STAKEHOLDER ENGAGEMENT IN PROJECT MANAGEMENT CYCLE AND PERFORMANCE OF ADOLESCENT SEXUAL REPRODUCTIVE HEALTH PROJECTS: A CASE OF DANDORA YOUTH FRIENDLY PROJECT, NAIROBI CITY COUNTY, KENYA

By

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DECLARATION

This report for a research study is entirely original with no submissions for awards to any educational institution.

Signature: **Date:29th November 2023**

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This study effort is devoted to my father, Mr. Njibu Mwangi, in honor of his unwavering support and conviction in the value of a comprehensive education over the years.

ACKNOWLEDGEMENT

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LIST OF ABBREVIATIONS AND ACRONYMS

ASRH   -   Adolescent Sexual Reproductive Health

KNBS   -   Kenya National Bureau of Statistics

KNDHS   -   Kenya National Demographic Health Survey

MSF   -   Medicine San frontier

M & E   -   Monitoring and Evaluation

NCPD   -   National Council for Population and Development

PCM   -   Project Cycle Management

PMBOK -   Project Management Body of Knowledge

SRH   -   Sexual reproductive health

SRHR   -   Sexual reproductive health and Rights

STIs   -   Sexually Transmitted infections

UNFPA   -   United Nations Population Fund

UHC   -   Universal Health Coverage

WHO   -   World Health Organization

YFP   -   Youth Friendly project

ABSTRACT

The reproductive health outcomes of teenagers in less developed countries are among the worst. Adolescents who make for one in five of all reproductive-age women in Africa comprise 24.5% of Kenya's total population, that is 11.6 million, according to the 2019 census. With proper implementation, projects that support youth-friendly ASRH can narrow the gap. This study aimed to determine how stakeholder involvement in Project Lifecyle Management influenced the success of ASRH projects at the MSF youth-friendly clinic in Dandora, Kenya. The main objectives of the research were to determine the effects of stakeholder involvement in project identification, planning, execution, and monitoring on the outcomes of the ASRH project at Nairobi County's Dandora II Health Center.

The study adopted the stakeholder theory, which highlights that participatory development is necessary to get the best possible outcomes. A mixed-method approach was used to gather data for the descriptive research study design. Adolescents participating in ASRH activities at the Dandora Youth Friendly Center, healthcare providers, local authorities, and ASRH project administrators provided data. Quantitative data was analyzed using statistical methods such frequency, percentage, mean, and standard deviation distributions of descriptive statistics, while qualitative data were subjected to theme analysis. Tables were used for presenting the results.

45 respondents, around 92% of the targeted 49 responded. A comparison of the mean scores of the various stakeholder groups during the project cycle indicates which ones are more likely to be involved, influential, and present at every stage. An examination of mean replies across all independent factors indicates that youth-friendly sexual reproductive activities cannot succeed without stakeholder involvement in project cycle management. The results of the study show that effective stakeholder interaction, a critical business management strategy, is essential to the optimal functioning of ASRH initiatives. Stakeholders possess the ability to impact or influence the project's result and demonstrate interest in it. In addition to having an interest in the project's success, their engagement involves forging and maintaining contacts.

The study concluded that effective stakeholder engagement makes it feasible for policies, initiatives, programs, and services to be better planned and informed. The study's findings provide insight into the crucial connection between effective stakeholder engagement and the greatest benefits for efforts aimed at promoting youth-friendly ASRH. Many recommendations are made to enhance the participation process and increase the importance of these projects even further. The development of customized training programs with a focus on PCM understanding for ASRH project participants; To ensure that stakeholders are informed and have a voice in the project, it is important to create frequent feedback mechanisms and forums as part of the construction of transparent and robust communication channels. Incorporating stakeholder feedback into ASRH project decision-making processes is another recommendation.

Lastly, the report recommends frequent monitoring and evaluation of stakeholder participation programs. This assessment would identify barriers, gauge stakeholder satisfaction, and encourage flexible strategies. Adolescent Social and Mental Health (ASRH) projects can ensure long-term success through continuous improvements based on feedback and performance reviews. While local engagement is crucial, regional and national institutions—such as governmental bodies and non-governmental organizations—can collaborate with youth-friendly ASRH programs to enhance their scalability and sustainability.

1.1 The study's historical background

Young people (10-24 years of age) who form 16% of the global population, about 1.2 billion (UN 2019) encounter significant obstacles in addressing their sexual and reproductive health. Moreover, over 16 million girls aged 15-19 give birth annually, representing more than 10% of global births. The risks associated with adolescent pregnancy are evident, given that mothers aged 10 to 19 contribute to 11% of worldwide births but bear 23% of the total burden of disease related to pregnancy and childbirth. Additionally, a minimum of 2.5 million adolescent pregnancies annually results in unsafe abortions. Limited access to health information and services contributes to a lack of awareness about puberty, sexuality, and basic human rights among young people, posing serious implications for their health, well-being, as well as poverty alleviation and economic growth.

Approximately 77% of adolescents in the sub-Saharan region of Africa have had their debut sexual experience by the time they are 20 years of age. This exposes them to the risks associated with adolescent pregnancies, including complications like anemia, postpartum hemorrhage, and mental disorders (UNAIDS unpublished estimates, 2010). Adolescents in this region face heightened vulnerability to HIV exposure compared to their counterparts in other global regions. Out of the estimated 2 million global cases, over 1,500,000 are reported in Sub-Saharan Africa. In developing countries, up to 60% of all new infections occur among youth. The susceptibility of adolescents to these health challenges is influenced by various factors, including their biology, early initiation of sexual activity, low contraceptive use, structural barriers hindering access to reproductive services and information, among other issues. These vulnerabilities make it more difficult to achieve the SDGs because they boost school dropout rates, weaken female empowerment and worsen maternal and child health outcomes. They also expose adolescents to poverty.

According to the 2015 ASRH policy, adolescents in Kenya face several obstacles, mostly related to their sexual and reproductive health, which can have a long-term negative impact on their general well-being and productivity. Kenya's teenage population—which currently numbers over

12.7 million—has grown during the previous ten years, according to data released by the KNBS in 2019.

The long-term effects of these youths' decisions on their sexual and reproductive health will be felt in their communities' and nations' overall economic well-being. The parents of future generations are these young people. Alarming figures from the Global Childhood in 2019 show that Kenya has the third-highest incidence of adolescent pregnancies, with 82 births per 1,000 births. Unfortunately, Kenya recorded 378,397 pregnancies among adolescents and teens between the ages of 10 and 19, of which 28,932 were in females aged 10 to 14 and 349,465 in girls aged 15 to 19. An annual UNFPA study from 2020 states that unwanted births cause 13,000 girls to discontinue their education.

Nairobi county accounted for the highest number of reported teenage pregnancies in health facilities, with 26,538 cases involving girls aged 10-19 years (NCPD 2019). Effective interventions in ASRH, aimed at preventing pregnancies among adolescents, involve integrating medical contraceptive services with non-medical activities within specially designed projects, as highlighted (Norton 2017). According to guidance from the World Bank, ensuring adolescents have access to quality ASRH services is crucial for human development, as emphasized by Mondale in 2019. The AU underscored in 2017 that long-term investments in ASRH are essential for accelerating economic growth, particularly when coupled with appropriate investments in education and economic planning. The consequences of neglecting ASRH are significant, with a challenging transition to adulthood carrying the potential for a lifetime of adverse effects. Early pregnancy and motherhood pose physical risks for girls and can compromise educational achievement and economic potential, as noted by Morris et al. in 2015.

As per PMBOK 2017, the process of stakeholder identification and engagement is an ongoing and integral aspect across the entire life cycle of a youth-friendly project. Recognizing stakeholders, comprehending their impact on a project and managing their requirements, needs, and expectations are pivotal for the success of such a project. Organizations and governments are urged to formulate policies and projects that are age-disaggregated and specifically crafted to address the requirements of teenage girls, as emphasized by USAID in 2018.

1.1.1 Stakeholder Engagement in Project Management Cycle

Individuals, people, or organizations that influence or are influenced by organizational actions are referred to as stakeholders (Kujala & Laude, 2022). Building and maintaining connections with stakeholders is essential to gaining their active support and commitment while implementing change, whether through projects or programs.

Stakeholder engagement strategies are designed to identify the needs of significance groups, and the sponsor plays a crucial role in making sure these business objectives are met. The five stages of the project life cycle are project initiation, planning, execution, monitoring and control, and closing (PMBOK, 2022).

1.1.2 Performance of Adolescent Sexual Reproductive Health Projects

Adolescence constitutes a crucial phase marked by profound physical, emotional, and social development. Recognizing the importance of this developmental stage, ASRH programs are essential in addressing the sexual and reproductive health needs of adolescents, which are frequently disregarded (UNFPA, 2015). These projects offer essential information, education, and services encompassing contraception, prevention of sexually transmitted infections (STIs), and promotion of safe sex practices. Notably, Denno et al. (2015) underscored the positive impact of ASRH initiatives on adolescent health outcomes, revealing that comprehensive ASRH programs significantly reduce unintended pregnancies and the prevalence of STIs among adolescents. Furthermore, these programs contribute to enhanced reproductive health knowledge and the adoption of safe sexual behaviors.

Project performance management involves the creation, implementation, and oversight of processes within a project to ensure meaningful impact and results. Achieving ultimate success in project management entails adhering to allocated budgets, timelines, and scope, meeting necessary technical quality standards, maximizing impact, and minimizing risks concerning the attainment of project objectives (Mahmoud et al., 2018). Therefore, the success of a youth-friendly project relies significantly on engaging local stakeholders.

This involvement needs to have the ability to identify important local stakeholders, recruit their participation, include them in project-related activities, and sustain their engagement over the project's duration. To guarantee the project's efficacy and relevance within the community, a proactive and continuing interaction with local stakeholders is fundamental to the success of a youth-friendly initiative.

In a study on project planning methodologies and the successful completion of upgrading projects for slum settlements in Nairobi City County, Nyaguthie & Yusuf (2021) explained that effective and appropriate communication with project stakeholders, such as the community, local government, and donors, is essential to the success of projects and project management.

According to Kihuha (2018), project success indicators should take into account factors like safety, minimal conflicts and disputes, achieving stakeholder expectations, efficiency, effectiveness, and completion within budget.Additionally,the project management team should educate the pertinent stakeholders about the importance of their engagement in the project lifecycle, according to Omondi & Kinoti's (2020) study on stakeholder involvement and achievement of road building projects in Kilifi County.According to the study, in order to meet the needs and demands of the majority, road development projects must be oriented toward the community.

It is advised to use tactics including comprehensive sexuality education, youthappropriate services, community involvement, and policy lobbying to   increase   the   level   of   success   o of ASRH projects.

In order to guarantee the continual improvement of teenage wellbeing, it is also essential to continuously monitor the performance of projects using a variety of indicators.

1.1.3   Dandora Youth Friendly Project

MSF launched the Youth Friendly Project with the goal of giving young people in the Dandora community comprehensive services related to SRH. The project aims to create a safe, accepting atmosphere where adolescents can seek support, guidance, and care, while also acknowledging the special needs and obstacles that youth face when attempting to access SRH information and services. By using the Dandora Youth Friendly Project as the case study, it is possible to investigate

how well stakeholder engagement works in project cycle management and further our understanding of youth-friendly SRH services.

1.2   Research problem

Adolescent pregnancy is a global public health and human rights issue of great concern. KDHS (2014) states that one in five girls aged 15 to 19 is either pregnant or a mother. With 82 births per 1,000 births as of 2019, Kenya has the third-highest rate of teen pregnancy, according to data from the Global Childhood Foundation. As per the United Nations Population Fund Report, Kenya recorded 378,397 adolescent and teenage pregnancies for females aged 10-19 between July 2016 and June 2017. In particular 28,932 girls aged 10-14 and 349,465 girls aged 15-19 became pregnant. Over 13,000 Kenyan girls drop out of school each year as a result of unwanted pregnancies.

According to NCPD 2019 data, teenage pregnancy rates at health institutions were highest in Nairobi County overall. 26,538 girls between the ages of 10 and 19 had adolescent pregnancies in the county. Teenage pregnancy can be caused by a variety of factors, including early sexual initiation, poverty, forced marriage, lack of formal education, and inadequate sexual and reproductive health. According to Ann Therese Ndonga of UNESCO, over 98% of pregnant females do not return to school.

According to reports from Kenyatta National Hospital and Pumwani Maternity Hospital, the prevalence rates of teenage pregnancy were 10.5% and 13.1%, respectively. Up to 59.4% of the teenagers had been pregnant at least once, and the majority (82.8%) came from large households. 66.7% of them had just completed primary school, showing their inadequate educational background. At menarche, their average age was 14.2 years. Seventy percent had dated by the age of sixteen. 60% of the population did not know anything about contraceptives, and most of the people who did knew only through unofficial means. Merely 1% had employed any recognized method of contraception. The conclusion is that as a matter of priority, intervention ASRH projects such as teenage prenatal clinics, teenage sexuality education, and the provision of appropriate contraception should be conducted. Every medical facility should establish specialized departments to treat teenage sexuality. Both sexes should be included in this. Initiatives to reduce

the rate of adolescent pregnancies must be developed with the active participation of educators, parents, and respected community leaders. (Odongo et al)

It is a good idea to include stakeholders in ASRH projects since they are aware of the concerns and needs that affect adolescent health. For more than 35 years, Stakeholder involvement has been considered as crucial to the success and sustainability of development projects, including reproductive health. Stakeholder-driven interventions are worth the time and effort when funding for health services is reduced.

Every community has the potential to deal with ASRH; therefore, the ability of the community to engage on this and other issues will be crucial to the success of initiatives carried out by NGOs or other groups that serve the adolescents. Project outcomes will be influenced by elements like how community leaders engage with people of the community, whether or not they guarantee wide community representation, and the social structure of communities. Change is influenced by both external and internal causes in every community. Internal community influences include socio-cultural norms and the community's own prioritizing of ASRH issues. Other elements are external and thus outside the community's direct control, such as national laws and regulations, and environmental conditions.

ASRH-focused programs usually aim to change participants' beliefs, behaviors, knowledge, attitudes, and skills. They use established indicators of sexual behavior, such as birth control use, frequency of sex and number of partners in the year prior. Teens can also have an impact on society by actively taking part in ASRH programs in their local communities. For instance, communities might come to view teenagers as equal contributors to the community as adults. Teens who are recognized as youth leaders will have their opinions sought out on matters pertaining to the community. Adolescent sexual and reproductive health initiatives will be strengthened and sustained as a result of the interplay between individual, structural, and social changes. Thus, this investigation will address the primary query that follows; What effect does stakeholder participation have on the effectiveness of the project management cycle?

What is the impact of stakeholder participation in the project management cycle on the efficacy of adolescent sexual and reproductive health programs, specifically the Dandora youth-friendly project in Nairobi County?

1.3   Principal objectives study

The study's main goal is to determine the effects of stakeholder involvement in the project management cycle particularly Nairobi's Dandora youth-friendly project. The specific objectives of the study are;

i.   To determine how stakeholder engagement in project identification influence performance of Dandora youth friendly project in Nairobi County.

ii.   To establish how stakeholder engagement in project planning influence performance of Dandora youth friendly project in Nairobi County.

iii.   To determine how stakeholder engagement in project implementation influence performance of Dandora youth friendly project in Nairobi County.

iv.   To determine how stakeholder engagement in project monitoring influence performance of Dandora youth friendly project in Nairobi County.

1.4 Value of the study

The goal of the ASRH program is to enhance the health of youth, aged 10 to 19, by offering workshops and programs that enhance their knowledge and abilities and assist them make a safe transition from childhood to adulthood. In order to plan their pregnancies and give birth in a safer manner, adolescents must have access to youth-friendly, rights-based information and services. Investment in ASRH programs and transmission of information to adolescents leads to behavioral modification and informed choice making (UNICEF, 2011).

Most health and development programs view stakeholder involvement as a critical component. When community people are involved from the start, local knowledge may guide program design,

and community action broadens the breadth and reach of interventions. Changes in social norms and attitudes at the community level create a more favorable environment that aids in the acquisition and maintenance of new behaviors. Participation in the community can also foster the sense of responsibility required to maintain behavior change after an externally funded program has ended. This study produced data that may be beneficial in increasing the stakeholder participation in ASRH initiatives. For each ASRH project in an urban slum, the Nairobi Metropolitan Services can create policies that encourage stakeholder participation. Through methods for implementation, developing policies, and service delivery improvements, outcomes hold an opportunity to enhance the health and well-being of youth in similar communities. Through methods for implementation, developing policies, and service delivery improvements, outcomes hold an opportunity to enhance the health and well-being of youth in similar communities. Stakeholders can organize resources and mount supportive projects towards successful ASRH projects. In order to enhance adolescents' general health and information access in urban settlements, obstacles to effective stakeholder engagement in ASRH programs must be addressed.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

This chapter conducts a thorough analysis of the literature that is pertinent to the themes that are developed from the stated goals. The main objective is to comprehend how the success of ASRH projects, particularly in Dandora, Nairobi County, is impacted by stakeholder engagement throughout the project management life cycle. The analysis includes theoretical considerations, the conceptual framework that shows how variables interact, a synopsis of the collection of literature that has already been published, and a list of knowledge gaps in the field.

In addition, the literature review offers an overview of the body of knowledge by referencing pertinent research and academic publications that advance our understanding of stakeholder participation in the context of ASRH initiatives. The chapter seeks to fill in knowledge gaps by highlighting topics that require more study in order to improve understanding and advance the developing discipline of ASRH project management. Overall, this literature review sets the stage for the future analysis and findings of the study by building a firm basis of existing information and theoretical frameworks.

2.2 Theoretical Design

There are a number of theories that explain how systems can be utilized to enhance the way ASRH initiatives are implemented. Theory of Reasoned Action, Resource-Based View Theory, Agency Theory, and Stakeholders' Theory are among them. This study will be anchored in stakeholders' theory and theory of reasoned action.

2.2.1 Stakeholders Theory

The theory has its roots in the 1950s when developing nations were gaining independence from colonial rule. It emphasizes that project managers must comprehend and consider all stakeholders involved in their projects, building on the principles of Participatory Development that gave rise to community-based development approaches (Mardani, 2018).

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The idea of participatory development involving stakeholders is a significant strategy for development centered on people. It underscores the importance of enhancing the quality of involvement within local communities as a means to achieve self-reliant sustainable development and social justice, as articulated by Westoby (2018).

According to Harrison (2019), the theory is generally credited with popularizing the stakeholder concept that states that managers should make decisions that take account of the interest of all the stakeholders in the project. It also implies that a project's goal should be to maximize value creation for all parties involved. Furthermore, the theory shows that a project's ability to perform is mostly dependent on its ability to forge connections and provide value for each and every stakeholder. The primary stakeholders are usually communities, suppliers, donors, employees, and clients, according to Freeman (2017).

2.2.2 Theory of Reasoned action (TRA)

This hypothesis evolved in 1967, It's a behavior prediction model that says that an individual's desire to carry out an action in a particular circumstance is the best indicator of that person's behavior. It argues that a person's behavior is determined by their desire to execute the activity which is, in turn, a result of their attitude toward the behavior and subjective norms according to Omondi & Kinoti (2020).

The theory, which made the assumption that people are rational and systematically evaluate the information at their disposal before deciding whether or not to engage in a particular conduct, was used to analyze human behavior and devise relevant solutions. According to this theory, people are expected to consider the outcomes of their choices before deciding whether or not to engage in a particular behavior. This helps to explain stakeholder involvement. People are more likely to participate in youth-friendly programs, for instance, if they think their involvement will have a positive outcome. This study makes use of the concept of reasoned action because it provides improved behavioral predictors for stakeholders.

It is the outcome of a decision-making process in which a person evaluates the information at their disposal, considers the ramifications of acting on the behavior, and forms opinions about what other people would expect them to do before deciding on a course of action. As a result, it highlights how important it is for stakeholders to participate in the selection and planning stages of projects.

2.3 Empirical Review

The primary goal of an empirical review is to compile and summarize research articles and publications that are backed up by data, figures, and findings. It highlights research that is based on observation, experimentation, or data collecting and offers a thorough examination of the approaches used in these investigations, the major conclusions, and their applicability to specific research questions.

2.3.1Stakeholder Engagement in Needs Analysis/Project identification and Performance of Adolescent Reproductive Health Projects.

Stakeholder involvement is essential from the beginning of the project because it involves interested parties and their interests. Moreover, an extensive exchange of ideas and innovative solutions are made possible by early stakeholder involvement, which improves the outcome (Matu et al., 2020).

Nyaguthie & Muchelule's research from 2021 indicates that the way slum settlement upgrading projects are carried out in Nairobi County, Kenya, is influenced by the involvement of project stakeholders in needs assessments. It also implies that better project implementation would be aided by more stakeholder involvement. Additionally, it offers a foundation for efficient project ownership and administration, encouraging greater transparency, trust, early problem discovery, and better project cooperation. Project planning should include thorough stakeholder engagement methodologies, needs analysis, and stakeholder identification to guarantee that all interests and points of view are appropriately aligned. Yusuf & Nyaguthie, (2021).

The start stage is critical for urban road transport infrastructure projects because it creates a solid project foundation and promotes stakeholder engagement, both of which have an effect on the project's overall completion, according to research by Matu, Kyalo, Mbugua, and Mulwa (2020). Furthermore, the investigation discovered that involving stakeholders in the project's initiation process influences the project's character and scope, builds trust, and reduces resistance to project execution among members of the local community—all of which contribute to enhanced stakeholder relationships.

In a converging study on methods of change management and service delivery in Kiambu County, Kipkemei Kenge (2021) found that stakeholder participation in needs analysis, decision-making, and the change management process had a positive impact on the standard of care given to patients in the county's faith-based hospitals. Stakeholder participation during the project identification and planning phase is essential to any given project's success as a means of enrolling interested stakeholders and their interests. If stakeholders are ignored at this stage, it will not be possible to incorporate the desires and needs of the community (Pheng 2018).

Owusu-Agyei (2019) discovered that starting small and working your way up is the most effective method for identifying initiatives in the community for healthcare quality improvement. This is where project concepts and possible fixes should originate. Mandala (2018) argued in a study that include stakeholders in project selection is a good way to accomplish corporate goals and increases the chance that the project will succeed. Furthermore, Kobusingye et al. (2017) focused on a variety of stakeholders connected to the WASH project in Rwanda when conducting research on the impact of stakeholders' engagement on project outcomes.The study used a descriptive survey methodology with the goal of assessing how stakeholders were involved in project identification on project outcome. The findings demonstrated that the project's success was positively impacted by the stakeholders' identification and participation in the project.

Peter (2017) concurred and recommended doing stakeholder consultations to ensure that ideas and opinions are reflected. It is advisable to include stakeholders in the planning and scope-defining processes of the project. The study's main focus was on the variables affecting Kisii County's road

project completion rates. Similar to this, Ali (2019) discovered that, after examining the influence of stakeholders' responsibilities on the projects' performance in the Wajir West constituency, project initiation/identification had the greatest influence on the performance of NGCDF projects in Kenya.

2.3.2 Stakeholder Engagement in Project Planning and Performance of Adolescent Reproductive Health Projects.

The discipline of project planning deals with how to finish a project within a given time limit using specified phases and resources. It breaks the task down into multiple parts, including defining deliverables, assigning deadlines, and setting quantifiable goals. Project managers can improve the project implementation process and its results by involving stakeholders early in the planning stage. Stakeholder support and appropriate buy-in can be gained by collecting and discussing project needs with them, which in turn increases the likelihood that the project will succeed.

Lurimuah (2021) identified excellent stakeholder participatory project implementation methods, social support networks, as well as the durability of the Ghana ASRH Project to be a crucial step before a project can be implemented, ensuring that it is completed on schedule, within scope, and within budget. A project plan is viewed as a declaration outlining the goals of the project and providing a list of tasks and materials needed to accomplish them (PMBOK 2017).

Stakeholder participation in project planning activities, according to Magassouba & Abdullah (2019), entails defining the project's scope, quality, and objective as well as its resources and how they will be allocated. It also entails defining the schedule and creating a work breakdown structure, assessing various risks, and deciding on delivery strategies. The more the frequency with which you involve stakeholders from the outset, the higher the probability of risk reduction, risk discovery, and a successful project outcome. The team members ought to have known before the end of the project what was expected of them in terms of delivery, potential hazards, and how to reduce those risks. Along the route, they ought to have examined draft deliverables as well. This procedure aids in preventing any surprises when your project is finished (PM BOOK 2017). Stakeholder participation in the planning phase has the benefit of enabling project managers to

improve the project execution process. Furthermore, Njogu (2016) discovered that increased dedication to the project's goals and procedures, decreased mistrust of the project's conclusion, and increased credibility of the project's outcome are all advantages of having stakeholders involved in the planning process.

2.3.3 Stakeholder Engagement in Project Implementation and Performance of Adolescent Reproductive Health Projects.

Integrating stakeholders in a project's implementation is a fundamental component of project management. It helps to arrange people along with additional resources so that the plan can be implemented. According to a study by Kobusingye (2017), The active participation of stakeholders in a project's implementation has a positive correlation to its results or outcome. The study discovered that projects typically have a higher chance of success when stakeholders are involved in things like purchasing materials, coordinating the use of resources, and carrying out the project from the project's framework.

In their analysis of how stakeholder participation affects the way universal healthcare programs are carried out in Machakos County, Gachengechi & Yusuf (2022) discovered that the implementation of UHC was significantly influenced by engagement capability, engagement plan, and engagement degree. This suggests that better stakeholder participation leads to better UHC project delivery in Machakos County. Ali (2019), on the other hand, found that project execution had the least impact on the performance of national government CDF projects in Kenya during his study to ascertain the influence of project implementation on performance of national government CDF projects in Wajir West.

Moreover, Gitonga and Keiyoro (2017) found that stakeholder collaborations directly impacted the way healthcare projects were implemented in Meru County in their study titled Factors Affecting Healthcare Project Implementation: Meru County's Perspective. To corroborate this, Kobusingye et al. (2017) discovered that stakeholder involvement in project implementation had the biggest influence on project results, with the least impact coming from their involvement in project review, project planning, and project identification which had the least impact. The study

focused on the influence of stakeholders' involvement on project outcomes involving a WASH project in Rwanda.

In Ndungu & Karugu's (2019) study, Community Involvement and Success of Donor Financed Youth Projects in Korogocho Nairobi, they similarly found that project performance was significantly and somewhat positively impacted by community engagement in project execution. They came to the conclusion in their recommendations that community people have to be included in the process of creating the implementation plans, as this will guarantee that all parties involved will make an effort to adhere to the deadlines. The paper goes on to say that community involvement in setting the priorities and goals for the ASRH project will guarantee that all of its efforts are directed toward achieving the established objectives.

2.3.4 Stakeholder Engagement in Project Monitoring & Evaluation and Performance of Adolescent Reproductive Health Projects.

Monitoring is a continuous process that uses the methodical gathering of information on designated indicators in open ASRH initiatives. It is defined as a procedure that helps project managers attain goals and enhance performance by evaluating metrics and patterns to produce enhancements (PMI 2017). The performance of programs now heavily depends on monitoring and evaluation. Reducing program failures is necessary in the cooperative endeavor needed to address socioeconomic issues that have continued to widen the gaps between wealth and poverty is mostly to blame for this (Mwari 2020).

Hubert & Mulyungi (2018) made the following recommendation in a study on the effect of M&E on the project's success in Rwanda, a carefully designed M&E plan must be in place and completely implemented. They also came to the conclusion that project performance is directly impacted by monitoring and assessment. In particular, it may be said that M&E planning serves as the blueprint for improved project performance. The product of a monitoring process in which project stakeholders actively participate and whose interests may be influenced by the project's accomplishment are monthly updates from the project execution phase.

Yusuf et al. (2017) state that in order to identify problems impacting the project and analyze program patterns in order to create a successful project, it is critical to include stakeholders in the information gathering process. A study by Walrath (2017) examined useful methods for monitoring development and results in community-wide programs to prevent teen pregnancy, and it showed how crucial stakeholder engagement is to achieving project goals. Furthermore, In a study looking at how monitoring and evaluation influences road construction projects in Nairobi, Mohamed Noor (2017) discovered that significant stakeholder participation has an impact on how well the M&E system works to achieve intended results. Participation from stakeholders in the M&E process ensures that the outcomes are achieved when agreed by end users, in budget, and on schedule. (Maendo and others, 2018)

Mbui and Wanjohi (2018) investigated the connection between Ruiru's water projects' efficacy and stakeholder participation in M&E was one of the study variables. The study found that community participation in M&E initiatives can improve project activity performance. Sulemana et al. (2018) found that stakeholders had a non-participatory perspective to the project's performance as a result of their infrequent participation in M&E activities, which was observed in a study aimed at determining the impact of stakeholders' involvement in M&E of the projects.

2.4 Literature Review Synopsis

Including stakeholders in the project's lifespan management process improves the project's chances of success and serves as a good way to achieve organizational goals.. Stakeholder involvement at different stages of the PCM is strongly correlated with project performance, according to data gathered on the subject from earlier studies. Numerous writers concurred and are carrying out more thorough research to support their conclusions. As a result, as the literature has demonstrated, a key element in a project's success is stakeholders' participation.

The participation of stakeholders through the PCM is essential to a project's success. For a more dynamic, inventive, and successful project implementation, the current study suggests a thorough review of the important success elements discussed in this paper in conjunction with the objectives of the implementing company.

The study offered a perceptive theory based on participatory development concepts that explained how different stakeholder participation would affect community development projects' performance. Stakeholder theory seeks to identify the strategic function and place of government, managers, sponsors, contractors, and the community in the success of projects. Stakeholder theory originated in strategic management, but it has since been adapted to many different sectors, presented, and used in a variety of rather unique ways that involve various project assessment methodologies, concepts, and criteria. Stakeholders with a significant impact on project success include teenagers, adolescents, the local community, MoH representatives, donors, church leaders, management consultants, and vendors.

In order for ASRH projects in urban slums to be successful, a few key elements must be taken into account. According to the literature study, PCM is essential to achieving the greatest possible social and economic benefit for communities. The need for initiatives supported by NGOs and the government to include as many teenagers as possible stems from the ongoing increase in the number of adolescents. There has been research on Stakeholder participation's effect on project performance, but it has only been conducted in a few specific fields and businesses.

Furthermore, no research has been done that examines the relationship between the performance of ASRH projects in urban informal settlements and stakeholder engagement in PCM. Thus, the purpose of this study is to close the following information gaps:

2.5 Conceptual Framework & Research Gaps

Conceptual framework is the anticipated relationship between the independent and dependent variables is displayed graphically in a range of contexts and arrangements (Charoenboon & Prugsaarporn 2022).
It was created in this particular situation using the stakeholder theory and a review of the literature on previous research. It illustrates the connection between stakeholder engagement and the effectiveness of ASRH projects in Dandora by linking the independent factors to the dependent variable

The performance of the ASRH project is the dependent variable, while external circumstances are the moderating factors. In the conceptual framework of the study, project identification, planning, implementation, and monitoring are the independent variables.

Figure 1: Conceptual Framework of Stakeholder involvement on performance of ASRH projects Dandora

Independent Variables

Stakeholder Involvement in Project Identification
- Analysis of the problem
- Working parties
- Initiating project requests

Stakeholder Involvement in Project Planning
- Budget making
- Resource Specification
- Implementation plan

Stakeholder Involvement in Project Implementation
- Activity scheduling
- Decision making
- Risk management

Stakeholder Involvement in Project Monitoring
- Reporting
- Developing M/E plan
- Correction of errors

Moderating Variables

Health systems;
- SoPs & guidelines
- Government ASRH policy
- Legal framework

Dependent Variables

Performance of ASRH projects
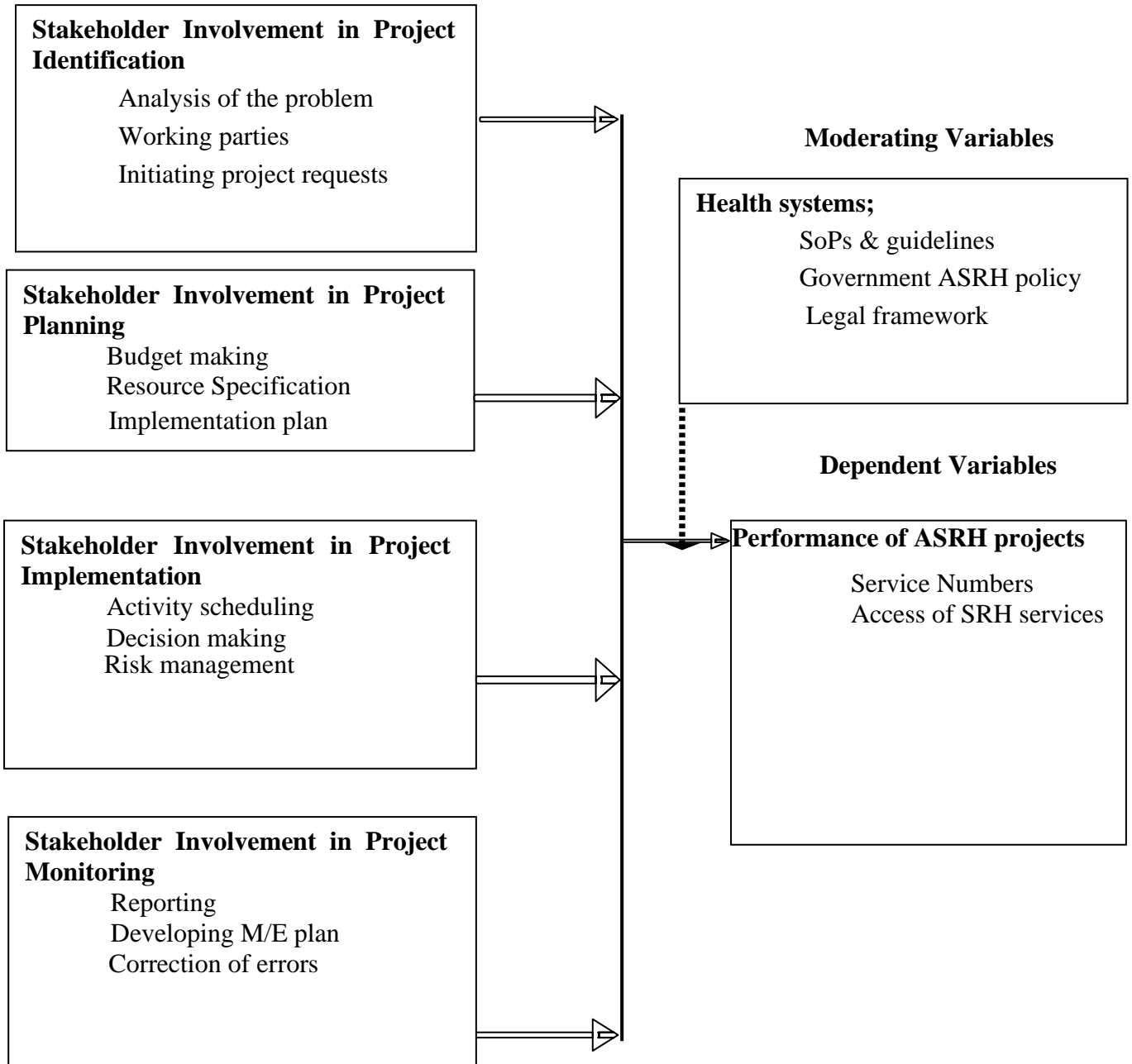- Service Numbers
- Access of SRH services

Fig:2 Research Gap

The gap in knowledge identified in literature reviewed is as shown below.

Variable	Author	Topic	Findings	Research Gaps	Focus of current study
Stakeholder engagement in project planning & Implementation	E Mandala - 2018	Influence of stakeholder's involvement in project management on the performance of road construction projects in Kenya: a case of Bondo sub county, Siaya county	The study discovered a strong relationship between stakeholder participation in the PCM and the accomplishment of road development projects in Bondo Sub County.	The study was based on a construction project hence a contextual gap.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder involvement Project Implementation	Nyaguthie Winnie, K., & Muchelule Yusuf, D. (2021)	stakeholder involvement in needs analysis influences the implementation of slums settlement-upgrading projects in Nairobi City County, Kenya	The study discovered that in Nairobi City County, Kenya, slum settlement upgrading initiatives are more likely to be implemented successfully when project stakeholders are included.	The study focused on stakeholder involvement during project implementation alone. It has also exhibited a contextual gap since it specializes in construction industry.,	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in PCM	Omondi, K., & Kinoti, K. (2020)	Stakeholder participation and performance of road construction projects in Kilifi County. Kenya	It was discovered that stakeholder involvement during the project's identification, planning, execution, and monitoring stages had a significant impact on the success of road-building activities in Kilifi County, Kenya.	The study was based on a construction project hence a contextual gap.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in project planning & Implementation	Nick Ngozi Igwe (2018)	Project planning and implementation in Nigeria: Revisiting International Best Practices."	Abetter system for delivering public projects must be established by establishing procedures and guidelines that guarantee project support from the outset to the end.	The study's conclusions did not demonstrate how project planning affects health project implementation in informal settlements.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in PCM	Mahmoud, Haleema & Almamlook (2018).	Overview Success Criteria and Critical Success Factors in Project Management	The study discovered that there is disagreement on the standards used to evaluate project performance.	No relation of Project cycle management with performance of projects	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.

Stakeholder engagement during project initiation phase	Matu, Ndunge, Mbugua & Mulwa (2020).	Participation of Stakeholders in Project Initiation: A Basis for Finishing Urban Road Transport Infrastructure Projects in Kenya	The study found that, for Kenyan urban road transport infrastructure, stakeholder involvement at project commencement and project completion were positively correlated.	The study focused only on stakeholder engagement during initiation and looked into project completion only as the success factor.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder Engagement in Project Implementation	Kobusingye Mungatu & Mulyungi (2017)	The relationship between stakeholders' involvement and outcomes of projects with a special focus on the Wash Project in	The results of a project have been found to positively correlate with the participation of stakeholders in its execution. The study found, in particular, that stakeholder involvement in activities such as material procurement, resource coordination, human resource management, and project implementation from the project's framework increases the likelihood of project success.	The results may not apply to Kenya because the study only looked at Rwanda. Furthermore, the research was restricted to WASH programs, which are distinct from ASRH projects.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in PCM	Magassouba, Tambi, Abdul, Alkhlaifat & Abdullah (2019)	Impact of Stakeholder Participation on the Performance of Development Projects in Guinea	According to this research, the beginning, planning, execution, and evaluation of projects by stakeholders all influenced the final result.	The study was focused in Guinea hence can't be related in the Kenyan urban informal settlement setting.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in PCM	Njogu (2016)	Stakeholders' involvement influence on NEMA Automobile Emission Control Project performance in the County of Nairobi City	According to the study, the performance of automobile emission control projects is positively and significantly impacted by stakeholder involvement in PCM.	The results cannot be applied to ASRH projects because the study was restricted to the Automobile Emission Control Project by NEMA	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in Project implementation	Gachengechi & Yusuf (2022)	Influence of stakeholder engagement on the implementation of universal healthcare projects in Machakos county	The degree, plan, and capacity of stakeholder engagement had a significant impact on how UHC was implemented. This suggests that enhanced stakeholder participation enhances the execution of universal healthcare initiatives in Machakos County.	The study focused on stakeholder engagement during project implementation only. It has also demonstrated a gap in the implementation area compared to the current study.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.

Stakeholder engagement in Project implementation	Ali (2019)	Investigation on the impact of stakeholders' roles on NGCDF projects in Kenya's Wajir West constituency	The performance of national government Constituency Development Fund projects in Kenya was least affected by the project's implementation.	No linkage of stakeholder engagement during project implementation and project performance	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
stakeholder involvement in needs analysis, project planning stage	Kipkemei Kenge (2021)	Change management practices and service delivery in Kiambu county,	The study indicated that decision making and their participation on the change management process revealed a favorable influence on service quality that is supplied to the patients in the faith-based hospitals in Kiambu County.it is a technique to bring the relevant parties and their interests on board	Contextual gap since study focuses on hospital set up unlike current study.	The performance of ASRH programs in Dandora Urban Informal Settlement and stakeholder participation throughout the PCM are the primary focus of the current study.
Stakeholder engagement in Projects	Gitonga & Keiyoro (2017).	Factors impacting healthcare project implementation: Meru County, Kenya as one example.	The study acknowledged that collaboration of stakeholders greatly influenced the implementation of county sponsored health care projects' sustainability.	The study focused general engagement of stakeholders.	The current study focusses on stakeholder engagement in the entire PCM of ASRH projects and performance of the projects targeted in Kenyan urban slum setting.
Stakeholder engagement in Project implementation	Ndungu & Karugu (2019).	Community Involvement and Outcomes of Youth Projects Funded by Donors in Korogocho, Nairobi County, Kenya.	The study discovered that the performance of donor-funded initiatives is closely correlated with stakeholder involvement, which has not received much attention as a crucial component of the project cycle.	This study did not demonstrate the detrimental effects of disregarding stakeholders on the execution of health programs.	The current study focusses on stakeholder engagement in PCM of ASRH projects and performance of the projects targeted in Kenyan urban slum setting.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a comprehensive description of the research design, target population, sampling strategy, data collection techniques, piloting, research instrument validity and reliability, and data processing protocols.

3.2 Research Design

Refers to the structure that houses every element of a research project. According to Sileyew & K. J. (2019), the strategy establishes the conditions and components necessary for collecting and analyzing data objectively and in line with the goals of the study. The Dandora youth-friendly project's performance was examined in relation to stakeholder participation using a descriptive research design. This approach gives a thorough description of the phenomenon being studied, enabling an in-depth analysis of the research objectives.

It is also suitable when collecting data on people's opinions, habits, or social and educational issues. A mixed-method approach to data collection was used to provide a comprehensive understanding of the research questions (Manzoor et al 2020).

3.3 Target Population

The study targeted the Youth Friendly SRH project community in Dandora II health center. The target population had numerous stakeholders that are involved in the conceptualization, implementation and monitoring of the Dandora ASRH project. Mugenda and Mugenda (2012) argued that target population should be arrived at through the generalization of elements under the study.

Table 3.1

	Cluster	Target Population
1	Project Managers/Staff	4
2	Adolescents & Young Adults	20
3	Ministry of Health Officials	3
4.	Ministry of Education officials	3
5	Ministry of Youth and Gender officials	3
6	Local Government Actors (MCAs and Nyumba Kumi officials	4
7	Other Youth allied NGOs officials	3
8	Other key community members	5
	Total	**45**

3.4 Sampling procedure and Sample Size

According to Cooper and Schindler (2014), a sampling frame is a record of every component of the population from which a sample is drawn. Often, the goal of a descriptive study is to provide a complete and accurate picture of a certain population or phenomenon. In the study, I used stratified purposive sampling which is a commonly used and valid approach in descriptive study designs. Stratification involved categorizing stakeholders based on their roles in project identification, planning, implementation, and monitoring. Purposive sampling is the deliberate selection of participants according to predetermined standards that are pertinent to the study question and goals.

This sampling method allowed me to focus on individuals or groups who provided the most relevant and in-depth information about the phenomenon under investigation. It enhanced the richness and depth of the data by targeting individuals who possess key characteristics or experiences related to the research focus. The reasons for using a stratified purposive sampling frame included the need to Identify individuals with specific expertise, knowledge, or experience related to the subject of study and ensuring the selected participants represented a variety of perspectives relevant to the research question. This included individuals with different roles, responsibilities, or positions within an organization or community.

Table 3.2 Sample Size

3.5 Data collection tools

	Cluster	Target Population	Sample size	Sampling Procedure
1	Project Managers/Staff	6	6	Stratified Purposive
2	Adolescents & Young Adults	20	20	Stratified Purposive
3	Ministry of Health Officials	3	3	Stratified Purposive
4.	Ministry of Education officials	3	3	Stratified Purposive
5	Ministry of Youth and Gender officials	3	3	Stratified Purposive
6	Local Government Actors (Nyumba Kumi officials)	6	6	Stratified Purposive
7	Other Youth allied NGOs officials	3	3	Stratified Purposive
8	Other key community members	5	5	Stratified Purposive
	Total	**49**	**49**	

The study adopted open and closed ended questionnaires to collect qualitative and quantitative data on stakeholder engagement levels, project management practices, and project performance indicators. This included measures of stakeholder involvement, communication, collaboration, project outcomes and impact on adolescent sexual reproductive health. In comparison to other research instruments, open-ended questionnaires were used because they facilitated the collection of complete data on a broad range of study elements quickly. (Mugenda & Mugenda 2012).
The surveys contained both open-ended and closed-ended questions. Open-ended questions so that respondents could answer at their own discretion.

Since closed-ended questions are simpler to administer and analyze, they were also utilized. In comparison to other data gathering methods, personal interviews were able to produce the highest quality and amount of data, according to Cooper & Schindler (2014).

3.5.1 Pilot Testing.

An initial test was conducted before the questionnaires were used to assess the suitability of the research design and the acceptability of the instrument to be used in order to determine whether

the anticipated participants were aware of the questions posed (Kothari, 2004). The pilot sample consisted of eight individuals who were excluded from the main trial.

3.5.2 Validity of research instruments.

Validity, in the words of Mugenda & Mugenda (2012), is the extent to which data collected with a research instrument accurately represents the variables of the study. The study used content validity, which is defined as the extent to which a research instrument can generate a sufficient amount of information on a certain study topic. The research supervisor approved the tool for data collection after confirming its validity.

3.5.3 Reliability of Research Instruments

It relates to the consistency of a tool's ratings or replies (Sürücü & Maslakci 2020). The degree to which a research study instrument produces consistent outcomes after repeated trials is measured by reliability. Cronbach's alpha will be used by the researcher to improve the reliability of the data obtained. According to this approach, a result of 0 to 0.6 is unacceptable, while a value of 0 to 0.7 and above is trustworthy. The reliability coefficients were calculated using SPSS. Split-half dependability will be utilized to measure the instrument's internal consistency. This is dividing the scale's items into two halves and comparing the scores gained from each half to evaluate how consistent they are with one another.

3.6 Data Analysis

Quantitative data was subjected to statistical analysis using SPSS to generate descriptive statistics and inferential analyses while qualitative data collected underwent thematic content analysis to identify patterns, themes, and relationships. The integration of both types of data provided a comprehensive understanding of the influence of stakeholder engagement on the performance of the Dandora youth-friendly project. Findings were presented in form of frequency tables to enhance its clarity and understanding.

3.7 Ethical Considerations

Ethical considerations play a crucial role in all phases of the research process, as highlighted by Creswell (2009), including problem identification, data collection, data analysis and interpretation, as well as research writing and dissemination. The ethical issues encompass various aspects such as participant access, confidentiality, anonymity, and legal matters like intellectual ownership, privacy, and deceit, as noted by Johnson and Christensen (2008). Given the sensitive nature of the topic and the involvement of stakeholders in this study, measures were taken to ensure ethical standards. Firstly, the confidentiality of respondents was assured, guaranteeing that no individual would face repercussions for the information shared, highlighting that the research was conducted only for scholarly interests. Second, in order to protect their anonymity and prevent any information from being used against them, participants were expressly asked to give informed consent and to withhold their names when answering study questions. moreover, the voluntary nature of participation was emphasized, allowing respondents the freedom to withdraw from the research at any time. Last but not least, strict guidelines for anonymity were upheld to protect respondents' privacy during the phases of gathering, analyzing, and distribution.

3.8 Operationalization of variables

This section addressed how the dependent and independent variables from the conceptual framework may be applied more broadly. The operationalization of the variables is displayed in the table below.

Objectives	Variables	Indicators	Data Collection	Scale of Measurement	Data analysis Techniques	Tools of Data Analysis
To determine the influence of stakeholder engagement I n project identification on performance of Dandora ASRH Youth friendly project	<u>Independent Variable</u> Stakeholder engagement in project identification	•Workshops •Minutes •Problem analysis •Working groups	Questionnaire	Ordinal	Descriptive Inferential	Mean, standard Deviation & Analyses of correlation and regression
To determine the influence of stakeholder engagement in project planning on performance of Dandora ASRH Youth friendly project	<u>Independent Variable</u> Stakeholder engagement in planning	•Budget making •Resource Allocation •Delivery Method	Questionnaire	Ordinal	Descriptive Inferential	Mean, standard Deviation & Analyses of correlation and regression
To determine the influence of stakeholder engagement in project Implementation on performance of Dandora ASRH project?	<u>Independent Variable</u> Stakeholder engagement in project implementation	•Activity scheduling •Implementation plan Decision making Risk management	Questionnaire	Ordinal	Descriptive Inferential	Mean, standard Deviation & Analyses of correlation and regression
To determine the influence of stakeholder engagement in project monitoring influence performance of Dandora ASRH project?	<u>Independent Variable</u> Stakeholder engagement in project monitoring	•Reporting •Developing M/E plan •Correction of errors •Controls of activities	Questionnaire	Ordinal	Descriptive Inferential	Mean, standard Deviation & Analyses of correlation and regression

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND DISCUSSION OF THE OUTCOMES

4.1 Introduction

This chapter examines the findings utilizing themes that come from the goals. Among the subject areas are: Survey The performance of the Dandora youth-friendly initiative in Nairobi County is influenced by the return rate, participants' demographic data, and the methods in which stakeholders engage in project identification, planning, implementation, and monitoring.

4.2 Questionnaire Response Rate

Dandora ASRH center by MSF was the study's target population, consisting of 49 purposively selected participants. They were involved in the youth-friendly service center's ASRH projects at different phases of the implementation. As per Mugenda and Mugenda (2003), the 92% response rate was satisfactory since it was above the 70% threshold for significance.

Table 4.1

Stakeholder Name	Frequency	Percent	Returned Questionaries	Return rate
Project Manager/Staff	6	12.2	4	67
Adolescent/Youth	20	44.4	20	80
MOH Official	3	6.6	3	67
MoE Official	3	6.7	3	100
Youth and Gender official	3	6.7	3	100
Local Govt Actors	6	12.2	4	67
Other NGOs	3	6.7	3	100
Key Community members	5	11.1	5	80
Total	**49**	**100**	**45**	**92%**

4.3 Socio-Demographic Characteristics of the Study Participants

In this section, respondents` background data was analysed and presented. The information analysed relates to the following sub-themes of gender and age.

Table 4.2 Distribution of the Respondents by Gender

Gender	Frequency	Percent
Female	25	55%
Male	20	45%
Total	**45**	**100%**

From the findings, 55% of the respondents were female while 45% of the respondents were male. This implies that majority of the respondents were female.

4.3.2 Age of Respondents

The age range of the respondents was established as shown in the below.

Table 4.3

Age of the Respondents	Frequency	Percent
10-24 years	20	
25- 40 years	3	7%
41 and above	22	48%
Total	**45**	**100%**

According to the results, the majority of respondents 47.2% were over 40 years old. Of those, 45% claimed to be between the ages of 10 and 24 and 8.3% to be between the ages of 25 and 40. This suggests that the majority of respondents were of a mature age, meaning that the data gathered from them can be regarded as reliable. Purposive sampling was also used to guarantee that the study selected individuals who were primarily of interest and who would have a thorough understanding of the project cycle.

4.4 Summary of Findings

Upon comparing mean scores for various stakeholder groups throughout the project cycle, distinct patterns emerged indicating the likelihood of certain groups being involved, influential, and present at each stage of the project. Notably, stakeholders such as the MoH, Project Management staff, and the Ministry of Youth consistently expressed strong agreement that they were actively engaged in every phase of the project. Intriguingly, in the presented table, stakeholders like the community, youths and adolescents, and the Ministry of Education indicated a perception of limited involvement across all stages of the project's life cycle.

Stakeholder Name		Project Identification (Goals and Objectives)	Project Planning (Inclusion in planning and design)	Project Implementation (Actively involved)	Project Monitoring (Involvement)	Project Performance (Do I believe the project has had an impact on the target))
Project Manager/Staff	Mean	5	5	5	5	5
	Frequency	4	4	4	4	4
	Std. Deviation	0	0	0	0	0
Adolescent/Youth	Mean	3.25	3.8	3.95	2.3	3.95
	Frequency	20	20	20	20	20
	Std. Deviation	0.8507	0.69585	0.51042	0.57124	0.51042
MOH Official	Mean	5	5	5	4.6667	5
	Frequency	3	3	3	3	3
	Std. Deviation	0	0	0	0.57735	0
MoE Official	Mean	5	5	5	5	5
	Frequency	3	3	3	3	3
	Std. Deviation	0	0	0	0	0
Youth and Gender official	Mean	5	5	5	5	5
	Frequency	3	3	3	3	3
	Std. Deviation	0	0	0	0	0
Local Govt Actors	Mean	5	3.75	4.5	4.5	5
	Frequency	4	4	4	4	4
	Std. Deviation	0	0.5	0.57735	0.57735	0
Other NGOs	Mean	5	4	4.3333	2.3333	3
	Frequency	3	3	3	3	3
	Std. Deviation	0	0	0.57735	0.57735	0
Key Community members	Mean	4.8	4.2	4.8	3.6	4
	Frequency	5	5	5	5	5
	Std. Deviation	0.44721	0.44721	0.44721	0.54772	0
Total	**Mean**	**4.2**	**4.2**	**4.4222**	**3.4**	**4.2889**
	Frequency	**45**	**45**	**45**	**45**	**45**
	Std. Deviation	**1.03573**	**0.72614**	**0.62118**	**1.28629**	**0.69486**

4.4.1 To determine how stakeholder engagement in project identification influence performance of Dandora youth friendly project in Nairobi County.

Analysis of Variance (ANOVA)

		Sum of Squares	df	Mean Square	F	Significance
Project Identification (Goals and Objectives)	Between Groups	14.454	3	4.818	6.032	0.002-NS
	Within Groups	32.746	41	0.799		
	Total	47.2	44			
Project Identification (Input was Considered)	Between Groups	6.495	3	2.165	2.826	0.05-S
	Within Groups	31.416	41	0.766		
	Total	37.911	44			
Project Identification (All stakeholders were engaged)	Between Groups	5.071	3	1.69	1.791	0.164-S
	Within Groups	38.707	41	0.944		
	Total	43.778	44			
Project Identification (Clear communication to all)	Between Groups	18.437	3	6.146	5.624	0.003-NS
	Within Groups	44.807	41	1.093		
	Total	63.244	44			

An analysis of variance was conducted with a P-value of 0.005 to assess the level of agreement among different groups during the project identification phase, as shown in the table below. The results indicate a significant difference in means between groups regarding goal and objective setting, as well as communication of project details to stakeholders. Notably, both youth and adolescents who are primary beneficiaries of the Dandora ASRH project - expressed dissatisfaction with their involvement in the objective-setting phase. Additionally, community members also raised concerns about unclear communication during this phase. These factors contribute to lowered satisfaction levels and decreased overall success for the project.

My analysis of project identification in qualitative research also uncovered a range of support and engagement levels from both state-level public institutions and local-level institutions in relation to ASRH. When it came to the state-level public institutions, we observed that some displayed strong support for ASRH policies and objectives, while others had a more passive stance on ASRH issues. Notably, the Ministry of Health stood out as a 'protector,' as various departments within the MOH such as the public health department, reproductive health unit, and family planning unit

demonstrated significant influence, supportive attitudes, and active involvement in advocating for and developing ASRH policies

"People who practice in the nation are guided in their activities by policies. We comply to and adjust the national guidelines as needed. We create several policies, one of which being the 2017 National Adolescent Health Policy Document. (Reproductive Health Unit, MOH; SPM02)"

Additionally, the Ministry of Youths and Sports was categorized as a 'sleeping giant' since it possessed strong influence, though its interest was relatively low. Nevertheless, it maintained a positive attitude toward ASRH policy advocacy and development:

"The ministry's overall strategy plan incorporates the strategic plans of every activity. Adolescents' health is precisely represented there." (Ministry of Youth, SPM03)."

In contrast, among the public institutions assessed, the Ministry of education, was classified as 'trip wire.' They exhibited lower levels of influence, non-supportive attitudes, and a passive stance regarding ASRH project identification.

On the NGO front, these entities were viewed as 'friends' due to their supportive attitudes, strong interest, but a comparatively lower level of influence in shaping ASRH project identification either due to competing interests or divergent organizational policies.

" The creation of policies is not the main activity of my organization. We have received an indirect invitation to attend planning sessions with our partners and the Ministry of Health. I'm limited in what I can say since we lack the power to establish policies. On the other hand, we look forward to the day when we can contribute completely to the formulation of teen sexual and reproductive health policies." (Female, NGO, SPM20)."

Furthermore, the Youth acquired the designation of a 'time bomb,' due to their lack of interest in project identification though this might be coined to lack of ability and other competing priorities that were the developing themes in their situation despite them being the target beneficiaries. The

local authorities were characterized as an 'acquaintance,' reflecting their different roles and attitudes in the sphere of ASRH project identification and planning.

4.4.2 To Establish How Stakeholder Engagement in Project Planning Influence Performance of Dandora Youth Friendly Project in Nairobi County.

Descriptive Statistics			
Indicator	**Mean**	**Std. Deviation**	**N**
Project Planning (Inclusion in planning and design)	4.2	0.72614	45
Project Planning (Was my input considered)	4.1333	0.69413	45
Project Planning (concerns of the target grp considered)	4.1778	0.68387	45
Project Planning (Process was transparent)	4.3333	0.56408	45

Table 4.5Mean of all the respondents on objective 2

A simple review of the involvement of the major stakeholders in the planning phase of the ASRH project shows that most parties were involved albeit not on equal terms in every procedure. For example, the MOH, the Youth and Adolescents and the Project team were significantly involved in the design and building plan while the rest of the stakeholders passively participated. Below is a breakdown of the roles those different stakeholders performed in this scenario as inferred from the qualitative responses MoH.

The Ministry of Health is a crucial stakeholder in planning an adolescent sexual and reproductive health clinic. They were responsible for creating health policies, allocating funding, and setting instructions for the clinic's operations. Their work also involves ensuring that the clinic fits with national health strategies and standards.

Ministry of Education and Youths

These ministries contributed by adding components of sexual and reproductive health education into school curricula. They were also be part in awareness campaigns and instructional initiatives aimed at teens. Collaborating with schools can helped to reach a huge section of the target demographic.

Project Team:

The project team is responsible for the overall planning and execution of the clinic. This includes setting project goals, creating a project plan, allocating resources, and working with numerous parties. The team include project managers, donors, and the practitioners selected to serve at the clinic.

Local Community:

The local community was vital for the success of the clinic. In the planning phase, community involvement activities were performed to identify the specific needs and cultural factors. Including the community in the planning and decision-making process ensured that the clinic was appropriate for the area and increased the likelihood that it would be used and welcomed.

Local Authorities:

Local authorities, such as the members of the county assembly, community gatekeepers and ward administrators also had a part in providing necessary permissions and clearances for the clinic. They also helped the project by promoting community interaction, ensuring infrastructural requirements are satisfied, and addressing any regulatory or legal problems.

Other NGOs

NGOs such as World Vision, HESEDI and Young Women Voices also gave further help, expertise, and resources. Their experience in similar projects, provides an excellent baseline for benchmarking. They also played a role in advocacy and raising awareness about teenage SRH.

Adolescents and Youths:

The successful planning of the project, which focused on reproductive and sexual health clinics, required active participation from teenagers. Adolescents play a significant role in offering insights during the needs assessment, contributing useful perspectives on the issues they confront, and designing the types of services and programs that would be most beneficial. Their direct input helped customize the clinic to be youth-friendly, addressing privacy issues, cultural sensitivity, and the construction of welcoming places. Adolescents also functioned as advocates inside their peer groups, participating to awareness campaigns and facilitating open talks about sexual health. Their engagement extended to the design of the physical environment, ensuring it matches with their tastes and comfort.
The participation of teenagers is not only about addressing their urgent needs but also about creating a sense of ownership and empowerment.

"By involving them in decision-making processes, the planning phase fosters a project that is not only accepted by the community but is also more likely to succeed in the long term. Adolescents become essential partners, shaping the clinic's design, services, and outreach efforts, thus ensuring that the initiative remains relevant, respectful of cultural contexts, and capable of making a lasting influence on SRH of the target population." (SPM21, MSF Project Coordinator).

4.4.3To determine how stakeholder engagement in project implementation influence performance of Dandora youth friendly project in Nairobi County.

Descriptive Statistics					
Indicator	N	Mini mum	Maximu m	Mean	Std. Deviation
Project Implementation (Actively involved)	45	3	5	4.4222	0.62118
Project Implementation (Comms and collaboration)	45	2	5	3.8222	0.91176
Project Implementation (Consideration in decision-making)	45	2	5	3.8444	1.0435
Project Implementation (Project implementation was successful))	45	3	5	4.5556	0.62361
Valid N (listwise)	45				

The mean responses of 3.8 - 4.5 suggests a reasonable level of agreement, indicating that respondents felt some level of opportunity for participation. However, the higher standard deviation shows more variety in replies, with some individuals feeling they had major opportunities while others did not.

For example, the consideration of the adolescents in decision-making during implementation as indicated in the bar chart below corresponds to a higher standard deviation compared to the means of the other stakeholders. This also implies that as much as the teenagers are regarded the key beneficiaries and are actively involved throughout the planning and design stages, they feel left out in terms of decision-making in the implementation phase.

In the implementation of ASRH programs the MoH and MoE were classed as 'protectors' due to their major impact, supportive attitudes, and active engagement in implementing ASRH programs and partnering with local authorities on ASRH. The project team plays a lead role in overseeing the day-to-day operations of the clinic. This includes managing resources, coordinating staff, monitoring progress, and addressing any difficulties that may develop. They verify that the implementation aligns with the project strategy and objectives. The Ministry of Health continues to provide guidance and control during the implementation phase. They may be involved in resource allocation, policy enforcement, and ensuring that the clinic follows to health legislation and standards. Collaboration with healthcare professionals and experts can boost the quality of services given.

On the other side, the Ministry of Education, and the Ministry of Youth are also 'protectors' thanks to their active engagement, supportive attitudes, and strong impact in the execution of ASRH

initiatives. These ministries play a role in incorporating sexual and reproductive health education into the curriculum. They may assist outreach activities, ensuring that adolescents receive comprehensive education both in and out of the clinic setting. Collaboration with the Ministry of Health can help develop a seamless integration of health services and education.

"... Children can have private conversations in the guidance counselor's office at our school. Furthermore, we provide sex education through the guidance counselor or MSF health staff who come to the school. We educate them about puberty, secondary sexual characteristics in boys and girls, the reproductive wellness system, and other relevant subjects. When necessary, we also direct them to MSF." (School Principal, SPM-)."

Local youth leaders, and key persons on ASRH were classified as 'saviors.' Elected leaders and ward development chairmen were considered 'friends' in this context,

" Yes, we perform sensitization campaigns for teenagers at schools and medical facilities within the county's health department. We involve parents and teenagers in our outreach programs to inform them of things to be wary of. Every Tuesday, this occurs. In order to assist teenage mothers, we also give health lectures on teenage reproductive and sexual health during immunization sessions. We target people between the ages of 15 and 49 with specific information programs on adolescent SRH that promote healthy living. The MSF team and the Dandora Youth Clinic work together on this (SPM- Focal Person on Adolescent SRH)."

Religious leaders displayed great influence and supportive attitudes toward the implementation of ASRH programs but indicated passive interest and involvement. The office of community gatekeepers and village chiefs and ward development chairmen were regarded 'saviors' in their interaction with youths on ASRH.

"In our church, we have a youth organization. As a teacher, we occasionally organize seminars and retreats for them, educating them about youth and the transition into adulthood. These seminars and retreats expose them to the knowledge they need about their sexuality. Once in a while we invite a team from MSF to give health talks and communicate about the youth clinic" (SPM 102- Religious Leader). Depending on their focus areas, other NGOs also collaborated on specific aspects of the project, such as mental health support, educational programs, or community development initiatives. This collaboration can lead to a more comprehensive and holistic approach to adolescent health. *"On numerous occasions, the ASRH clinic referred some of the youths for social, legal and other extended services to partner NGOs for comprehensive health and social wellbeing. (SPM 104, MSF project Team member)"*

4.4.4 To determine how stakeholder engagement in project monitoring influence performance of Dandora youth friendly project in Nairobi County.

Project Monitoring (Involvement)						
Stakeholder name	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**	**Total**
Project Manager/Staff	0	0	0	0	4	4
Adolescent/Youth	0	15	4	1	0	20
MOH Official	0	0	0	1	2	3
MoE Official	0	0	0	0	3	3
Youth and Gender official	0	0	0	0	3	3
Local Govt Actors	0	0	0	2	2	4
Other NGOs	0	2	1	0	0	3
Key Community members	0	0	2	3	0	5
Total	**0**	**17**	**7**	**7**	**14**	**45**

An analysis of the monitoring phase of the ASRH clinic depicted in the table above demonstrates that 38%(n=17) of respondents feel excluded from that stage of the project management life cycle.

Majority of them are the teens and the other NGOs to some extent. The project team, MOH, MoE and Local government actors had a high satisfaction with their level of engagement in monitoring of the project's day to day activities whereas the community members had a neutral feeling.

A qualitative investigation found the following sentiments for each of the stakeholders;

The Ministry of Health continues to offer control during the monitoring period. They may analyze health results, check adherence to health standards, and ensure that the clinic's services correspond with national health policies. Collaboration with healthcare professionals and data gathering are vital for analyzing the impact of the clinic on adolescent health.

Education and Youths ministries supervise the integration of sexual and reproductive health education within the education system. They examine the success of educational initiatives, evaluate awareness efforts, and obtain feedback from schools. Monitoring progress in educational outcomes connected to adolescent health is vital for their continuous involvement.

The project team is responsible for day-to-day monitoring efforts. This involves tracking project milestones, reviewing the quality of healthcare services, and evaluating the impact of educational activities. They acquire data, assess performance indicators, and use this knowledge to make informed decisions and modifications as needed.

The local community continues to be active in the monitoring phase. Their job entails providing feedback on the clinic's services, engaging in surveys or focus group discussions, and contributing to the assessment of the project's impact on the community. Community interaction is vital for measuring acceptance and sustainability.

Local authorities perform a regulatory role in assuring continuing compliance with permits and regulations. They may assist in the monitoring process by evaluating reports, addressing any legal or regulatory issues, and engaging with the project team to ensure a supportive atmosphere for the clinic.

NGOs continue to support the monitoring phase by offering knowledge and resources. They may be active in data collecting, impact assessment, and advocacy campaigns. Collaborating with

NGOs boosts the depth of monitoring operations and adds to a more thorough understanding of the project's outcomes. Depending on their core areas, additional NGOs collaborate in monitoring specific components of the project. They may measure mental health outcomes, educational achievements, or community development activities. Their specialized contributions improve the monitoring process and provide a holistic view of the project's success.

Adolescents stay actively participating in the monitoring period. Their role includes providing feedback on their experiences with the clinic, engaging in surveys or interviews, and contributing to assessments of the project's influence on their health and well-being. Adolescents' viewpoints are vital for ensuring that the initiative remains youth-friendly and effective.

4.5 Stakeholder Positions

The primary themes pertaining to the stakeholders' strength, power, role, and impact at each stage of the project life cycle were determined by further analysis of the qualitative responses from the stakeholders. Examining the impact, motivations, and authority of each stakeholder including suppliers, influencers, and decision-makers was part of the stakeholder roles study. The goal was to comprehend their roles and duties in ASRH policies and programs, and how the three stakeholder potential dimensions interacted to determine each stakeholder's positionality as a supporter or non-supporter. The level of authority, attitude, and interest that stakeholders shown in teenage SRH efforts determined the specific category within the roles.

The power component relates to stakeholder's view of their potential to affect the implementation of adolescent SRH programs. It was classed as either 'strong' or 'weak' based on their perceived influence. The attitude component focused on stakeholders' perspective regarding their support for ASRH program execution in Dandora. This dimension was classed as 'supporting' for those with a good attitude and 'non-supportive' for those with a negative attitude. The interest component looked at stakeholder's willingness to actively engage in the ASRH initiative. Interest was characterized as 'active' for individuals with a strong interest and a readiness to participate, while 'passive' was used for those who exhibited reluctance or unwillingness to interact. Understanding the power, attitude, and interest of stakeholders was crucial to evaluating their level of support or

non-support for ASRH activities in Dandora. This extensive study is crucial in creating methods for effectively involving stakeholders and promoting the successful execution of such critical projects.

Supporting stakeholders were classified into a few groups, such as guardians who actively participated in the teenage SRH program and showed strong leadership and supportive attitudes. They were devoted to doing everything was necessary to maintain their position and to address the expectations of ASRH. Associates with less influence but encouraging dispositions and a keen interest in the program for teenage SRH were positioned as advisors who might offer insightful advice. Sleeping Giants demonstrated a supportive attitude, strong power, but passive participation in adolescent SRH activities. They needed to be included in the process and made aware of the importance of their participation in order to get them to engage. On the other hand, acquaintances comprised people with supportive perspectives, less influence, and passive engagement in teenage SRH programs. Keeping them informed and active with continuing information was vital to their engagement.

The non supportive stakeholders included Saboteurs who had non-supportive views, strong power, and active involvement in undermining teenage SRH programs. trip wires displayed non-supportive attitudes, decreased power, and apathetic engagement in teenage SRH activities. It was necessary to understand their issues to approach them thoughtfully and interact effectively. Irritants on the other hand demonstrated non-supportive attitudes, less power, but active interest in teenage SRH programs. It was vital to address their interests and concerns to identify common ground and foster cooperation

CHAPTER FIVE

A COMPILATION OF THE RESULTS, SUMMARY, AND RECOMMENDATION

5.1 Introduction

This chapter wraps up the research, summarizes the results, and offers recommendations based on the data. They are based on the four study objectives.

5.2 An overview of the main conclusions

Drawing from the study's aims, this section provides a summary of the noteworthy discoveries.

5.2.1 Stakeholder engagement in project identification and performance of Dandora youth friendly initiative in Nairobi County.

The study clarified the functions and participation of various parties in the ASRH PCM in Dandora, Nairobi County, Kenya. The bulk of the stakeholders from the government and non-governmental sectors were found to be actively involved in ASRH operations, albeit to varying degrees of engagement and attention.

The MoH was the sole state agency designated as "the guardian" with regard to public institutions' participation in the conception and development of projects. This rating results from the public health department, reproductive health unit, and family planning unit's strong leadership, encouraging demeanor, and active participation in ASRH policy advocacy and development. These results align with those of earlier studies conducted in various nations, including Bangladesh, Nigeria, and Indonesia (Suryoputro, A., & Svarabhakti, 2017).

The MoH is in charge of developing and carrying out national health policies and plans, especially those that have to do with ASRH. The MoH also possesses a variety of data and knowledge about ASRH concerns. In order to ascertain the population's true needs, the Ministry of Health conducts needs assessments and then ranks the them according to national health policies and strategies. ASRH project teams receive technical assistance and support from the Ministry, and key stakeholders are identified and engaged in the process.

Local government actors (LGAs) are responsible for the provision of a number of basic services, including health, education, and social services. LGAs also have a good awareness of the requirements of the communities they serve. LGAs can play a role in ASRH project identification by identifying the ASRH needs of the communities they serve, prioritizing ASRH needs based on local priorities and resources, engaging with community members to identify their ASRH needs and priorities and facilitating stakeholder engagement in ASRH project identification.

National education policies and strategies, including those pertaining to ASRH, are established and carried out by the Ministry of Education (MoE). In addition, the MoE is a wealth of information and knowledge regarding ASRH concerns affecting youth. In order to identify ASRH projects, the MoE can carry out needs assessments to determine the ASRH needs of adolescents and young people and It can also prioritize ASRH demands among adolescents and young people by identifying and interacting with key stakeholders and by offering technical assistance and support to ASRH project teams that work with adolescents and young people.

Adolescents are the key beneficiaries of ASRH programs and they have unique perspectives and experiences that can assist to ensure that ASRH projects are relevant and effective. They can play a role in ASRH project identification by sharing their views on ASRH needs and priorities through focus groups and surveys, participating in ASRH project planning committees and working groups, providing feedback on ASRH project proposals and draft materials and helping to identify and engage with other adolescents and young people in the ASRH project identification process.

Community people are crucial participants in ASRH project identification. They have a strong grasp of the requirements of their community, and they can help to ensure that ASRH programs are culturally suitable and practicable. Community members can play a role in ASRH project identification by participating in focus groups and surveys to give their views on ASRH needs and priorities, serving on ASRH project planning committees and working groups and offering comments on ASRH project proposals and draft materials.

NGOs have a plethora of knowledge and skill in the subject of ASRH and they frequently have deep links to the communities they serve. This makes them well-positioned to help determine ASRH requirements and priorities based.

5.2.2 Stakeholder engagement in project development and execution of Dandora youth friendly initiative in Nairobi County.

The MOH had a key role in the ASRH project's planning phase. They were responsible for establishing and implementing national health policies and programs, notably those dealing to ASRH. The MOH also offers a variety of data and knowledge about ASRH problems. The MoH commitment and proactive role in increasing adolescents' access to SRH resources and information through development and advocacy programs is commendable.As part of this commitment, the ministry, as this study has shown, takes the lead in advocating for the Adolescent SRH program and tailors national policies related to the program to the local context.

The MOH influenced the planning stage of the ASRH initiative in a variety of ways, including providing guidance on national ASRH policies and strategies. This guideline helped to ensure that the project is linked with national priorities and that it would make a meaningful contribution to improving ASRH outcomes.

A crucial part in ASRH project planning was played by local government actors, or LGAs. Services like health, education, and social services are among the many crucial programs that LGAs are in charge of delivering. LGAs also possess a strong understanding of the needs of the communities they cater to. The Nairobi County Governor's Office and the County department for health services were vital in the planning stage for the Dandora ASRH project in the following ways identifying and assessing the ASRH needs of the communities they serve. This information was utilized to inform the project's aims and objectives. They also contributed data and knowledge about ASRH challenges at the local level. This information was used to construct effective project plans and actions.

The Ministry of Education (MoE) also had a significant part in the planning stage of ASRH Dandora project. In the planning stage of the ASRH project in MoE was involved in providing guidance on national ASRH policies and strategies for adolescents and young people to ensure that the project is aligned with national priorities and that it will make a meaningful contribution to improving ASRH outcomes among adolescents and young people. Also, It advocated for the inclusion of ASRH education in school curricula to ensure that teenagers and young adults had access to accurate and developmentally appropriate ASRH information.

By collaborating with the project team to create and implement programs that support the development of life skills and decision-making abilities related to ASRH in adolescents and young people, the MoE promoted the development of these abilities. This allows adolescents to make informed and healthy choices about their sexual and reproductive health. The effect of adolescents and young people in the creation of ASRH initiatives is vital, as they are the principal beneficiaries of these projects. Adolescents and young people have distinct viewpoints and experiences that contributed to guarantee that ASRH programs are conceived and implemented in a way that matches their needs and interests.

The Dandora youth center involved the youth through the facility's Youth Advisory Council that participated in the following activities participate in focus groups and surveys to give their views on ASRH needs and goals, serve on project planning committees and working groups, provide comments on project proposals. Project teams increased the likelihood of project success and had a positive overall impact on the SRH of young people and adolescents by involving them in the development of ASRH initiatives.

To ensure that the ASRH program is successful and long-lasting, community members had to be included in both the planning and execution of the initiatives. The project teams and members of the community collaborated to develop ASRH activities that meet community needs and improve the target population's sexual and reproductive health. Increased ownership and buy-in are among the other benefits of community involvement in ASRH project planning and execution that have been noted. When members of the community are involved in these areas, they are more likely to feel invested in the project's success and to feel a sense of ownership over it.

The community members also increased cultural appropriateness and feasibility by providing insights into the cultural norms and beliefs of the community, which can allow project teams to build more culturally suitable and practical project methods and interventions. Enhanced sustainability by the community members involvement helps to ensure the sustainability of ASRH projects beyond the initial funding period through improving the capacity of community members to lead and manage ASRH initiatives.

Non-governmental organizations (NGOs) also had a vital part in the planning of ASRH initiatives. NGOs in the field of ASRH have a plethora of experience and skill and they frequently have deep relationships to the communities they serve. This makes them well-positioned to help project teams identify and assess ASRH needs, devise culturally acceptable and effective project strategies and interventions, and generate community support for the initiative. MSF rallied various partners and conceived the view of the Dandora clinic from the planning phase to actualization.

5.2.3 Stakeholder engagement in project execution and performance of Dandora youth friendly initiative in Nairobi County

Stakeholder engagement in project implementation has influenced the performance of the Dandora Youth Friendly ASRH Project in Nairobi County in a variety of ways. It helps to ensure that the project is well-aligned with the needs and priorities of the community. Through engaging with stakeholders, project teams got a deeper grasp of the community's ASRH requirements and that informed the development of project strategies and interventions that are relevant and effective.

Also, the involvement helped to organize resources and support for the project for example the NGOs and the MOH offered financial support, technical experience, and logistical support, which was crucial in the effective implementation of the project.

Third, stakeholder participation also served to build ownership and buy-in for the project. When stakeholders such as the community and the youth were involved in the project implementation process, they were more likely to sense ownership of the project and to be invested in its success. This has resulted to a more sustainable project and greater outcomes for the community.

teams and other stakeholders resulting to a more efficient and effective project implementation process. There were reduced risk of conflict and delays in the project execution process which helped to lessen the possibility of serious problems and interruptions. Furthermore Stakeholder participation helps to strengthen the transparency and accountability of the project implementation process. This helps to create trust and confidence between project teams and stakeholders.

5.2.4 Stakeholder engagement in project monitoring and performance of Dandora youth friendly initiative in Nairobi County

Stakeholder involvement in project monitoring improved the outcomes of the project in Nairobi County through ensuring the project is by engaging with stakeholders, project teams collect feedback on the project's progress and detect any possible problems or delays. This information is utilized to make required revisions to the project plan and guarantee that the project continues on track. Identification and control of risks was made possible through Stakeholder participation that led to better quality of project outputs and outcomes:

By engaging with stakeholders, project teams collect input on the project's outputs and outcomes which is used to improve the quality of the project's work and ensure that it fulfills the needs of the adolescents. Accountability and transparency in the project monitoring process by project teams makes them more responsible and dedicated to the progress of the project therefore successful execution. Stakeholder engagement helps to create trust and confidence between project teams and stakeholders. This is vital for the long-term sustainability of the project, as it helps to guarantee that stakeholders are supportive of the initiative and are prepared to contribute to its success.

5.3 Conclusion

The purpose of this study was to determine the influence of the Stakeholder participation on the PCM and the performance of ASRH project. The study concluded that ASRH projects perform practice.

In project management, a stakeholder is a person who has the ability to affect the proposed change's outcome and has a stake in the proposed change. Building and sustaining relationships is a

requirement of the engagement, as one has a stake in the project's outcome.Effective stakeholder participation, according to the study, promotes better-thought-out and more knowledgeable policies, projects, programs, and services. A project's beginning phase consists of a strategy that integrates execution based on the youth's needs analysis with stakeholder analysis.

Stakeholder contact is critical to project identification, according to the study. By investing money and other resources, planning, and managing the project, they ensure its sustainability. This has allowed residents to take control of programs of their own while also encouraging their involvement in development initiatives associated with these programs. As with many things related to youth-friendly projects, engaging stakeholders can be dangerous and difficult. The method of stakeholder involvement will be more successful and financially sustainable for the project and stakeholders if these risks are controlled effectively.

In conclusion, the study finds that the performance of youth-friendly ASRH projects is influenced by stakeholders' involvement in the project management cycle.

5.4 Recommendation

Based on outcomes and conclusions, stakeholder participation has become increasingly vital in successful project management. The following are some of the key areas of recommendation.

5.4.1 Recommendation for Practice

Practitioners and professionals in project design, planning and management can employ the insights from the present study to boost performance of future project.

I. Mainstreaming of youth friendly facilities by developing a youth friendly setting with youth friendly health staff to enhance uptake of the ASRH services.

II. The report proposes that ASRH projects should guarantee stakeholder's engagement in the full project lifecycle is adhered to in order to create a sustained good performance of health programs

III. The research suggests that stakeholders be included in the project identification process by project management. This should be accomplished by researching the issues the community is facing, showcasing project designs, and evaluating the project's leadership. This would have a good effect on the projects.

IV. Incorporating stakeholders in project planning is advised, according the study, since it has a positive and significant impact on project performance. Stakeholder participation in project planning helps identify project resources, roles, and appropriate methodologies. Project management should thus focus on increasing stakeholder engagement in project planning in order to optimize a stakeholder's beneficial influence. This will assist in defining the project planning procedure, outlining the roles and duties of project participants, and developing and putting into practice strategies.

V. In order to assign roles and responsibilities and audit projects, the study recommends including stakeholders in project monitoring. Through the correction of mistakes and deviations from project activities, stakeholder participation in project monitoring influences the project's success.

5.4.2 Recommendation for Policy

Recommendation is made to the government to implement proper procedures and norms for controlling stakeholder interaction notably for ASRH related projects

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APPENDICES

Appendix I: Introduction Letter

Njibu, Mwangi Bernard
L50/38531/2020
mwangi.njibu@gmail.com
10th Oct 2023

Dear respondent,

RE: DATA COLLECTION.

I trust this message finds you well. As part of my academic pursuits in the Master of Arts in Project Planning and Management program at the University of Nairobi, I am conducting a research study on the influence of stakeholder participation in the project cycle management at the Dandora youth-friendly SRH clinic.

I am reaching out to seek your valuable participation in our research project. Your insights, responses, and feedback are crucial for the success of the study, and your cooperation and support would be greatly appreciated. Please be assured that any information you provide will be treated with the utmost privacy and confidentiality. We strictly adhere to ethical guidelines, ensuring that all collected data is used exclusively for research purposes.

Your contribution to this study will significantly contribute to the advancement of knowledge in the field of project planning and management. Your involvement will not only help improve the effectiveness of stakeholder participation in project cycle management but also have a meaningful impact on the development of youth-friendly SRH clinics.

I sincerely thank you in advance for your cooperation and support. If you have any questions or need further information, please feel free to contact me at +254723001245. I am available to address any concerns you may have.

Sincerely

Njibu, Mwangi Bernard

Appendix II: Closed ended questionnaire

This questionnaire aims to assess the extent of stakeholder engagement and its influence on the performance of the Dandora Adolescent Sexual and Reproductive Health (ASRH) project.
Your responses will help us better understand the relationship between stakeholder engagement and project performance.

Please rate your agreement with the following statements on a scale of 1 to 5, where:
- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Gender: [ ] Male   [ ] Female   [ ] Other   [ ] Prefer not to say

Age: _____

Occupation: _____

Stakeholder Cluster:

Please tick the category that applies to you

	Cluster	Mark Appropriately
1	Project Managers/Staff	
2	Adolescents & Young Adults	
3	Ministry of Health Officials	
4.	Ministry of Education officials	
5	Ministry of Youth and Gender officials	
6	Local Government Actors (MCAs and Nyuman kumi	
7	Other Youth allied NGOs officials	
8	Other key community members	
9	Other (Please specify)	

Statement	1	2	3	4	5
Section A: Stakeholder Engagement in Project Identification (SE-PI)					
1.1. As a stakeholder I was actively involved in identifying the goals and objectives of the ASRH Dandora project?					
1.2. As a stakeholder my input was considered when defining the scope and priorities of the project during its identification phase					
1.3. The identification phase of the project successfully engaged stakeholders from diverse backgrounds and interests					
1.4. The project's goals were clearly communicated to stakeholders during the identification phase.					
Section B: Stakeholder Engagement in Project Planning (SE-PP)					
2.1 As a stakeholder I was included in the planning and design of the Dandora ASRH project.					
2.2. As a stakeholder I was given opportunities to provide input on project strategies and implementation plans during the planning phase					
2.3. As a stakeholder I feel the planning phase effectively addressed the concerns and needs of the target group.					
2.4. The project's planning process was transparent and accessible to my cluster.					
Section C: Stakeholder Engagement in Project Implementation (SE-PI)					
3.1. As a stakeholder I actively participated in the implementation of the Dandora ASRH clinic					
3.2. As a stakeholder I feel the project implementation phase involved regular collaboration and communication.					
3.3. As a stakeholder my input was considered when making decisions related to project implementation.					
3.4. The project's implementation phase successfully addressed emerging issues and challenges in collaboration with stakeholders.					

Section D: Stakeholder Engagement in Project Monitoring (SE-PM) 4.1. As a stakeholder I feel involved in the ongoing monitoring and evaluation of the Dandora ASRH project.					
4.3. The project's monitoring and evaluation phase facilitated continuous improvement and adaptation based on stakeholder input.					
4.4. As a stakeholder we are provided with regular updates and reports on the project's progress and outcomes during the monitoring phase.					
Section E: Performance of ASRH projects 5.1. To what extent do you believe stakeholder engagement has a positive impact on the performance of the Dandora ASRH project overall?					
5.2. How would you rate the overall success of the Dandora ASRH project in achieving its goals and objectives?					
5.3. Are there any specific comments or suggestions you would like to provide regarding stakeholder engagement in the Dandora ASRH project					

Thank you for participating in this survey. Your feedback is valuable for our research. Please return the completed questionnaire by 31st October 2023 to the researcher.

Appendix III: Open ended questionnaire.

Section A: Stakeholder Engagement in Project Identification

- Can you describe your involvement or awareness of stakeholder engagement during the identification phase of the Dandora Youth Friendly Project?

- How do you believe stakeholder engagement at the identification stage influences the project's performance?

- What, in your opinion, are the key factors that drive stakeholder engagement in project identification, and how do they relate to project outcomes

Section B: Stakeholder Engagement in Project Planning

- Please share your experiences or observations regarding stakeholder engagement during the project planning phase.

- How does stakeholder engagement during project planning effect the performance of the Dandora Youth Friendly Project?

- Can you identify any specific challenges or successes related to stakeholder engagement in this phase?

Section C: Stakeholder Engagement in Project Implementation

- What level of involvement have stakeholders had in the Dandora Youth Friendly Project's implementation?

- In what way do you think the Dandora Youth Friendly Project's implementation phase performance is impacted by stakeholder engagement?

- Are there any noteworthy examples or instances of stakeholder engagement affecting project outcomes?

Section D: Stakeholder Engagement in Project Monitoring

- What has been your experience with stakeholder engagement in project monitoring activities?

- What is the effect of stakeholder participation in project monitoring on the Dandora Youth Friendly Project's overall performance?

- Could you share any specific insights into how stakeholder engagement has contributed to project monitoring and, subsequently, project success?

Section E: Assessment of Project Success.

- In your view, how would you define the success of the Dandora Youth Friendly Project?

- What are the key indicators or measures of success for this project, and have these been achieved?

- Is it your opinion that the involvement of stakeholders has been crucial to the project's success, and if yes, how?

Appendix IV: Nacosti Research permit

Ref No: 891120

Date of Issue: 03/November/2023

RESEARCH LICENSE

This is to Certify that Mr.. Bernard Mwangi Njihu of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act; 2013 (Rev.2014) in Nairobi on the topic: STAKEHOLDER ENGAGEMENT IN PROJECT MANAGEMENT CYCLE AND PERFORMANCE OF ADOLESCENT SEXUAL REPRODUCTIVE HEALTH PROJECTS: A CASE OF DANDORA YOUTH FRIENDLY PROJECT, NAIROBI COUNTY, KENYA for the period ending : 03/November/2024.

License No: NACOSTI/P/23/30983

891120

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

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See overleaf for conditions

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Appendix IV **UoN Introduction letter.**

UNIVERSITY OF NAIROBI
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
OFFICE OF THE DEAN

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Mobile: 254-724-200311	Website: _business.uonbi.ac.ke_

Our Ref. L50/38531/2020   October 13, 2023

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100
NAIROBI

RE: <u>INTRODUCTION LETTER: NJIBU MWANGI BERNARD</u>

The above named is a registered Masters of Arts in Project Planning and Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on _"STAKEHOLDER ENGAGEMENT IN PROJECT MANAGEMENT CYCLE AND PERFORMANCE OF ADOLESCENT SEXUAL REPRODUCTIVE HEALTH PROJECTS: A CASE OF DANDORA YOUTH FRIENDLY PROJECT, NAIROBI CITY COUNTY, KENYA.".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Dean's Office
University of Nairobi
Faculty of Business
and Management Science
P O Box 30197-00100, Nairobi