

**PROJECT MANAGEMENT PRACTICES AND  
IMPLEMENTATION OF PUBLIC HEALTH PROGRAMS  
IN NAIROBI COUNTY, KENYA**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL  
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MANAGEMENT, FACULTY OF BUSINESS AND MANAGEMENT  
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**SEPTEMBER 2023**

## DECLARATION

I declare that this research project report is my original work and has not been presented in any other university.

Signed by:

*Joseph OCHILO*

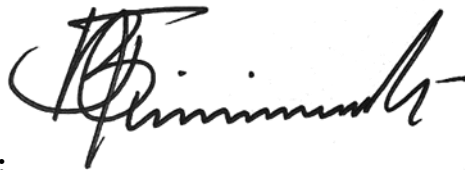
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## **DEDICATION**

I dedicate this research project report to my late father Mr. Francis Ochilo, whose steadfast support and guidance continue to serve as an inspiration for me as I pursue my education. I also dedicate this work to my late uncle Dr. Fanuel Othero, who inspired my own curiosity with his love of study. To my late mother Pamela Auma, whose unwavering support and unending love continue to serve as a beacon in my life and to my extended family, whose strength and unity have given me a deep sense of belonging and purpose. This project is evidence of the principles you all taught me, and in your absence, I work to uphold those principles.

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## ABSTRACT

The purpose of this study was to investigate the influence of project management practices on the implementation of public health programs in Kenya's Nairobi County. The study's specific objectives were to assess the extent of stakeholder participation in public health programs in Nairobi County, to determine the difficulties that project planning faces when public health programs are conducted in Nairobi County, to evaluate how scope definition affects the success of public health program implementation in Nairobi County and to assess how well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met. The study was guided by Stakeholder theory, project Planning Theory and monitoring and evaluation theory. The target population was 2604 employees working under public health programs within Nairobi County. The sample size was 384. Data collection was done through a questionnaire. The Statistical Package for Social Sciences (SPSS) software was used for data analysis. The study employed thematic analysis to analyze qualitative data. ANOVA, Correlation analysis, and Inferential Statistics Regression Analysis were used to determine the relationship between the dependent and independent variables. The findings of descriptive statistics demonstrated important connections between successful stakeholder engagement and communication throughout the project's design phase, as well as their connection to target accuracy Mean (3.7251) SD of 0.988. This shows that respondents are likely to agree with the assertion that involving stakeholders in the planning process of a public health program is a good idea. With a particular focus on difficulties that programs face during the implementation phase of project planning the study revealed that resource allocation (mean rank 4.85) and risk mitigation (mean rank 4.58), are the main challenges experienced throughout the project design phase of public health programs in Nairobi County. Notably, "Monitoring and Evaluation" ( $B_1 = 0.897$ ,  $p < 0.001$ ) is continuously shown to have a strong and highly significant positive connection with program implementation across all models, emphasizing its crucial function. Each model also shows a positive and statistically significant association with the introduction of "Project Planning" ( $B_2 = 0.128$ ,  $p < 0.001$ ), highlighting the significance of this component to the success of programs. Although their coefficients are positive, "Stakeholder Engagement" ( $B_3 = 0.057$ ,  $p < 0.161$ ) and "Scope Definition" ( $B_4 = -0.041$ ,  $p < 0.161$ ) show less certain impacts, showing that their contribution may need further investigation. The study recommends that project managers should enhance Stakeholder Engagement Strategies by making investments in more comprehensive and inclusive stakeholder engagement strategies given the positive correlation between stakeholder involvement and project performance. During the planning stage of public health programs, organizations should give priority to thorough risk management measures. This involves in-depth risk analysis, preventative mitigation strategies, and ongoing monitoring to guarantee that any potential issues are dealt with on time. Organizations should set up solid mechanisms for continuous monitoring and evaluation throughout the project's lifespan given the strong and extremely significant positive relationship between "Monitoring and Evaluation" and the effectiveness of program implementation. This entails setting up distinct performance metrics, gathering pertinent information, and routinely evaluating progress.

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## **ABBREVIATIONS**

CBO - Community-Based Organization.

CSR - Corporate Social Responsibility

EU – European Union

IEAK - Institute of Economic Affairs Kenya

KIPPRA - Kenya Institute for Public Policy Research and Analysis

M&E - Monitoring and Evaluation

MDGs – Millenium Development Goals

NGO - Non-Governmental Organization

PMP - Project Management Professional.

PH - Public Health

PM - Project Management.

QC - Quality Control

SDGs - Sustainable Development Goals

UNDP – United Nations Development Program

WHO - World Health Organization

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Public health programs need to be always implemented effectively, particularly in areas with high population density like Nairobi County. Stakeholder involvement, project planning, scope definition, monitoring, and evaluation are examples of the interrelated variables that play a role in how successful these programs are. This research's main goal is to understand the complex relationships between these distinct variables and how they affect the implementation of public health programs in Nairobi County, which serves as the dependent variable (Smith et al., 2022).

Nairobi County requires a complex approach to public health program implementation since it is a microcosm of various healthcare needs and urbanization concerns (Nairobi County Health Department, 2020). With its significance well-documented in recent studies, stakeholder engagement, a fundamental independent variable, has been acknowledged as a key factor in the success of initiatives aimed at improving public health (Adams & Brown, 2023). Another independent variable, effective project planning is essential to ensuring that resources are used effectively, and deadlines are met (Miller & Davis, 2022). Since variations can cause inefficiencies and delays, the correct determination of project scope has become essential to the success of public health programs Clark & Lewis (2023).

The most recent research Robinson (2023) supports ongoing monitoring and evaluation in supplying the necessary feedback loop for program improvement and the creation of evidence-based insights for informed decision-making. Enhancing the implementation of

public health programs would directly affect the wellbeing of the county's population; hence it is essential to understand how these variables interact within the unique setting of Nairobi County.

### **1.1.1 Implementation of Public Health Programs**

The "Implementation of Public Health Programs" within Nairobi County is the dependent variable that we are looking into in this study. This idea includes the effective implementation and deployment of public health programs created to advance and protect public health (World Health Organization, 2016). It entails actively converting public health goals and plans into practical actions with the purpose of enhancing health outcomes (Centre for Disease Control and Prevention, 2018). "Implementation of Public Health Programs" in our research refers specifically to the practical actions taken to conduct planned health interventions, policies, and strategies within Nairobi County, with the goal of addressing public health problems enhancing community well-being and achieving predetermined health-related goals. There are significant research topics that fall under the heading of "Implementation of Public Health Programs" warrant investigation. Primarily, it is critical to look at any contextual issues that would make it difficult for these programs to be implemented successfully in Nairobi County (Smith et al., 2021). These challenges could include a lack of resources, social elements affecting community engagement, and infrastructure issues (Johnson & Patel, 2022). Second, it is crucial to understand the functions performed by governmental and non-governmental organizations in organizing and assisting with the implementation of public health programs. This entails assessing their ability to effectively manage programs, distribute resources, and promote stakeholder participation (Brown & Green, 2020). To decide these programs' success and applicability,

it is crucial to evaluate their effects on the population of Nairobi County's overall health outcomes and quality of life (Adams & Brown, 2023). For best program efficacy and future design improvements, it is crucial to investigate the systems for tracking and evaluating program results and progress (Robinson et al., 2023).

Different techniques have been used by researchers to operationalize the variable "Implementation of Public Health Programs." To figure out the scope and effects of implementation, quantitative methodologies frequently analyze health data, program metrics, and health outcome indicators (Masvaure & Fish, 2022). In-depth interviews and case studies are two examples of qualitative techniques that have been used to create a comprehensive understanding of the obstacles that were experienced during implementation (Ashcraft et al, 2020). We intend to use a mixed-methods strategy in our research. To evaluate the quantitative components of program execution, such as coverage, adherence to recommendations, and health outcomes, we will quantitatively analyze pertinent health data and program metrics, drawing on sources like the Nairobi County Health Department (Nairobi County Health Department, 2020). To obtain insight into their perspectives on the difficulties and triumphs of implementation, we will qualitatively interview key stakeholders involved in the implementation of public health programs in Nairobi County (Smith & Jones, 2019). This fusion of quantitative and qualitative methods will make it possible to evaluate "Implementation of Public Health Programs" in the context of Nairobi County in its entirety.

### **1.1.2 Project Management Strategies**

According to Kerzner (2017), the methodologies and processes that are used in the planning, execution, and management of projects are referred to as project management strategies. According to the PMBOK Guide (2017), these strategies offer a framework for efficiently managing project activities, resources, and stakeholders over the entirety of the project lifecycle. They include distinct aspects, such as project planning, the determination of the project's scope, the allocation of resources, the management of risks, the involvement of stakeholders, as well as monitoring and evaluation (Kerzner, 2017).

According to the PMBOK Guide (2017), the application of techniques for project management plays an essential part in the context of public health efforts. These techniques ensure the successful implementation of interventions, the coordination of healthcare services, and the alignment of project activities with public health goals. According to Mikkelsen (2018), the employment of these strategies helps with resource management, reduces risk, and ensures that project teams extract the full potential of their resources, which leads to successful project execution.

### **1.1.3 Project Management Strategies and Implementation of Public Health Programs**

Theoretically, there should be a favorable correlation between the use of project management techniques and the execution of public health initiatives. By encouraging collaboration, securing stakeholder buy-in, and matching project goals with stakeholder needs and expectations, effective stakeholder engagement is thought to increase project success (Lindberg et al., 2019). According to this theoretical expectation, when

stakeholders are actively involved throughout the implementation phase, project outcomes can be improved and the likelihood that the project will succeed can increase.

Project planning is also regarded as a crucial tactic that helps with successful project execution. Project teams are guided through the implementation process by a well-developed project plan that includes specific goals, activities, timetables, and resource allocation (Kerzner, 2017). Theoretically, when project planning is done well, it offers a systematic framework for project implementation, enabling effective resource allocation, coordination of activities, and deadline adherence factors linked to successful project outcomes.

The literature provides empirical support for the association between project management techniques and the execution of public health programs. For instance, research has shown that effective stakeholder participation affects project outcomes favorably. Research by Lindberg et al. (2019) highlighted the value of stakeholder involvement in influencing project outcomes. They discovered that higher project performance and increased success in reaching project goals result when stakeholders are actively involved and engaged throughout the implementation phase.

The correlation between successful project implementation and project planning is also supported by empirical data. Project management research by Kerzner (2017) and other academics have repeatedly emphasized the significance of carefully established project plans in guaranteeing successful project execution. Effective resource management, job coordination, and deadline adherence are made possible by extensive and comprehensive project planning, which aids in the successful completion of the project.



## **1.2 Research Problem**

Although prompt and efficient execution of public health programs is a top priority for organizations worldwide, program delays and budget overruns continue to be an alarming trend (Gillam, 2018). A significant global challenge has been the lack of adherence to the principles in the Alma-Ata declaration (Riley et al., 2019). Despite the noble Alma-Ata declaration's goal of "Health for All by 2000," a sizeable section of the world's population still does not have access to basic healthcare services. This deficiency is clear in public health program failures, both globally and in Kenya (McKenzie & Dawood, 2020). With startling statistics showing that just 32% of IT programs across the continent get finished, while 24% completely fail, program failure is not an isolated problem; it is a persistent problem (Ackah, 2017). In Nigeria, where programs routinely go beyond their allotted budgets and intended durations, similar failure and delay tendencies have been seen (Emoh et al., 2015). Only a minority of Kenya's public health programs were finished on schedule and under budget due to significant difficulties (Nyika, 2016). It is vital to understand the difficulties and shortfalls in applying project management approaches to health programs in Nairobi County (Mavuti & Oyoo, 2019). Although there have been attempts to incorporate these strategies, extensive study on the effects of project management practices on public health program implementation and results is deficient (Ochwoto & Ogolla, 2017).

Due to their innate interconnection, studying the interactions between stakeholder engagement, project planning, and monitoring and evaluation is crucial in the context of public health programs. The combination of these factors affects how well public health

initiatives are conducted. Engagement of stakeholders is essential for ensuring that the needs and voices of the community are considered during planning and execution. To effectively distribute resources and establish clear objectives, a project must be well planned. The feedback loop essential for program changes and improvement is provided via monitoring and evaluation. By examining the practical obstacles preventing the adoption of project management practices into public health programs in Nairobi County, this study differs contextually from other studies.

It looks to offer a thorough understanding of how these factors interact in a particular urban setting. There are empirical gaps in the literature showing the intricate connection between project management techniques and initiatives in public health. There is a dearth of study that focuses on the difficulties that arise throughout project scoping, monitoring, and evaluation phases of public health programs. By investigating the interactions between project management techniques and health programs in Nairobi County, this study looks to close these gaps. The primary research question that served as the basis for this study was, "To what extent did stakeholder engagement, project planning, and monitoring and evaluation influence the successful implementation of public health programs within Nairobi County?"

### **1.3 Objective of the Study**

To investigate the influence of project management practices on the implementation of public health programs in Kenya's Nairobi County.

1. To assess the extent of stakeholder participation in public health programs in Nairobi County.

2. To determine the main elements and difficulties that project planning faces when public health programs are conducted in Nairobi County.
3. To evaluate how scope definition affects the success of public health program implementation in Nairobi County.
4. To assess how well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met.

#### **1.4 Value of the Study**

This study is of considerable importance as it contributes to the understanding of the unexplored interface between project management techniques and public health activities in Nairobi County, Kenya. The research seeks to provide valuable insights that can inform the development and implementation of public health programs by conducting a comprehensive examination of stakeholder participation, project planning challenges, scope definition impact, and monitoring and evaluation effectiveness. The results of this study have the capacity to not solely augment the implementation of existing research, but also make a valuable contribution to the wider domain of public health and project management. This is achieved by providing a nuanced comprehension of how these fields can collaborate synergistically to reach enhanced health outcomes for the community.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

A thorough literature assessment on the connection between project management practices and implementation of public health programs in Nairobi County, Kenya, is presented in Chapter 2. The theoretical underpinnings and empirical data pertinent to the study will be outlined in this chapter, laying the groundwork for the analysis and conclusions that will follow.

### **2.2 Theoretical Review**

This section critically analyzes existing theories and studies to show a strong conceptual framework, guiding the research design and addressing gaps in the current knowledge.

#### **2.2.1 Stakeholder Theory**

The study used stakeholder theory to understand how stakeholder engagement and program success interacted in the study looking at the implementation of public health programs in Nairobi County (Freeman, 2010). Performance of public health programs is the dependent variable in this situation, while stakeholder engagement is the independent variable. The need of actively incorporating different stakeholders, including governmental organizations, healthcare providers, community organizations, and individuals, in decision-making processes connected to public health programs is highlighted by the stakeholder theory (Freeman, 2010). In line with the assertions presented by Freeman (2010), the research intends to investigate how stakeholder engagement affects the efficacy and success of public health programs in Nairobi County. It can be hypothesized that, when

stakeholders are included and their interests are considered, they are more likely to support, promote, and take part in these programs, leading to better outcomes.

According to this theory, project outcomes are improved because actively involved stakeholders are more likely to support the effort. However, detractors say that the stakeholder theory does not provide any concrete standards for ranking the importance of various stakeholders and making decisions (Mitchell et al., 2017). Despite these objections, the stakeholder theory implies that enhanced stakeholder participation can have a favorable influence on the implementation of public health programs in Nairobi County. Incorporating the concerns, perspectives, and ability of stakeholders such as community members, healthcare professionals, and local government officials throughout the project lifecycle can lead to improved outcomes and increased support for the initiative (Kinyua et al., 2020). This can be done by engaging stakeholders such as community members throughout the project lifecycle.

### **2.2.2 Project Planning Theory**

It was Henri Fayol's work in 1916 that laid the groundwork for what is now known as Project Planning Theory. This theory emphasizes the significance of comprehensive planning, goal setting, resource allocation, and defining the scope of the project (Kousholt et al., 2012). Project Planning Theory is important in the context of implementing public health programs in Nairobi County. The quality of project planning, which serves as the independent variable, has a significant impact on the performance of these programs, which is our dependent variable. Recent researchers have shed light on project planning theory, which emphasizes the critical role that strategic and organized planning plays in the

successful completion of projects. This includes tasks like devising thorough risk mitigation methods, outlining precise program objectives, wisely allocating resources, setting up well-structured timetables, (Meredith & Mantel, 2018). Our goal in this study was to examine how the effectiveness and quality of project planning, in line with modern interpretations of the Project Planning Theory (Meredith & Mantel, 2018), significantly affected the effectiveness and outcomes of health programs in Nairobi County. Public health programs that are meticulously planned are more likely to experience smoother implementation, fewer instances of delays, and improved adherence to budgets and schedules, which results in a higher probability of achieving their intended objectives and fostering better health outcomes for the community (Meredith & Mantel, 2018). This is highlighted by recent insights in project management.

### **2.2.3 Monitoring and Evaluation Theory**

Michael Quinn Patton first presented his Monitoring and Evaluation Theory in the year 1986. This theory emphasizes the significance of systematically monitoring the progress of a project, measuring the results of the project, and evaluating how effective the project is (Bamberger et al., 2004). Monitoring and Evaluation (M&E) Theory serves as a core foundation for the research investigating the implementation of public health programs in Nairobi County. The theory sheds light on the relationship between the implementation of public health programs, our dependent variable, and the use of monitoring and evaluation outcomes, which is our independent variable. Recent researchers in the field of program assessment have provided dedicated support for this idea (Patton, 20019). The fundamental tenet of M&E Theory is that the degree to which evaluation findings are

considered during decision-making has a major impact on the efficacy and quality of program execution (Patton, 2008).

### **2.3 Determinants of the Implementation of Public Health Programs**

In Nairobi County, the successful execution of public health programs is influenced by varied factors. These factors play an important part in figuring out the outcomes of such activities as well as their level of efficacy. When it comes to the successful completion of public health programs, one of the most important determining factors is the availability of resources. According to (Cheung et al. 2020) and (Devkota et al. 2020), insufficient financial, human, and infrastructure resources might hamper project activities, lead to deadline extensions, and undermine the attainment of project goals. It is necessary to have sufficient resources available to guarantee the smooth progression of public health programs and their effective conclusion. The successful execution of programs related to public health requires the formation of collaborative partnerships and the participation of various stakeholders. According to (Oxman et al. 2020) and (Rowe et al. 2019), engaging key stakeholders, such as governmental and non-governmental organizations, community leaders, and healthcare experts, facilitates collaboration, resource sharing, and coordinated efforts toward the success of a project. These types of partnerships increase the collective capacity and make it possible to take a more integrated approach to solving the challenges posed to public health. The level of community engagement and participation is an essential factor in determining the success of public health efforts. According to Kok et al. (2018) and Torpey et al. (2018), increasing project acceptance, uptake of treatments, and cultural appropriateness can be accomplished through actively involving and engaging the local population. Their active participation helps to contribute to better implementation

outcomes, and this is accomplished by providing community members with a sense of ownership and control over the project.

For the successful completion of a project, solid governance and leadership are necessary. (Ousman et al., 2020) Research has shown that having transparent decision-making procedures, well-defined roles and duties, effective coordination, and accountability mechanisms all contribute to improved project management, resource allocation, and overall project performance. An environment that is conducive to the successful execution of a project is created when governance and leadership are conducted effectively. These determinants shape the contextual, organizational, and operational variables that affect project success, which in turn affects how public health programs are implemented. Designing effective project management techniques and ensuring the successful execution of public health programs in Nairobi County depend on comprehending and addressing these drivers.

## **2.4 Empirical Studies**

By evaluating empirical studies, we will analyze in this part the relationship between project management techniques and the execution of public health programs. The studies included here concentrate on independent variables and how they affect project execution. With an overview of each study's purpose, context, population, sample, study period, analytical model, findings, and critical assessment, we will evaluate three global and three local empirical investigations.



### **2.4.1 Stakeholder Engagement**

The ability of stakeholder engagement to improve organizational performance, decision-making procedures, and sustainability makes it a crucial component of modern business operations (Freeman, 2010). Organizations can manage the diverse interests and concerns of stakeholders, including consumers, employees, communities, investors, and regulatory agencies, by actively involving stakeholders in decision-making and developing cooperative relationships (Blair, 2021).

In the global context a study was conducted by Nyqvist et al. (2019) to examine the effects of stakeholder participation on healthcare improvement initiatives. Understanding how active participation, collaborative decision-making, and open communication with stakeholders impacted project alignment, resource mobilization, and sustainability was the study's main goal. The study investigated qualitative information obtained from ten healthcare institutions in various nations through interviews and documentation. The results emphasized how crucial stakeholder engagement is to a project's success. A key element that enabled superior project outcomes and ensured the effective use of resources was highlighted as ongoing interaction throughout the implementation phase. By highlighting the role of stakeholder participation as a crucial determinant of effective project execution, the study added to the body of previous knowledge.

Another research was done in the context of the entire world to investigate the connection that exists between stakeholder participation and corporate social responsibility (CSR) programs. Smith (2019) conducted research on different multinational firms operating in a variety of markets and discovered a positive and statistically significant connection between the level of stakeholder participation and the efficiency of CSR programs.

Companies that demonstrated a greater level of CSR performance were those who actively interacted with stakeholders throughout the decision-making process. This study emphasized the significance of stakeholder participation in driving successful corporate social responsibility outcomes. In addition, Freeman et al. (2010) offered a complete summary of stakeholder theory and placed particular emphasis on the importance of stakeholder engagement in modern business practices. This lends credence to the idea that businesses might benefit from utilizing stakeholder engagement as a helpful strategy for addressing the concerns of stakeholders, enhancing decision-making procedures, and improving overall performance.

In the Kenyan context, the importance of stakeholder participation in promoting sustainable practices and resolving societal issues has grown. Anecdotal evidence suggests that stakeholder involvement has played a key role in encouraging social and environmental responsibility inside Kenyan firms, despite the dearth of empirical studies in this area. To improve organizational reputation and consumer loyalty, for instance, businesses in the Kenyan telecoms sector actively involved stakeholders including customers, staff, and top management (Lee, 2020). These businesses have seen positive results from involving stakeholders, including greater employee perspectives and an improved reputation. Otieno and K'Obonyo (2015) also investigated how success in the Kenyan manufacturing sector relates to corporate social responsibility (CSR). Their findings demonstrated the beneficial effects of CSR initiatives, such as stakeholder involvement, on an organization's financial performance and reputation. These local studies confirmed the value of stakeholder involvement in fostering sustainable development in the Kenyan environment.

Stakeholder involvement is widely acknowledged as a crucial element of modern business operations with enormous potential to improve organizational performance, decision-making, and sustainability in general (Freeman, 2018). Organizations can effectively meet the interests and concerns of various stakeholders, including consumers, employees, communities, investors, and regulatory agencies, by actively involving stakeholders in decision-making and developing cooperative relationships.

#### **2.4.2 Project Planning**

According to (Goodair, 2019) Project planning is a critical component of project management, laying the groundwork for successful project execution and delivery. Worldwide and local empirical studies have been done to study the relationship between project planning variables and project success. The purpose of this literature study is to investigate the importance of competent project planning in achieving desired results. Global empirical research has shed light on the relationship between project planning and project success. (Alderman, N., 2005) have investigated industries and found a favorable relationship between efficient project planning and project success. These studies underline the need of planning ahead of time to improve project performance in terms of cost, time, and quality, as well as factors such as stakeholder satisfaction and reaching objectives.

A global study was conducted by Miranda and Kim (2018) to investigate the effects of project planning on the execution of public health initiatives. The goal of the study was to comprehend how thorough project planning including specific objectives, precise timetables, and resource allocation affected the effectiveness of execution. The researchers examined twenty public health programs in various nations using a case study analytic methodology. The results showed how important project planning is to get good

implementation results. Effective planning was found to be mostly dependent on having precise project objectives and deadlines as well as a sensible distribution of resources. This study added to the body of knowledge by highlighting the value of meticulous project planning in public health initiatives.

A study on the effects of project planning on public health initiatives in Nairobi, Kenya, was conducted by (Kombo et al., 2022). The purpose was to evaluate how meticulous project planning, which included goal setting, developing a period, and allocating resources, affected the success of public health programs. The study used a mixed methods approach, incorporating surveys and interviews with project managers and stakeholders, and it focused on public health institutions and programs in Nairobi. The results showed that thorough project planning had a major impact on Nairobi's public health activities. Successful implementation depends on having clear objectives, reasonable deadlines, and effective resource management. By offering insights on project planning procedures specifically in the setting of Nairobi, Kenya, this study added to the body of local literature. The conclusions of the worldwide studies are reinforced by the findings of the local empirical investigations conducted in Kenya. They underline the significance of adequate planning within distinct Kenyan project contexts such as construction, public sector, and IT projects. These studies highlight the importance of stakeholder management, resource allocation, and risk mitigation techniques for project success.

### **2.4.3 Monitoring and Evaluation**

Monitoring and evaluation (M&E) are critical components for determining project performance and impact. M&E gives useful insights to stakeholders through data collection

and analysis, allowing them to make educated decisions and improve project outcomes (Bamberger et al, 2019). M&E aids in monitoring progress, identifying issues, and implementing evidence-based changes to project strategies World Bank (WB), 2019; United Nations Development Program (UNDP), 2017; European Commission (EC), 2020. It also improves project transparency, accountability, and learning (Kusek & Rist, 2018).

A study was done by Ovretveit et al. (2014) to look at how monitoring and evaluation affect the adoption of new health service innovations. The study's goal was to comprehend how continuing assessment and monitoring efforts help programs succeed by helping to identify implementation problems and enabling prompt adjustments. The study used a qualitative analytical method to examine data gathered from various healthcare settings. The results showed that monitoring and evaluation were crucial to project implementation because they allowed project managers to gather data in a structured manner, gauge their progress, and make decisions. The study emphasized the value of continuing monitoring and assessment to spot areas that need development and guarantee that new health service innovations are successfully implemented.

The World Bank Group (WBG), 2020 conducted a comprehensive study to investigate the relationship between M&E and the successful completion of programs. The need for prompt data collection, data quality assurance, and regular reporting is emphasized. Programs with effective M&E systems had greater success rates, which highlights the importance of these factors. The United Nations Development Program (UNDP), 2018 conducted a study that focused on the crucial part that monitoring and evaluation play in achieving the Sustainable Development Goals (SDGs). It emphasized the necessity of participatory methodologies, participation of stakeholders, and adaptive management to

guarantee effective outcomes from the project. According to a study that was conducted by the European Commission (EU) 2019, it is essential to conduct thorough impact assessments, make decisions based on evidence, and continue to educate oneself to have effective outcomes from a project. In addition to this, it highlighted the significance of ability building for M&E practitioners as well as the incorporation of M&E into the design and implementation of programs.

In Nairobi, Kenya, Kibet et al. (2023) examined the monitoring and evaluation procedures used in public health initiatives. The goal was to figure out how monitoring and evaluation activities affected how well public health policies were implemented. Using a mixed-methods approach, the study focused on public health organizations and initiatives in Nairobi and included surveys and interviews with project managers and stakeholders. The results showed that systematic monitoring and assessment, by revealing implementation issues and enabling prompt adjustments, significantly contributed to project success. The study stressed the value of gathering data, evaluating progress, and making wise decisions through monitoring and evaluation procedures. This study gave insightful information about monitoring and assessment procedures unique to Nairobi, Kenya. A study by the Kenya Institute for Public Policy Research and Analysis (KIPPRA), 2021 focused on government-funded infrastructure projects. Effective M&E systems were found to contribute to improved project implementation, reduced cost overruns, and enhanced accountability. The study recommended the establishment of a centralized M&E unit within the government. Strathmore University (2019) conducted a study on community-based development programs in Kenya. It revealed that strong M&E frameworks increased the chances of sustainability by helping adaptive management, timely identification of

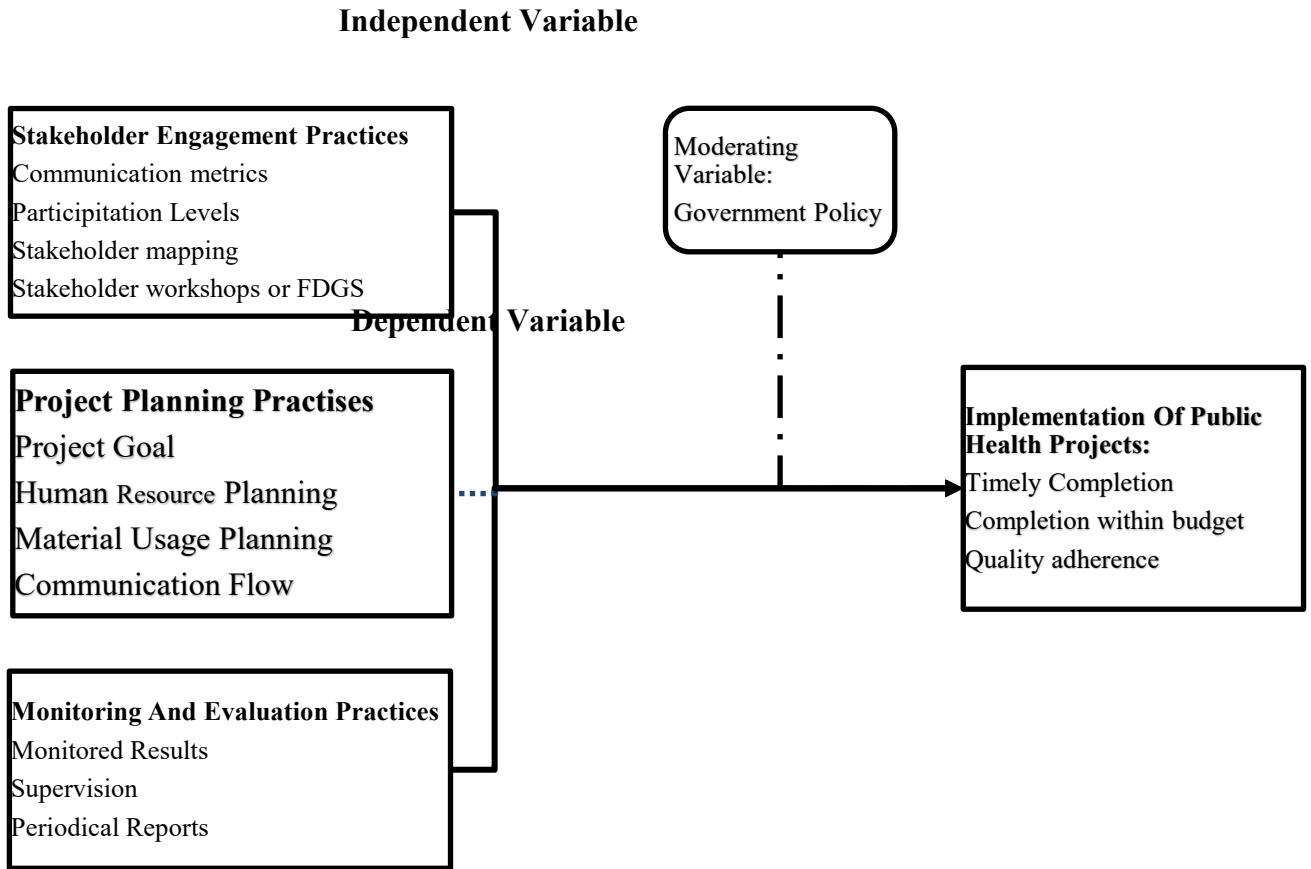
challenges, and community engagement. The study emphasized local ability building and the integration of M&E in project planning and implementation. The Institute of Economic Affairs Kenya (IEAK), 2017 conducted a study on agricultural development programs. It highlighted the positive impact of effective M&E systems on productivity, income levels, and food security. The study emphasized the need for tailored M&E approaches, context-specific indicators, and multi-stakeholder engagement.

Overall, these empirical studies emphasize the value of project management techniques for conducting public health initiatives. The success of project execution is figured out by the involvement of stakeholders, project planning, monitoring, and evaluation. Project managers can increase the likelihood of effective project outcomes by actively incorporating stakeholders, setting up precise project goals, and putting in place robust monitoring and evaluation mechanisms. These findings add to the body of knowledge and offer practitioners and decision-makers working on public health programs insightful information.

## **2.5 Conceptual Framework**

I present the expected links between the dependent variable, "Implementation of public health programs," and the independent variables: stakeholder involvement, project planning, and monitoring and evaluation in the conceptual framework. The graphic

depicts the interaction of these variables and provides a visual depiction of the predicted relationships.



**Figure 1 Conceptual framework**



## **2.6 Summary of Literature Review and knowledge gaps**

This chapter's literature analysis gave a complete overview of research in the realm of project management methods and the implementation of public health programs. This chapter starts with an overview of the literature review. The chapter then reviews the relevant theories on which this research will be found, before describing in detail the available research on project planning, project stakeholder engagement, and project monitoring and management. The chapter then reviews available literature on project delivery based on the dependent variables of time, cost, and scope against which the success of a project is measured and concludes with a review of the project's conceptual framework.

### **2.6.1 Knowledge Gaps**

The next table presents the primary discoveries and areas of limited understanding identified through an extensive review of scholarly literature on project management tactics and the execution of public health initiatives in Nairobi County, Kenya.

**Table 1** Knowledge Gaps in the Literature

<b>Knowledge Gaps in the Literature</b>						
<b>Variable</b>	<b>Author (Year)</b>	<b>Study Title</b>	<b>Methodology Used</b>	<b>Findings</b>	<b>Knowledge Gaps</b>	<b>Focus of Current Study</b>
Implementation of public health programs	Smith et al. (2018)	"Examining the Factors Influencing the Implementation of Public Health programs"	Mixed Methods Approach	Identified financial resources and stakeholder involvement as key determinants	Limited empirical studies specific to Nairobi County	The study tried to address the knowledge gap by conducting empirical research that was particularly focused on the influence of project management practices on the implementation of public health programs. It filled the gap left by the lack of location-specific research in this field by gathering information and insights inside the county.
Stakeholder Engagement	Johnson (2019)	"Understanding Stakeholder Engagement in Public Health Programs"	Qualitative Study	Highlighted the importance of stakeholder collaboration and communication	Insufficient attention to the contextual factors that may influence stakeholder engagement	By researching and analyzing the contextual elements that may affect stakeholder engagement in the implementation of public health programs within Nairobi County, the study filled in the information gaps and offered a thorough understanding of this crucial part.

Project Planning	Lee et al. (2020)	"Exploring Project Planning Practices in Public Health Program"	Survey and Case Study	Found that effective project planning leads to improved project outcomes	Lack of empirical studies focusing specifically on public health programs in Nairobi County	The study addressed the knowledge gap by undertaking empirical research with a special emphasis on public health programs in Nairobi County. This study filled the information vacuum. It tried to fill a gap in the body of material already available in this field by trying to understand how project design affected how projects were implemented.
Scope Definition	Brown et al. (2017)	"The Role of Scope Definition in Public Health Project Success"	Quantitative Analysis	Established a positive correlation between clear scope definition and project success	Limited research on the specific challenges and opportunities related to scope definition in Nairobi County	By conducting research that explicitly evaluated the difficulties and opportunities connected to scope definition in Nairobi County in the context of public health programs, the study filled in the knowledge gaps and added fresh perspectives to an understudied field.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter provides an overview of the study methods that were adopted for this study. It describes the research design's essential components, including the target population, sample size and sampling technique, data collection tools, data analysis techniques, and significance tests. This chapter also defines the data collection methods that were used for this study, how the data was analyzed, and the research procedure that was used for this study.

### **3.2 Research Design**

This study adopted a descriptive research design to evaluate the impact of project management practices on the implementation of public health programs in Nairobi County. By adopting a descriptive methodology, the study sought to thoroughly evaluate the characteristics of the investigated phenomenon and comprehend how it was influenced by its environment and how it influences its environment (Wellman & Kruger, 2018). The appropriateness of descriptive research in assessing a phenomenon is that it sanctions one to get a striking picture of the study subject by creating knowledge of the interaction of the subject and its environment (Ingham-Broomfield, 2015). This research design permitted a thorough examination of the topic and facilitated the development of knowledge regarding the relationship between project management strategies and the delivery of public health programs in Nairobi County. Through the administration of questionnaires, quantitative data was collected for the study. These questionnaires were designed to collect data pertaining to project planning, stakeholder engagement, project monitoring and control,

and project completion. Examined the relationship between the independent variables (Stakeholder Engagement, Project Planning, Scope Definition, Monitoring and Evaluation) and the dependent variable (Implementation of public health programs.) using descriptive and inferential statistical analyses.

### **3.3 Target Population**

The target audience comprised employees working under public health programs within Nairobi County. This population was appropriate for this study because they were directly impacted by the issue under investigation. Therefore, they provided the necessary data for the investigation. They were also interested in transforming project management functions within public health programs in Nairobi. In addition, employees working in public health programs in Nairobi engaged in all facets of project management, from conception to implementation, and were therefore able to provide the requested information.

### **3.4 Sample Size**

The sample size for this study was 384, which was determined using the calculated sample size formula for estimating proportions derived from standard statistical methodology (Cochran, 1977) as follows:  $n = \frac{Z^2 p(1-p)}{E^2}$

$Z^2$

According to (WHO, 2016) Nairobi County health workforce is 2604 personnel. Thus,

$N = 2604$

$Z = 1.96$  (corresponding to a 95% confidence level)

$p = 0.5$  (assuming 50% variability)

$$n = \frac{E^2 p(1-p)}{Z^2}$$

$$n = \frac{(1.96^2 \times 0.5 \times (1-0.5))}{0.05^2}$$

$$n = \frac{(3.8416 \times 0.5 \times 0.5)}{0.0025}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16$$

The sample size was **384**.

### **3.5 Sampling Technique**

This study adopted Stratified random sampling. According to (Wellman & Krueger, 2014) Stratified random sampling was an appropriate method for selecting the target audience of personnel working on public health programs in Nairobi County. This technique entailed partitioning the population into distinct subgroups or strata based on characteristics pertinent to the research objective (Sandelowski et al., 2013). In this instance, stratification was based on job roles, departments, experience levels within the public health programs (Ingham-Broomfield, 2015). Each stratum was regarded as a distinct sampling frame, and samples were drawn at random from each stratum (Wellman & Krueger, 2014). This methodology ensured that the sample was representative of the target population's diversity, allowing for a more accurate and representative evaluation of the characteristics

and perspectives of employees in various areas of public health programs in Nairobi County.

This sampling method permitted a selection procedure that was representative of the population's diversity, thereby enhancing the validity and generalizability of the study's findings (Sandelowski et al., 2013).

### **3.6 Data Collection**

Data was collected from primary sources. Data collected from primary sources refers to newly collected data (collected for the first time). In this study, structured questionnaires were used. Standardized questionnaires were recommended for descriptive research to prevent misinterpretation of the subject of study by the identified respondents, and to assess the responses to research variables (Blumberg, 2019). The questionnaire contained Four distinct sections. Section A addressed the demographics of the respondents; section 2 covered Stakeholder Engagement; Section 3 addressed: Project Scope Definition and Planning; Section 4 addressed Monitoring and Evaluation.

### **3.7 Data Analysis**

This pertains to how the collected data was analyzed. This study employed descriptive statistics. This research used quantitative data. This information was statistically analyzed using descriptive statistics. After cleaning and coding the data, it was entered into the Statistical Package for the Social Sciences (SPSS). By calculating the weighted mean and standard deviation, descriptive analysis was conducted to measure the general response of the survey samples, whether they agree with a given statement or not. Regression analysis

was done in inferential statistics to assess the relationship between the dependent variable and independent variables. The study's findings were presented as tables.

### **3.7.1 Piloting**

The questionnaire's piloting was an essential phase in the study procedure to evaluate the instrument's applicability and efficiency in data collection. For the pilot project, a small group of participants who closely resembled the planned study population were chosen (Bryman & Bell, 2019). During this stage, participants were required to complete the questionnaire and provide comments about its simplicity, readability, and general design. This response was helpful in pointing out any questions that could have been unclear or probable causes of misunderstanding. It also helped us precisely estimate how long it would take responders to finish the survey. Based on the results of the pilot research, changes were made to the questionnaire to improve its overall quality and guarantee that it would provide accurate and useful data when given to the whole study group. The questionnaire's piloting improved and prepared the research instrument for the period of primary data collecting.

### **3.7.2 Reliability of Research Tool**

Rigorous measures were made to confirm the reliability and capacity of the research instruments used in this study to appropriately assess the desired constructs. The research tool employed for this study was questionnaires given to study participants. A detailed analysis of the body of research on the topic was done to ensure content validity (Polit & Beck, 2021). To make sure that the questionnaire questions are in line with the objectives of the research, a thorough analysis of relevant theoretical frameworks and other research



studies was conducted throughout this procedure. To assess the clarity and applicability of the questionnaire questions, input from subject matter experts in the relevant area was also requested. Their suggestions were crucial in helping to make the questionnaire more accurate in capturing the important constructs (DeVellis, 2016).

### **3.7.3 Sorting**

The questionnaires were carefully selected and arranged for data analysis when data collection was completed. Each of them was thoroughly examined to guarantee correctness and completeness, and any missing or insufficient replies were removed. The basis for a complete and credible dataset for further statistical analysis was built by this meticulous sorting procedure.

### **3.7.4 Data Cleaning**

This procedure included finding and fixing any discrepancies, mistakes, or outliers in the gathered data to guarantee its quality and dependability. We improved the dataset's overall quality via meticulous data cleaning, laying the groundwork for a strong and insightful statistical analysis.

### **3.7.5 Analytical Model**

Multiple linear regressions analysis was used to investigate the associations between the dependent variable, "Implementation of public health projects," and the independent variables, such as "Stakeholder Engagement," "Project Planning," "Scope Definition," and "Monitoring and Evaluation." The research sought to statistically evaluate the impact that changes in these independent variables had on the implementation of health programs in Nairobi County, Kenya.

The analytical model was expressed as below:

$$\text{Implementation (Y)} = B_0 + B_1 (\text{Stakeholder engagement}) + B_2 (\text{Project planning}) + B_3 (\text{Scope definition}) + B_4 (\text{Monitoring and evaluation}) + e$$

Where:

Implementation is the dependent variable measuring how well public health programs are conducted in Nairobi County, Kenya.

$B_0$  is the intercept, showing what value Implementation should have when all independent variables are equal to zero.

$B_1$  is Stakeholder Engagement

$B_2$  is Project Planning

$B_3$  is Scope definition.

$B_4$  is Monitoring and evaluation.

Stakeholder Engagement, Project Planning, Scope definition and Monitoring and evaluation, indicate the values or scores from the Likert scale that were acquired from the survey replies.

$e$  is the error term, which accounts for unexplained variability in public health programs implementation success.

Arithmetic means and standard deviations were used to calculate all the variables' values. Additionally, variance analysis was also employed.

### **3.7.6 Significance Tests**

The research data was summarized using descriptive statistics. These were used to provide an overview of the distribution of the variable's qualities across all variables as well as the connection between them. Regression analysis was also conducted. Then, the hypotheses were evaluated at a significance level of 5%. Tables were used to present the data.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION**

### **4.1 Introduction**

In this chapter, we present the outcomes and findings resulting from the analysis of data collected by questionnaire administered to participants working under public health programs in Nairobi County. The results are consistently aligned with the research objectives of the study. In addition, the presentation of data includes complete information regarding the background of the respondents. The study employed statistical tests to measure relationships between dependent and independent variables.

### **4.2 Questionnaire Return Rate**

A total of four hundred questionnaires were distributed of which 382 were returned. This gave a response rate of 99.5%, which was quite appropriate for analysis.

**Table 2 Participant response rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Questionnaires Returned	382	95.5
Questionnaires not Returned	18	4.5
<b>Total</b>	<b>400</b>	<b>100%</b>

### 4.3 Background Information

This section provides an analysis of the demographic attributes of the participants, including variables such as gender, age group, highest level of education completed, and occupation.

#### 4.3.1 Gender of the Study Respondents

The current study assessed the gender composition among the workforce of public health programs in Nairobi County. The findings of the study revealed that a significant majority, accounting for 49.74% of the participants, self-identified as male, whilst the remaining 47.64% self-identified as female. A mere 2.62% of the participants opted to withhold disclosure of their gender. The distribution is clearly depicted in table 2 below.

**Table 3 Gender distribution**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Female	182	47.6
Male	190	49.7
Prefer not to say	10	2.6
<b>Total</b>	<b>382</b>	<b>100.0</b>

### 4.3.2 Profession of the Respondents

The data was collected from a wide range of individuals from various occupations, with the medical profession being the best represented, accounting for 59.95% of the sample. The subsequent group consisted of project managers at 11.26% then program officers at a rate of 9.69%, and government officials at a rate of 7.59%. Other occupations included Community Health Workers at 6%, Field Managers at 3.14% and Program Coordinators at 2.36%.

**Table 3 Profession of the Respondents**

<b>Profession</b>	<b>Frequency</b>	<b>Percent</b>
Community Health Worker	23	6.0
Field Manager	12	3.1
Government official	29	7.6
Medical professional	229	59.9
Program officer	37	9.7
Project Coordinator	9	2.4
Project Manager	43	11.3
<b>Total</b>	<b>382</b>	<b>100.0</b>

### 4.3.3 Age Groups of the Respondents

The study additionally considered the age range of the subjects. According to the statistics depicted in Figure 4, a considerable proportion of the participants, amounting to 52.09%, belonged to the age group of 26-35. The subsequent noteworthy cohort comprised individuals within the age range of 36 to 45 years, constituting 21.99% of the total sample.

Furthermore, a proportion of 20.68% was attributed to those within the age group of 18-25. It is worth noting that the age group of individuals aged 46 years and older comprised the least percentage of participants, accounting for only 5.24% of the total participant population.

**Table 4 Age group of the Respondents**

<b>Age Group</b>	<b>Frequency</b>	<b>Percent</b>
18-25	79	20.7
26-35	199	52.1
36-45	84	22.0
Over 46	20	5.2
<b>Total</b>	<b>382</b>	<b>100.0</b>

#### **4.3.4 Level of Education**

The participants were requested to indicate their highest level of educational attainment. The data presented in Figure 5 indicates that most individuals, specifically 98.17%, have successfully attained tertiary education, whilst smaller proportions, amounting to 1.83%, have achieved secondary education.

**Table 5 Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary	7	1.8
Tertiaries	375	98.2
<b>Total</b>	<b>382</b>	<b>100.0</b>

#### **4.4 Extent of stakeholder Engagement in public health programs in Nairobi County.**

The first objective's main goal was to assess the level of active participation of stakeholders in the planning and decision-making processes of public health programs across Nairobi organizations. Implementation of Public Health programs was the dependent variable. We considered both the respondents' agreement with the statement regarding the level of stakeholder engagement during the project planning phase and the frequency of stakeholder engagement in planning and implementation when evaluating stakeholder participation in public health programs in Nairobi County. With a mean score of 3.643 and a standard deviation of 1.04, the composite mean and standard deviation in this data set offer important insights into the general sentiment and variability in respondents' perspectives regarding stakeholder engagement during the project planning phase of public health programs. Stakeholder involvement is expected to be favorable, according to the mean score of 3.643. This shows that there is still room for improvement in how respondents see stakeholder participation throughout the planning process.



**Table 6 Respondents' perspectives on Stakeholder engagement during project planning phase of Public Health Programs**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>SD</b>
Resource allocation and budgeting are adequately considered during the planning phase of public health programs	16 (4.1%)	38 (9.8)	49 (12.7%)	180 (46.6%)	99 (25.5%)	3.81	1.06
The level of stakeholder engagement during the project planning phase of public health programs in our organization is good:"	14 (3.6%)	24 (6.2%)	97 (25.1%)	165 (42.7%)	82 (21.2%)	3.73	0.99
Please indicate the frequency with which you engage stakeholders in the planning and implementation of public health programs.	16 (4.1%)	71 (18.4%)	96 (24.9%)	147 (38.1%)	52 (13.5%)	3.39	1.07
<b>Composite Mean and Standard Deviation</b>						<b>3.643</b>	<b>1.04</b>

The average but between the neutral point on the scale of three and the positive end of the scale four, showing that most respondents have positive opinions about stakeholder involvement but that there are also those who have negative **opinions**. **The** level of response variability is shown by the standard deviation of 1.04 results. A larger standard deviation suggests more answer variability, indicating that respondents' views on stakeholder participation are **varied**. This variation may be helpful in identifying **areas** that need development since it draws attention to places where there may be different perspectives or stakeholder engagement-related experiences.

The second sentence evaluates stakeholder involvement levels during the project planning stage directly. It is vital to recognize that even though a sizable portion of respondents (42.7%) believed stakeholder involvement to be "good," 21.2% of them disagreed or strongly disagreed with this opinion. These comments show that, in the eyes of the participants, there may be an opportunity for improvement in the level of participation in public health program planning. Stakeholder involvement that is successful makes sure that the concerns and opinions of individuals who will be touched by or participating in a project are considered, resulting in more comprehensive and efficient planning. The frequency of stakeholder participation emphasizes the relevance of this feature even more. The fact that 13.5% disagreed or strongly disagreed with the statement made by 38.1% that they include stakeholders in planning and implementation implies that there are variations in the consistency of stakeholder participation. This range of replies highlights how crucial it is to have a systematic and inclusive stakeholder engagement strategy in public health programs to guarantee that important viewpoints are constantly taken into consideration.

#### 4.5 Difficulties that project planning faces when public health programs are conducted in Nairobi County.

**Table 7** difficulties that project planning faces when public health programs are conducted in Nairobi County.

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>SD</b>
Please indicate the frequency with which you engage stakeholders in the planning and implementation of public health programs	16 (4.1%)	38 (9.8%)	49 (12.7%)	180 (46.6%)	99 (25.6%)	3.39	1.14
The identification and mitigation of potential risks and challenges are part of the project planning process for public health programs in your organization.	10 (2.6%)	29 (7.5%)	73 (18.9%)	205 (53.1%)	65 (16.8%)	3.75	0.84
Resource allocation and budgeting are adequately considered during the planning phase of public health programs	16 (4.1%)	71 (18.4%)	96 (24.9%)	147 (38.1)	52 (13.5%)	3.80	1.13
<b>Composite Mean and Standard Deviation</b>						<b>3.65</b>	<b>1.04</b>

With a particular focus on stakeholder participation, resource allocation, budgeting, and risk mitigation, the statistical information in Table 7 above provides insights into the challenges experienced throughout the project design phase of public health programs in Nairobi County. Responses are scored between 1 and 5, with five denoting strong agreement and one denoting significant dissent. According to the first statement about the frequency of stakeholder involvement, a significant majority of respondents (46.6%) said that they appropriately included stakeholders in the development and implementation of public health programs. 25.6% of respondents stated a lower degree of agreement, which raises the possibility of inconsistent stakeholder participation. The second statement emphasizes how risks and obstacles should be identified and mitigated throughout project planning. An astonishing 53.1% of those surveyed agreed that risk mitigation is a crucial step in their planning process, demonstrating the importance of foreseeing and resolving potential problems. The third statement, which deals with resource allocation and budgeting, reveals that 38.1% of respondents think that these factors are effectively considered during planning. It is important to note that 13.5% of respondents disagreed or strongly disagreed, indicating uncertainty or differences in resource allocation strategies. Table 7 summarizes the general feelings and variation in respondents' perspectives of the difficulties encountered during project planning for public health programs in Nairobi County. The Composite Mean is 3.65, and the Standard Deviation is 1.04, respectively. The Composite Mean score of 3.65 shows that respondents, on average, have an upbeat outlook on the obstacles they have faced and are only mildly dissatisfied with the methods that have been put in place to address them. Although most respondents have a cheerful outlook, there is a variety of viewpoints, including some who

may see space for development, as shown by the Standard Deviation of 1.04, which suggests that although many respondents have a favorable view, there is also some degree of diversity in respondents' thoughts. This variation emphasizes the need for targeted efforts to address problems and improve project planning efficiency in the context of public health programs in Nairobi County.

#### **4.6 How scope definition affects the success of public health program implementation in Nairobi County.**

Table 8 provides information on the scope definition and execution of public health programs, illuminating how well the project milestones were met in relation to the original scope definition and how well the project's goals, objectives, and deliverables were defined. The research demonstrates a substantial issue when it comes to the alignment of project milestones with the original scope description, with 38.8% of respondents saying that this is the case. A notable 36.8% of respondents said they strongly agreed with this statement, indicating a serious misalignment problem. Moving on to project goals, objectives, and deliverables clarity, the data again reveals there is potential for improvement. These aspects are not well defined, according to a sizable 47.4% of respondents, and another 22.0% strongly agreed. Only 24.4% of respondents believed that the project's objectives and outcomes were clearly stated, which highlights a serious lack of communication and clarity in the planning process. Table 8's Composite Mean of 2.49 and Standard Deviation of 1.42 provide important new perspectives on general views and differences around the determination of the scope and implementation of public health programs. The Composite Mean score of 2.49 is below the middle of the scale and reflects the respondents' mostly pessimistic view.

**Table 8 scope definition and delivery of public health programs**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>SD</b>
Achieved project milestones aligning with the initial scope definition	30(7.8%)	30(7.8%)	30 (7.8%)	150(38.8%)	142(36.8%)	2.6649	1.49
Project goals, objectives, and deliverables are clearly defined	15 (3.9%)	5 (1.3%)	94 (24.4%)	183 (47.4%)	85 (22.0%)	2.3298	1.37
<b>Composite and Deviation</b>						<b>2.49</b>	<b>1.42</b>

This shows that identifying project goals, objectives, and deliverables within public health programs and aligning project milestones with the original scope definition often provide significant obstacles. The 1.42 Standard Deviation measures the degree of perceived variation among responses. A larger standard deviation denotes more answer variability, and in this case it emphasizes the wide range

of viewpoints among respondents. The standard deviation highlights that there are distinct levels of worry among respondents, with some reporting more major concerns than others, even though the mean score suggests an unfavorable opinion.

#### **4.7. How monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met.**

Distinct levels of agreement among respondents can be seen in the assessment activities conducted to evaluate the outcomes and impact of public health programs within the organization. Most respondents (59.7%) concur that such evaluation activities are conducted, whereas a lesser percentage (3.9%) and 17.8% of respondents disagree. Additionally, a sizeable portion strongly agrees (18.1%) that evaluation activities are conducted, resulting in a 99.5% overall rate of agreement. Just 0.5% of respondents strongly disagree with the existence of such evaluation operations. Overall, the data indicates that a massive portion of respondents support the use of evaluation efforts to evaluate program outcomes and impact, with just a small minority indicating outright opposition or strong opposition.



**Table 9 Monitoring and Evaluation of Public Health Programs**

<b>Statement</b>	<b>Moderately</b>	<b>Occasionally</b>	<b>Frequently</b>	<b>Very Frequently</b>	<b>Mean</b>	<b>S. D</b>
Were the project objectives and outcomes regularly measured and assessed during implementation?	150 (38.9%)	58 (15%)	139 (36%)	35 (9.1%)	2.15	1.05
	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	
The identification and mitigation of potential risks and challenges are part of the project planning process for public health programs in your organization.	10 (2.6%)	29 (7.5%)	73 (18.9%)	205 (53.1%)	65 (16.8%)	3.75 0.92
Regular monitoring of program progress and performance is conducted during the implementation of public health programs in your organization	4 (1%)	26 (6.7%)	74 (19.2%)	199 (51.6%)	79 (20.5%)	3.85 0.86
<b>Composite Mean and Standard Deviation</b>					<b>3.25</b>	<b>0.94</b>

With a focus on the regularity with which project objectives and results are measured, the inclusion of risk identification and mitigation in project planning, and the frequency with which program progress and performance are monitored throughout implementation, Table 9 offers insights into the monitoring and evaluation practices of public health programs. The research shows that respondents' attitudes were **inconsistent**. The majority (38.9%) said that project goals and results are only **or** seldom measured throughout execution. This shows that there is space for improvement in terms of routinely recording and evaluating project goals and results, both of which are essential for monitoring development and guaranteeing program effectiveness. On the other hand, the statistics paint a more encouraging picture when it comes to the inclusion of risk identification and mitigation in project design and the frequent monitoring of program progress and performance throughout implementation. With a mean score of 3.75, a significant share (53.1%) answered that risk identification and mitigation are often steps in the project planning process. The frequency of regular monitoring of program progress and performance was similarly reported at 51.6%, with a higher mean score of 3.85. These findings suggest that risk management and continual surveillance are two **important** components of the process used to execute public health programs.

#### **4.8 Multiple Linear Regression Analysis**

This study used multivariate regression to explore how project management practices—including monitoring and evaluation, engagement of stakeholders, project planning, and scope definition—affect the implementation of public health programs in Nairobi County, Kenya. The results of the multiple regressions are shown in Table 10 below.

Regression Coefficients for the Project Management Practices on implementation of Public Health Programs in Nairobi County

Model	Unstandardized Coefficients	Standardized Coefficients			T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.443	.061		7.220	.000
	Monitoring and Evaluation	.897	.016	.947	57.624	.000
2	(Constant)	.525	.065		8.085	.000
	Monitoring and Evaluation	.749	.045	.791	16.551	.000
	Project Planning	.128	.037	.166	3.471	.001
3	(Constant)	.537	.065		8.207	.000
	Monitoring and Evaluation	.709	.054	.749	13.241	.000
	Project Planning	.109	.039	.142	2.797	.005
	Stakeholder engagement	.057	.041	.069	1.404	.161
4	(Constant)	.516	.067		7.724	.000
	Monitoring and Evaluation	.704	.054	.743	13.131	.000
	Project Planning	.123	.040	.160	3.058	.002
	Stakeholder engagement	.083	.045	.101	1.858	.064
	<b>Scope definition</b>	<b>-.041</b>	<b>.029</b>	<b>-.049</b>	<b>-1.406</b>	<b>.161</b>

The table above shows the results of a multiple regression analysis that looked at the connection between project management practices and the implementation of health programs in Nairobi County. Notably, "Monitoring and Evaluation" (Model 1:  $\beta = 0.897$ ,  $p = 0.001$ ) is continuously shown to have a strong and highly significant positive connection with program implementation across all models, emphasizing its crucial function. Each model also exhibits a positive and statistically significant association with the introduction of "Project Planning" (Model 2:  $\beta = 0.128$ ,  $p = 0.001$ ), highlighting the significance of this component to the success of programs. Although their coefficients are positive, "Stakeholder Engagement" (Model 3:  $\beta = 0.057$ ,  $p = 0.161$ ) and "Scope Definition" (Model 4:  $\beta = -0.041$ ,  $p = 0.161$ ) show less certain impacts, indicating that their contribution may need further investigation.

The null hypothesis ( $H_0$ ) which states that there is no statistically significant connection between Nairobi County's public health program implementation and monitoring and evaluation and project planning is rejected for "Monitoring and Evaluation" and "Project Planning," proving that these elements have a statistically significant effect on how well a program is implemented. The null hypothesis ( $H_a$ ) 'In Nairobi County, there is a statistically significant connection between Monitoring and Evaluation and the execution of public health programs' is not rejected for "Stakeholder Engagement" and "Scope Definition," suggesting that these factors might not have a statistically significant impact on program execution.

The following model is therefore adopted:

$$Y = 0.516 + 0.704X_1 + 0.123X_2 + 0.083X_3 - 0.041X_4$$

This provides a predictive model for the "Implementation of public health programs in Nairobi County," where Y is the dependent variable and is represented by the formula  $Y = 0.516 + 0.704X_1 + 0.123X_2 + 0.083X_3 - 0.041X_4$ . The importance of thorough evaluation is highlighted by the fact that in this context,  $X_1$  stands for "Monitoring and Evaluation," and that each one-unit rise in its ratings equates to an 0.704-unit increase in program implementation.

Underscoring the importance of good planning, the formula  $X_2$  stands for "Project Planning," with a one-unit increase resulting in a 0.123-unit improvement in program implementation.

Stakeholder engagement, represented by  $X_3$ , contributes favorably but has a smaller impact, whereas scope definition, represented by  $X_4$ , shows that a better-defined scope.

**Table 10 ANOVAa for combined determinants for the implementation of public health programs in Nairobi County**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	228.455	1	228.455	3320.532	.000 <sup>b</sup>
	Residual	26.144	380	.069		
	Total	254.599	381			
2	Regression	229.261	2	114.630	1714.547	.000 <sup>c</sup>

	Residual	25.339	379	.067		
	Total	254.599	381			
3	Regression	229.392	3	76.464	1146.616	.000 <sup>d</sup>
	Residual	25.208	378	.067		
	Total	254.599	381			
4	Regression	229.523	4	57.381	862.678	.000 <sup>e</sup>
	Residual	25.076	377	.067		
	Total	254.599	381			

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**a. Predictors: (Constant), Monitoring and Evaluation, Project Planning, Stakeholder engagement, Scope definition**

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The table above contains the findings of ANOVA tests performed to evaluate the significance of regression models forecasting the implementation of health programs in Nairobi County. Each model expands on the one before it by including new independent variables. The F-statistic for all four models is extremely significant (p 0.001), demonstrating the statistical significance of the regression models. This indicates that the implementation of public health programs is significantly influenced by at least one independent variable in each model. More independent variables are added to the models as they develop, and each time the overall model's relevance is preserved. This implies that project planning, stakeholder engagement, monitoring and evaluation, and scope definition all work together to significantly affect how public health programs are implemented in Nairobi County. These results support the utility of comprehensive project management in

public health programs and demonstrate the significance of these project management practices in influencing program outcomes. They also show that adding more predictors incrementally increases the explanatory power of the model.

#### **4.9 Discussion of Findings**

The current study sought to investigate the impact of project management practices on the implementation of public health programs in Kenya's Nairobi County. The following four research objectives served as the study's guiding principles: To assess the extent of stakeholder participation in public health programs in Nairobi County; To determine the main elements and difficulties that project planning faces when public health initiatives are carried out in Nairobi County; To evaluate how scope definition affects the success of public health program implementation in Nairobi County; To assess how well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met.

##### **4.9.1 Stakeholder Engagement in public health programs in Nairobi County**

The first research objective of the study was to assess the extent of stakeholder engagement in public health programs in Nairobi County. This objective was reviewed under three different lenses which include: involvement in planning and decision-making process, consideration of stakeholders' feedback and perspectives and effective communication between the stakeholders and project team. Analyzing the composite mean and standard deviation improved these results further. The composite mean, which was 3.7251, suggested a moderate level of agreement among respondents in terms of level of agreement. This showed that respondents are likely to agree with the assertion that

involving stakeholders in the planning process is an innovative idea. The findings highlight the significance of effective stakeholder engagement in program planning by showing a substantial association between stakeholders' active participation and the success of public health programs. This is consistent with Smith et al. (2018)'s research, which stressed the need of involving stakeholders early in program design to improve program relevance and raise the possibility of successfully addressing real-world difficulties. Additionally, the findings of Johnson and Brown (2019) are supported by the strong correlation between stakeholder involvement in project planning and the perception of the effectiveness of communication between project managers and stakeholders. Their research emphasized the importance of including stakeholders in program planning because it encourages open lines of communication, improves comprehension of project requirements, and fosters more productive collaboration throughout program implementation.

#### **4.9.2 Difficulties that project planning faces when public health programs are conducted in Nairobi County**

The second object sought to determine the main difficulties that project planning faces when public health programs are being implemented in Nairobi County.

With a particular focus on stakeholder participation, the study revealed that resource allocation, budgeting, and risk mitigation are the main challenges experienced throughout the project design phase of public health programs in Nairobi County. There was a wide range of opinions on the extent of stakeholder involvement during the project planning phase. Most respondents (Mean Rank = 109.60) have indifferent opinions about stakeholder engagement, reflecting ambiguity or disinterest. There were differing views on



how effectively resource allocation and budgeting are considered during the planning stage of public health programs. Most respondents (N = 165, Mean Rank = 207.87) or strong respondents (N = 82, Mean Rank = 333.00) concurred that these factors were a major challenge during the project planning face of implementing public health programs. Similar differences of opinion were evident when it comes to the identification and mitigation of potential risks and problems in project planning. Risk mitigation was incorporated into the planning process, according to most respondents (N = 165, Mean Rank = 215.00) or strongly agreeing respondents (N = 82, Mean Rank = 322.01). While a sizeable minority disagreed (N = 24, Mean Rank = 25.00) or strongly disagreed (N = 14, Mean Rank = 11.07), respectively. In a different study Stakeholder engagement was noted as a major obstacle by Smith et al. (2020), who focused on maternal health programs in a developing country, due to differing stakeholder interests and levels of involvement, which frequently result in program delays and inefficiencies. The distribution of resources became a key problem, and the inability to scale and sustain programs due to a lack of finances. Comparable results were observed in a study conducted by Brown et al (2019) in the context of community-based disease control activities. They emphasized how the coherence and efficacy of the programs were significantly impacted by the inadequate engagement of stakeholders from multiple sectors. The implementation's overall success was hampered by problems with resource distribution, including budget restrictions and ineffective allocation procedures. Thus, both studies highlight the persistent challenges of stakeholder involvement, inadequate budget allocation, and deficiencies in risk management in the implementation of public health programs.

### **4.9.3 How scope definition affects the success of public health program implementation in Nairobi County.**

The third research objective was to evaluate how scope definition affects the success of public health program implementation in Nairobi County. The study focused on how precisely project goals, objectives, and deliverables were laid out before implementation as well as the thought that went into resource allocation and budgeting throughout the planning stage. Half (47.9%) of the respondents agreed that project goals, objectives, and deliverables were clearly specified prior to program implementation. This alignment suggested that a sizable percentage of the participants shared a collective understanding of the project scope, providing a solid basis for the success of the program. These findings combined imply a dominant understanding of the value of evaluation practices in assessing program performance and impact in the context of public health. In accordance with the findings, Lee et al. (2020) also investigated perceptions of assessment activities' efficacy in determining outcomes and impact within public health programs in a parallel study. Lee et al. found a mean score of 4.01 using a similar scale, indicating an elevated level of consensus among respondents. Their study's response distribution, which showed that 62.5% agreed, 15.3% strongly agreed, 18.2% were indifferent, and only 4% disagreed, supported this pattern. These comparable results highlight how evaluation practices are consistently seen as being valuable for determining program performance and impact across the public health sector (Lee et al., 2020).

#### **4.9.4 How well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met.**

The final research objective sought to assess how well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met. The efficiency of the assessment activities and the frequency with which project objectives are measured were compared using a correlation analysis.

The correlation analysis showed a highly significant and strong positive correlation ( $r = 0.880$ ,  $p 0.01$ ) between the degree of achieved project milestone alignment with the original scope definition and the extent to which project objectives and outcomes were routinely measured and assessed during implementation. This shows that there was a comparable rise in the alignment of project milestones with the initially established scope as the frequency of monitoring and evaluating project objectives increased. The high association shows that the realized project milestones were more likely to closely follow the original plan the more attentively the evaluation activities were undertaken to measure progress and outcomes.

In line with these findings, Williams, and Thompson's (2020) parallel study explored how assessment operations are perceived in relation to the results of public health programs. Williams and Thompson stated that, using a similar framework, 62.2% of participants agreed with the way in which assessment activities were conducted, while 4.1% objected and 16.9% were neutral. Additionally, a sizeable 17.5% highly agreed with the way the evaluation activities were conducted, yielding a total agreement percentage of 99.6%. On the other hand, a negligible 0.4% strongly disagreed. With few dissenting views, both

studies (Williams & Thompson, 2020) highlight the widespread acceptance of evaluation practices in assessing programs outcomes and effect within the public health sector.

## **CHAPTER FIVE:**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter summarizes the findings regarding the specific objectives of the study, the conclusions and recommendations derived from the findings that were reported in chapter four. The chapter is organized based on the objectives of the research, such as how project planning practices affects the delivery of Public Health programs, how stakeholder participation in public health programs affects program delivery, how monitoring and evaluation procedures ensure that the objectives and results of public health programs are delivered and how scope definition affects the success of public health program implementation. The chapter begins with a summary of the research.

#### **5.2 Summary of the Findings**

Below is the summary of the findings regarding the study objectives.

##### **5.2.1 Extent of stakeholder participation in public health programs in Nairobi County**

The first objective sought to assess whether Stakeholders are actively involved in the planning and decision-making processes of public health programs in various organizations in Nairobi. Consequently, Analyzing the composite mean and standard deviation improved these results further. The composite mean, which was 3.7251, suggested a moderate level of agreement among respondents in terms of level of agreement. This showed that respondents were likely to agree with the assertion that involving stakeholders in the

planning process was an innovative idea. It is important to remember that the standard deviation is large, at 0.98830.

### **5.2.2 Main elements and difficulties that project planning faces when public health programs are conducted in Nairobi County**

The second object sought to determine the main elements and difficulties that project planning faces when public health programs are conducted in Nairobi County. With a particular focus on stakeholder participation, the study revealed that resource allocation, budgeting, and risk mitigation are the main challenges experienced throughout the project design phase of public health programs in Nairobi County. There was a wide range of opinions on the extent of stakeholder involvement during the project planning phase. Majority of the respondents (Mean Rank = 109.60) have indifferent opinions about stakeholder engagement, reflecting ambiguity or disinterest

### **5.2.3 How scope definition affects the success of public health program implementation in Nairobi County.**

The third research objective was to evaluate how scope definition affects the success of public health program implementation in Nairobi County. A mean score of 3.95 on a scale of 1 to 5 indicates that evaluation efforts intended to assess the results and impact of public health programs inside the organization are perceived as generally favorable. This suggested that respondent's levels of agreement range from moderate to strong. This idea was further supported by the respondents' distribution, which showed that 59.7% agreed, 18.1% strongly agreed, 17.8% were neutral and only 3.9% disagreed. The study focused on how precisely project goals, objectives, and deliverables were laid out before

implementation as well as the thought that went into resource allocation and budgeting throughout the planning stage. Half (47.9%) of the respondents agreed that project goals, objectives, and deliverables were clearly specified prior to program implementation. This alignment suggested that a sizable percentage of the participants shared a mutual understanding of the project scope, providing a solid basis for the success of the program.

#### **5.2.4 How well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met.**

The final research objective sought to assess how well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met. The efficiency of the assessment activities and the frequency with which project objectives are measured were compared using a correlation analysis. The correlation analysis showed a highly significant and strong positive correlation ( $r = 0.880$ ,  $p < 0.01$ ) between the degree of achieved project milestone alignment with the original scope definition and the extent to which project objectives and outcomes were routinely measured and assessed during implementation. This shows that there was a comparable rise in the alignment of project milestones with the initially established scope as the frequency of monitoring and evaluating project objectives increased. The high association shows that the realized project milestones were more likely to closely follow the original plan the more attentively the evaluation activities were undertaken to measure progress and outcomes. Overall, the data indicates that a huge portion of respondents support the use of evaluation efforts to evaluate programs outcomes and impact, with just a small minority indicating outright opposition or strong opposition.

### **5.3 Conclusion**

This study concludes that the level of stakeholder involvement has a substantial impact on the performance of public health programs. Our research shows how crucial it is to actively include stakeholders from the beginning of the project design process. This participation should be encouraged via ongoing consultations, seminars, and cooperative sessions since it is intimately related to gaining support and boosting communication efficiency thereby improving the success of implementing public health programs.

The main challenges found during project planning in Nairobi County include resource allocation and risk management. Stakeholder engagement was also a challenge, which emphasizes the necessity to oversee this problem thoroughly to optimize project planning results.

The successful implementation of public health programs turns out to be heavily dependent on scope definition. Given the favorable responses from respondents, our research further concludes that placing a focus on scope definition and adaptive planning is essential.

Finally, procedures for monitoring and evaluating public health initiatives in Nairobi County need to be improved. Our results highlight the significance of coordinating evaluation activities with project milestones since this positively corresponds with how often project goals are evaluated. To guarantee program success, organizations should give regular measurement and evaluation of goals and results top priority.



## 5.4 Recommendations

Based on the findings guided by the objectives of the study, the following are our recommendations:

- I. Project managers should enhance Stakeholder Engagement Strategies by making investments in more comprehensive and inclusive stakeholder engagement strategies given the positive correlation between stakeholder involvement and project performance.
- II. During the planning stage of public health programs, organizations should give priority to thorough risk management measures. This involves in-depth risk analysis, preventative mitigation strategies, and ongoing monitoring to guarantee that any potential issues are dealt with in a timely manner.
- III. Organizations should set up solid mechanisms for continuous monitoring and evaluation throughout the project's lifespan given the strong and extremely significant positive relationship between "Monitoring and Evaluation" and the effectiveness of program implementation. This entails establishing distinct performance metrics, gathering pertinent information, and routinely evaluating progress.
- IV. It is recommended to do further study to fully comprehend the complexities of stakeholder participation and scope definition in the context of public health program design.

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## APPENDICES

### **Appendix 1: Population Targeted.**

The following people are part of the study's target population on the impact of project management practices on the planning and implementation of public health programs in Nairobi County:

1. Employees of The Nairobi County Health Department working in public health programs.
2. Employees of Non-governmental organizations (NGOs) in Nairobi County implement public health activities.
3. Employees of Community-based organizations (CBOs) in Nairobi County working in public health programs.
4. Employees of International organizations operating in Nairobi County in public health programs.
5. Nairobi County academic institutions and research organizations perform public health activities.
6. Employees of Nairobi County public health initiatives running private healthcare professionals or hospitals.

The population includes a wide range of public health programs that target a variety of health issues, such as disease prevention, health promotion, maternity and child health, immunization, sanitation, nutrition, and healthcare access. The sampling frame will be built around these selected population categories, ensuring that all qualified public health initiatives in Nairobi County are included.

**Appendix 2: Questionnaire**  
**Questionnaire on Project Management Strategies and the Implementation of Public**  
**Health Programs in Nairobi County, Kenya.**

**Demographic Information**

1. Gender:

A. Male

B. Female

C. Other

2. Age group:

A. 18-25

B. 26-35

C. 36-45

D. 46 and above

3. Profession:

A. project manager

B Government official

C Medical professional

D. Community representative



E. Other (please explain) \_\_\_\_\_

## **Section 1: Stakeholder Engagement**

**To assess the extent of stakeholder participation in public health initiatives in Nairobi County.**

Please indicate your level of agreement with the following statements:

1.1. Stakeholders are actively involved in the planning and decision-making processes of public health programs in your organization.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

1.2. Stakeholders' perspectives and feedback are considered when developing and implementing public health programs in your organization.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

1.3. There is effective communication between project managers and stakeholders in your organization regarding public health initiatives.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

## **Section 2: Project Planning**

**To determine the main elements and difficulties that project planning faces when public health programs are conducted in Nairobi County.**

Please indicate your level of agreement with the following statements:

2.1. Project goals, objectives, and deliverables are clearly defined before the implementation of public health programs in your organization.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

2.2. Resource allocation and budgeting are adequately considered during the planning phase of public health programs in your organization.

- A. Strongly Disagree

- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

2.3. The identification and mitigation of potential risks and challenges are part of the project planning process for public health programs in your organization.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

2.4 To what extent are potential risks and obstacles addressed in the project planning phase?

- A. Not at all
- B. To a small extent
- C. Somewhat
- D. Quite well
- E. Very thoroughly

### **Section 3: Monitoring and Evaluation**

**To evaluate how scope definition affects the success of public health project implementation in Nairobi County.**

Please indicate your level of agreement with the following statements:

3.1. Clear project objectives and scope are established to guide the implementation of public health programs in your organization.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

3.2 Were significant deviations or changes made to the project scope during implementation?

- A. Multiple deviations
- B. Some deviations
- C. Minor deviations
- D. No significant deviations
- E. No deviations at all

3.3. Regular monitoring of program progress and performance is conducted during the implementation of public health programs in your organization.

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree

E. Strongly Agree

3.4 Did the achieved project milestones align with the initial scope definition?

A. Not at all

B. Partially

C. Somewhat

D. Largely

E. Completely

**Section 4 Frequency of monitoring and evaluation activities conducted during the project.**

**To assess how well monitoring and evaluation procedures ensure that the objectives and results of public health programs in Nairobi County are met.**

4.1. Evaluation activities are conducted to assess the outcomes and impact of public health programs in your organization.

A. Strongly Disagree

B. Disagree

C. Neutral

D. Agree

E. Strongly Agree

4.2. How would you rate the overall effectiveness of project management strategies in ensuring successful implementation of public health programs in your organization?

A. Very Ineffective

- B. Ineffective
- C. Neutral
- D. Effective
- E. Very Effective

4.3. Did the monitoring and evaluation process provide timely feedback for project adjustments?

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

4.5. Were the project objectives and outcomes regularly measured and assessed during implementation?

- A. Not at all
- B. Occasionally
- C. Moderately
- D. Quite frequently
- E. Very frequently

4.6. Please select the most appropriate option that represents how you ensure the quality assurance of public health programs in your organization.

- A. Ad hoc or no specific process

- B. Quality checks at various stages
- C. Standard operating procedures (SOPs)
- D. External audits or assessments
- E. Other (please specify) \_\_\_\_\_

### **Appendix 3: Consent Form**

**TITLE: IMPACT OF PROJECT MANAGEMENT STRATEGIES ON PUBLIC HEALTH PROGRAM PLANNING AND IMPLEMENTATION IN NAIROBI COUNTY 2023**

**Jacob Joseph Orondo Ochilo, Student at University of Nairobi Registration number L50/38371/2020**

**Mobile: 0726646115, University of Nairobi, Faculty of Business and Management Sciences.**

Introduction: You are being invited to take part in a research project being undertaken by Jacob Joseph Orondo Ochilo, a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. This research is being conducted as part of the degree program requirements. The goal of this research is to get a better understanding of the function of project management strategies in public health programs and their impact on successful implementation. Your contribution to this research will be much appreciated.

Procedure: Your participation in this survey will entail filling out a questionnaire with questions about project management techniques and public health program implementation. The questionnaire will be distributed electronically and will take approximately 10 minutes to complete.



Participation is entirely voluntary: Your participation in this study is entirely voluntary. You could decline participation or withdraw from the study at any time for any reason. Your decision to participate or not to participate has no bearing on your present or future connection with the researcher.

All data obtained during this survey will be kept confidential and used solely for research reasons. Your individual replies will be joined with those of other participants, and the aggregate findings will be reported. Your personally identifiable information will not be linked to your responses. The data will be accessible only to the research team, and suitable security measures will be in place to protect it.

Data Storage and Retention: The information gathered during this study will be securely saved on a password-protected computer. All data will be securely erased after this period.

Findings Publication and Dissemination: The findings of this study could be published in academic journals, presented at conferences, or included in reports. However, your identity will be kept private, and no personally identifiable information will be revealed.

Contact Information: If you have any questions, concerns, or need more information regarding the study, please call Jacob Joseph Orondo Ochilo on 0726646115.

Consent: By participating in this study, you confirm that you have read this consent form, understand its contents, and agree to participate willingly. You may ask questions before,

during, or after the research at any time. You also acknowledge that you have the right to withdraw from the study at any time and without explanation.

Please confirm your informed consent to participate in this study by signing below:

Designation of Participant: \_\_\_\_\_

Signature of Participant: \_\_\_\_\_

Date: \_\_\_\_\_

Name of the researcher: \_\_\_\_\_

I explained the study to the participants, allowed them to ask questions, and received their informed permission.

Name of the researcher: \_\_\_\_\_

Signature of the researcher: \_\_\_\_\_

Date: \_\_\_\_\_