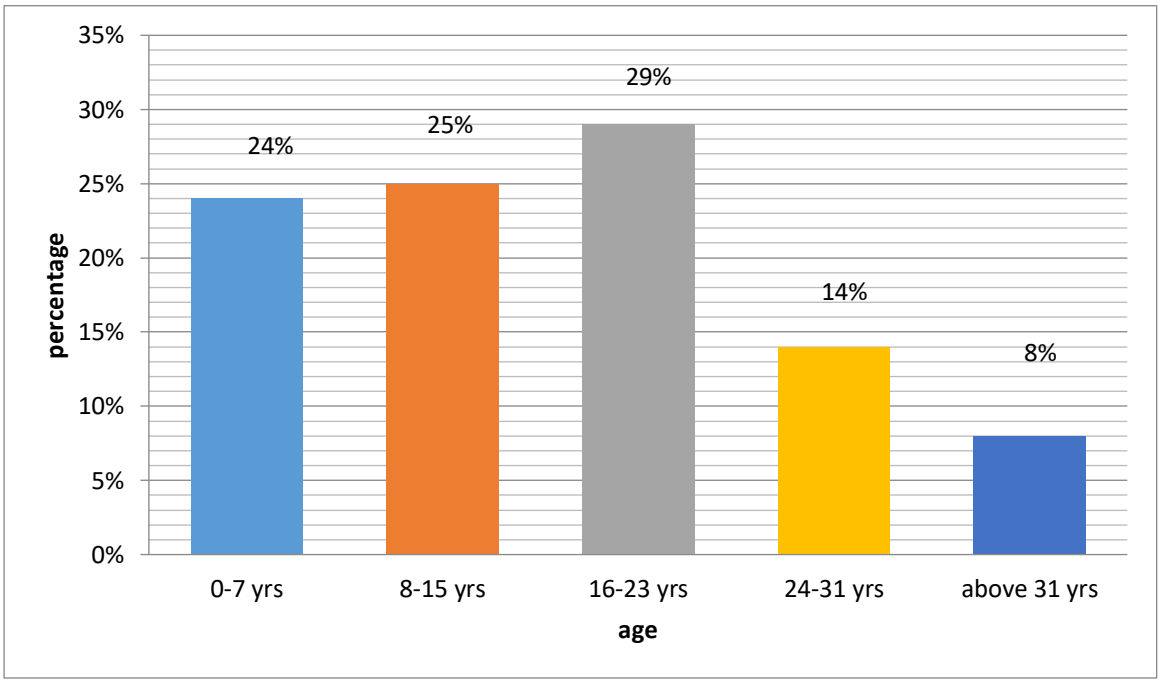
Table 4.5 Work Experience

Category	Frequency	Percentage
0 - 7 years	12	24
8-15 years	13	25
16-23 years	15	29

24-31 years	7	14
Above 31 Yrs	4	8
Total	**51**	**100**

Source: Author (2025)

Figure 4.5 Work Experience



Source: Author (2025)

The findings regarding employee workplace experiences are presented as table 4.5 together with picture 4.5. This study analyzed employee age groups through four divisions where 24% were youngest followed by 25% belonging to age 8 to 15 and 29% belonging to 16 to 23 along with 14% having aged between 24 to 31. Only 8 percent of the survey participants belonged to the worker demographic that exceeded 31 years of age. The research participants consisting of less than half of survey respondents had spent five years or longer at the company.

4.1.6 Rating of Stakeholder Communication

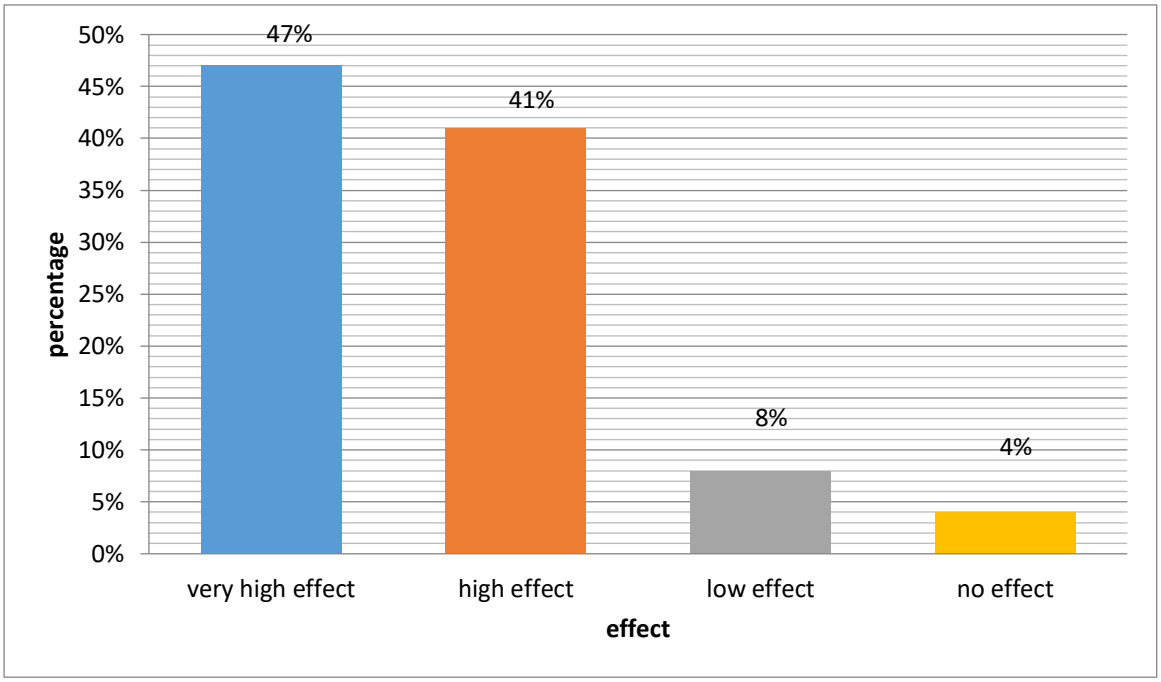
Table 4.7 Extent stakeholder communication affects project performance in NGO projects in Kenya.

Category	Frequency	Percentage (%)
Very High Effect	24	47
High Effect	21	41

Low Effect	4	8
No Effect	2	4
Total	**51**	**100**

Source: Author (2025)

Figure 4.7 Extent stakeholder communication affects project performance in NGO projects in Kenya?



Source: Author (2025)

Stakeholder communication proves to have a strong impact on project performance in NGO projects in Kenya says 47% of respondents who indicate high effect through data in Table 4.7 and figure 4.7; concurrently 8% expressed low effect and 4% noted no effect for the project performance in NGO projects in Kenya.

4.1.7 Rating of Stakeholder Feedback

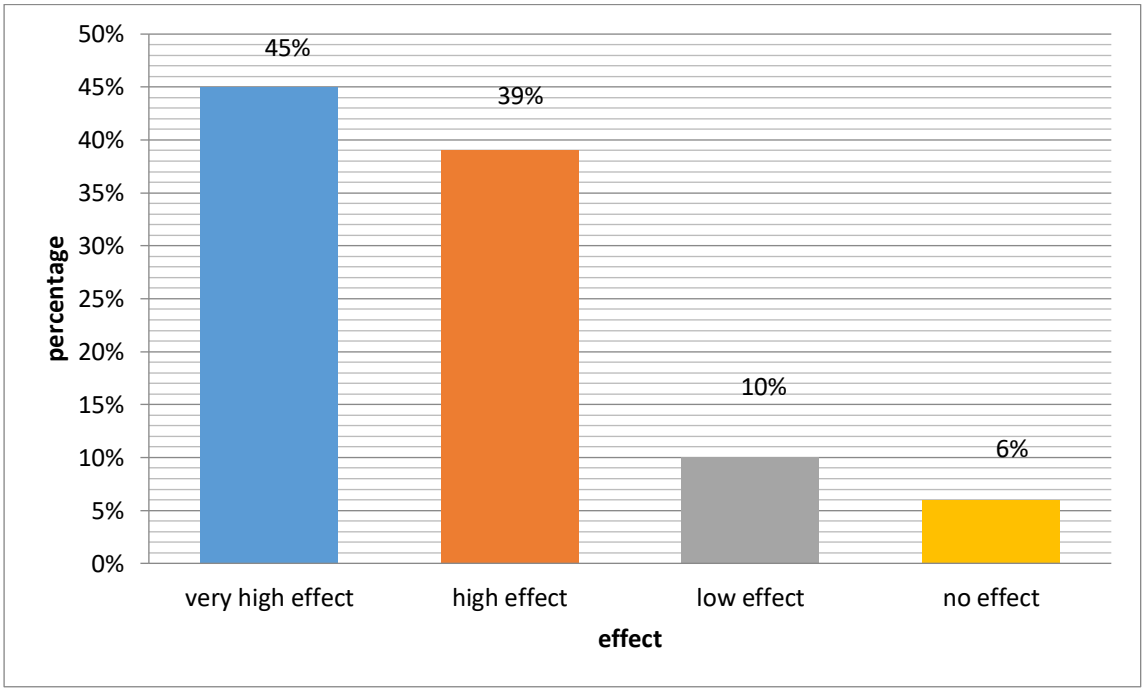
Table 4.9 Extent stakeholder feedback affects project performance in NGO projects in Kenya.

Category	Frequency	Percentage (%)
Very High Effect	23	45

High Effect	20	39
Low Effect	5	10
No Effect	3	6
Total	**51**	**100**

Source: Author (2025)

Figure 4.9 Extent stakeholder feedback affects project performance in NGO projects in Kenya.



Source: Author (2025)

Risk management directly affects stakeholder feedback at a very high level as shown by 45% of the respondents in Table 4.9 and figure 4.9 despite 39% acknowledging high levels of influence and 10% reporting low impact and 6% indicating no impact on project performance in NGO projects in Kenya.

4.1.8 Rating of Stakeholder Power Dynamics

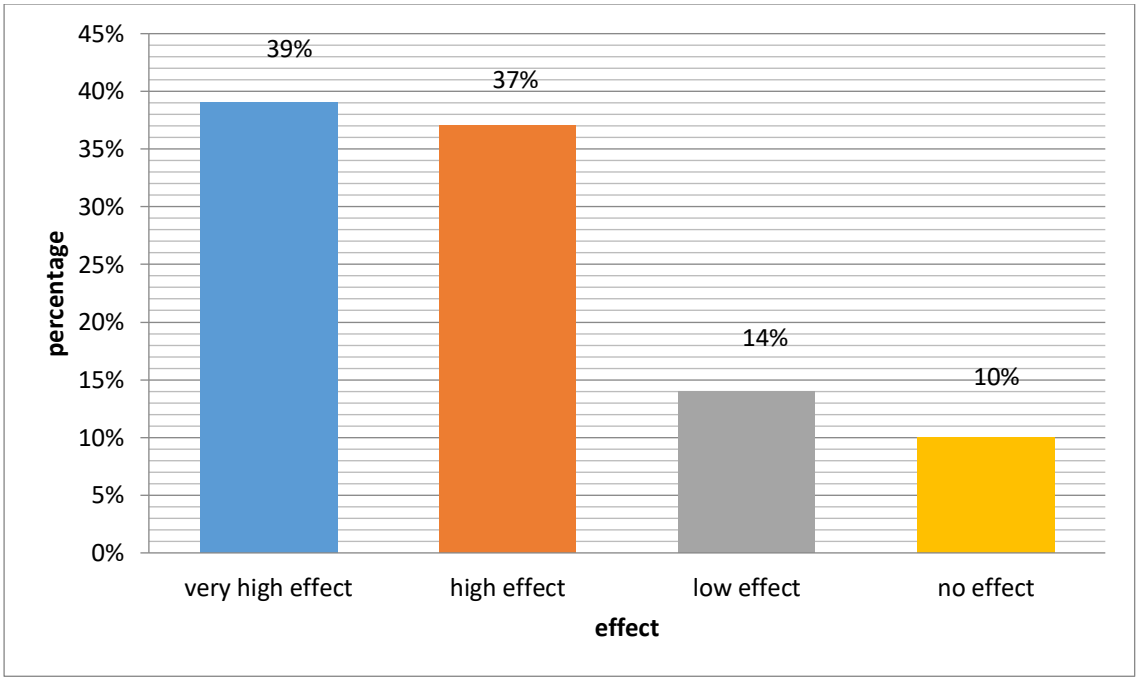
Table 4.11 Extent stakeholder power dynamics affects project performance in NGO projects in Kenya.

Category	Frequency	Percentage (%)

Very High Effect	20	39
High Effect	19	37
Low Effect	7	14
No Effect	5	10
Total	**51**	**100**

Source: Author (2025)

Figure 4.11 Extent stakeholder power dynamics affects project performance in NGO projects in Kenya.



Source: Author (2025)

According to the data in Table 4.11 and figure 4.11 39% of the respondents strongly supported stakeholder power dynamics direct effect on project performance in NGO projects in Kenya and another 37% moderately acknowledged this influence while 14% registered minimal agreement with this viewpoint followed by 10% showing complete disagreement with such impact.

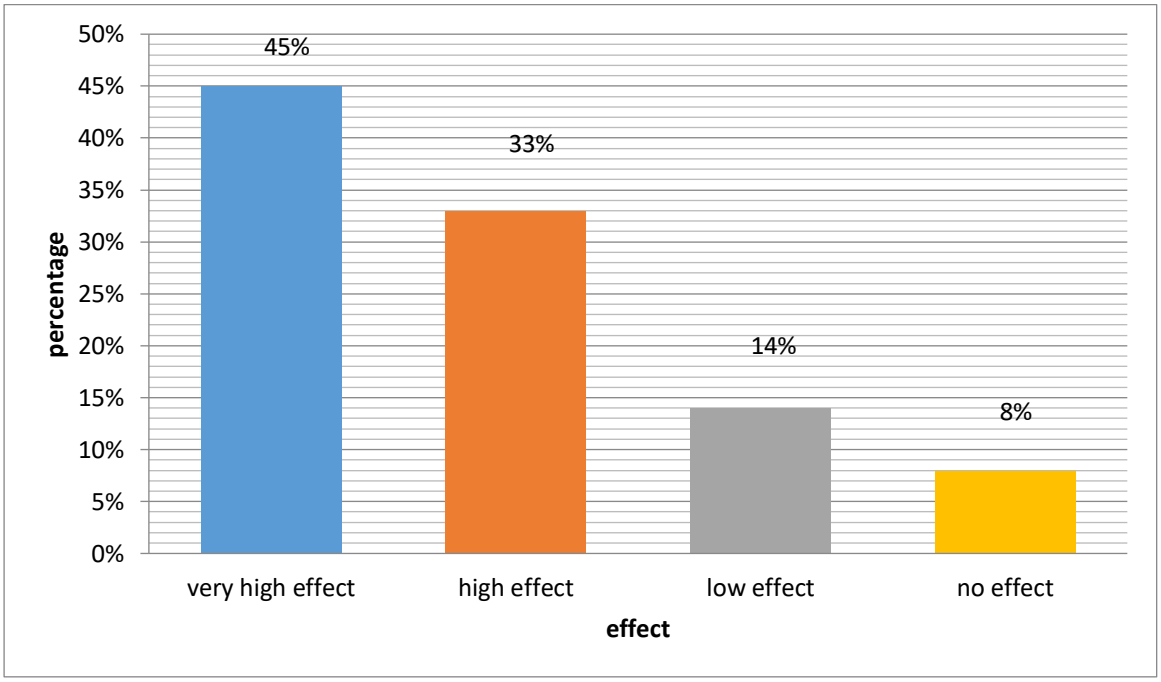
4.1.9 Rating of Stakeholder Involvement

Table 4.12 Extent stakeholder involvement affects project performance in NGO projects in Kenya.

Category	Frequency	Percentage (%)
Very High Effect	23	45
High Effect	17	33
Low Effect	7	14
No Effect	4	8
Total	**51**	**100**

Source: Author (2025)

Figure 4.12 Extent stakeholder involvement affects project performance in NGO projects in Kenya.



Source: Author (2025)

Table 4.12 accompanied by Figure 4.12 reveal that 45% of respondents acknowledged stakeholder involvement plays a tremendous role in influencing parastatal performance levels through very high effects whereas 33% noted its impact on parastatal performance is significant along with 14% reporting minor effects while 8% showed no effects on parastatal performance in Kenya.

4.2 Limitations of the Study

4.2.1 Response Bias

Response bias represents a main constraint in the research conducted at AMREF. The data collection method using questionnaires in this research study perhaps led respondents to choose favorable answers over their realistic responses. Employees felt compelled to provide responses that matched AMREF official positions and management expectations although they truly wanted to voice their authentic experiences and obstacles. The study results might have become less accurate and reliable due to this factor.

4.2.2 Limited Depth of Responses

Surveys restrict participant responses to basic levels while this represents another weak point of the research study. Questionnaires differ from interviews and focus group discussions since they feature limited space for respondents to elaborate their thoughts because they require structured pre-formed responses. The pre-set questionnaire limits the research capabilities to obtain comprehensive understanding of important contextual factors and complex explanations about AMREF investigated issues. Operation restrictions in questionnaires prevent researchers from developing findings with adequate depth which would be needed to analyze the complexities of the research problem.

4.2.3 Low Response Rate

A low response rate encountered by the study would affect how well the research findings represent the original population values. Few AMREF employees either refused to complete surveys or were too preoccupied that it reduced both the survey data quantity and respondent number. When response rates remain low it decreases a study's ability to generalize findings since the received views might not reflect the complete workforce perspective. The research results fail to show the complete organizational atmosphere at AMREF organization.

4.2.4 Inability to Clarify Ambiguities

Respondents using questionnaires cannot receive instant clarification of unclear or misunderstood questions. Some participants might interpret confusing questions in various ways which could lead to unequal and maybe incorrect survey answers. Self-administered questionnaires differ from face-to-face data collection as they lack research assistance for question clarification. Hence, misinterpretations become possible. Errors from this data collection method might have weakened the results and validity of study conclusions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter provides a summary of primary research findings together with response to research questions and concluding statements and suggested recommendations for the study.

5.1 Summary of Findings

5.1.1 How does stakeholder communication affect project performance in NGO projects in Kenya?

Stakeholder communication creates a significant 47% impact on project performance in NGO projects in Kenya outcomes with additional 41% high influence and 8% low influence while 4% show no effect. Stakeholder communication strongly affects the operational results of project performance in NGO projects in Kenya.

5.1.2 To what extent does stakeholder feedback affect performance of parastatals in Kenya?

The research data indicates stakeholder feedback exerts a 45% very high impact on the project performance in NGO projects in Kenya together with 39% high impact and 10% low impact and 6% no impact. Evidence shows that stakeholder feedback exercises profound impacts on the project performance in NGO projects in Kenya.

5.1.3 How does stakeholder power dynamics affect project performance in NGO projects in Kenya?

Stakeholder power dynamics exercises a very strong influence on project performance in NGO projects in Kenya compared to high influence 37%, low influence 14% and non-effect 10% respectively. The findings demonstrate that stakeholder power dynamics creates performance effects on project performance in NGO projects in Kenya.

5.1.4 To what extent does stakeholder involvement affect project performance in NGO projects in Kenya?

Stakeholder involvement shows a very large impact on project performance in NGO projects in Kenya at both 45% of very high level and 33% at high level while 14% indicates low effect and 8% reports no effect. Stakeholder involvement plays a major role in setting performance outcomes for project performance in NGO projects in Kenya.

5.2 Recommendations

AMREF together with other Kenyan government organizations should upgrade their performance tracking systems to achieve successful strategic modifications. AMREF and similar entities can achieve tracking success by using instantaneous monitoring tools and defining precise performance indicators alongside regular progress evaluation processes. Wider involvement of staff feedback during monitoring assessments enables teams to address obstacles quickly and enhance all change initiative outcomes. Performance monitoring will let organizations make data-driven choices, modify strategies because of identified needs and boost operational efficiency across the organization.

AMREF must establish a fully developed risk management system to manage the dangers coming from strategic changes. The management team performs regular assessments while developing emergency plans to fulfill international and local requirements. Through early risk detection AMREF can establish proactive measures which will minimize operational disturbances. Employee training on risk detection procedures as well as action planning methods will boost AMREF organizational capacity to handle unpredictable situations which could occur throughout change deployment. A robust risk culture through organization-wide commitment will make employees participate actively in risk management activities that build organizational resilience.

The study proposes that AMREF should implement strategies through an organized system including all personnel. Employee success in implementing strategic initiatives will rise when they receive proper role clarification alongside necessary resources and training about the change process. All operational teams should maintain clear communication channels with top management to maintain proper alignment of their directions. Evidence shows that employee information combined with their involvement decreases the level of resistance to change allowing for easier implementation. The implementation of digital systems for process optimization creates more efficient execution results that lead to prompt delivery of change initiatives.

AMREF needs to establish leadership development initiatives which will improve executive and manager competency to execute strategic alterations successfully. AMREF needs strong leadership that will provide both direction and motivation to its employees while upholding responsibility across the entire change initiative. AMREF can enhance its success rate of

implementing and maintaining strategic changes through both cultural development of transformational leadership and the provision of change management training to leaders. The communication-skills along with conflict-resolution and decision-making training for leaders will build their capability to lead employees through these transitions effectively. The implementation of strategic leadership ensures that both execution quality and organizational vision and goals fulfilment remain in harmony.

5.4 Conclusions

The available research evidence demonstrates that performance elements significantly affect project performance in NGO projects in Kenya. Most employees in the company express dissatisfaction because of the organization's approach to growth. The central organizational component of efficient management stands necessary for any company to reach its objectives based on research outcomes. The majority of organizations face this shared weakness due to managers who are ill-prepared in performance monitoring because their junior staff provides minimal valuable feedback for subordinates. According to evidence and performance data 96% of manager capabilities determine the accuracy with which companies grow.

Risk management functions across the organization underwent enhancement in order to increase the performance level of its parastatals. The strategies employed by the organization through strategic management help parastatals to sustain their performance based on survey results. The risk management procedures must be improved according to many staff members as these procedures affect 94% of project performance in NGO projects in Kenya.

The researcher confirmed through study analysis that every entity requires strategic implementation practices as fundamental operating components. The research data indicates that this practice has severe detrimental effects on parastatal operational results since 90% of respondents reported these negative impacts. The company needs to sustain its executive-level performance of strategic implementation programs permanently.

According to interview survey results strategic leadership emerged as a significant contributor to management performance deficits of parastatals because 92% of respondents agreed that it played a main role. The respondents believe that the business implements a great technical system through which it maintains effective growth that leads to superior performance in parastatals.

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APPENDICIES

Appendix I: Authorization Letter

The Management University of Africa

Sponsored by The Kenya Institute of Management

Date: 24th June 2025

TO WHOM IT MAY CONCERN

RUWEIDHA IBRAHIM ABDULLAH- BDS/33/00264/1/23

This letter serves to introduce the above named who is a **Bachelors of Arts in Development Studies (BDS)** student and is interested in carrying out research on Effects of Stakeholder Engagement on Project Performance in Non-Governmental Organizations Projects in Kenya. A Case of African Medical and Research Foundation Health Project

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Dr. Juster Nyaga

Dean, School of Management and Leadership

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Appendixes II: Questionnaire

I am a student of Management University of Africa doing my bachelor. This research is being conducted as a partial fulfillment of the award of a bachelor. For me to be able to gather data that is essential for this project, I have provided a questionnaire. All participants in this research are hereby informed that by the virtual of being an employee in this organization, you have been selected to be involved. Please, try to fill in the questionnaire as accurately as possible.

I also would like to inform you that all the information which you are going to provide will be used in the limited purpose of your academic task only and your anonymity is also guarantee.

SECTION A: GENERAL INFORMATION

1. **Gender**
   - Male ☐
   - Female ☐
2. **Work Experience.**
   - Less than 5 years ☐
   - 5 -10 years ☐
   - 11 -16 years ☐
   - 17 -22 years ☐
   - Above 23 years ☐
3. **Highest Education Level**
   - Certificate ☐
   - Diploma ☐
   - Undergraduate ☐
   - Postgraduate ☐
4. **Age**
   - 18 – 24 years ☐
   - 25 – 31 years ☐
   - 32 – 38 years ☐
   - 39 – 45 years ☐
   - Above 45 years ☐

SECTION B: STAKEHOLDER COMMUNICATION

5. How does stakeholder communication affect project performance in NGO projects in Kenya?

Very High Extent ☐

High Extent ☐

Moderate Extent ☐

Low Extent ☐

No Effect ☐

Please explain……..

…….

SECTION C: STAKEHOLDER FEEDBACK

6. What is the effect of stakeholder feedback on project performance in NGO projects in Kenya?

Very High Extent ☐

High Extent ☐

Moderate Extent ☐

Low Extent ☐

No Effect ☐

Please explain……..

…….

SECTION D: STAKEHOLDER POWER DYNAMICS

7. To what extent does stakeholder power dynamics affect project performance in NGO projects in Kenya?

Very High Extent ☐

High Extent ☐

Moderate Extent ☐

Low Extent ☐

No Effect ☐

Please explain……..

…….

SECTION E: STAKEHOLDER INVOLVEMENT

8. To what extent does stakeholder involvement affect project performance in NGO projects in Kenya?

Very High Extent ☐

High Extent ☐

Moderate Extent ☐

Low Extent ☐

No Effect ☐

Please explain……..

……

Appendixes III: Time Schedule for Research

ACTIVITY	January 2025	February 2025	March 2025	April 2025
Proposal writing				
Submission of the proposal				
Defence of the proposal				
Project Submission				

Source: Author (2025)

Appendixes IV: Budget

Expenses	**Cost (Kshs)**
Typing and printing services	3100
Cyber/Internet service	600
Fare	1900
Other expenses	800
Total	**6400**

Source: Author (2025)

Thank you for your cooperation