

Effect of Stakeholder Human Resource Management on Performance of the ARV Supply Chain Project by NASCOP in Kenya

Cynthia Jennifer Olwande^{1*}, Joshua Tumuti¹

¹Project Monitoring and Evaluation, Kenyatta University, Kenya

*Corresponding author e-mail: cindicj@gmail.com

Accepted: 11 June 2026 || Published: 22 June 2026

Abstract

The study sought to examine the effect of stakeholder human resource management on the performance of the antiretroviral supply chain project by the national AIDS and sexually transmitted infections control program in antiretroviral therapy health facilities in Kenya. The study was guided by stakeholder theory and performance theory. Both descriptive and explanatory research designs were employed. The study target population comprised 541 pharmacists and pharmaceutical technologists across Kenya. A sample size of 229 pharmacists and pharmaceutical technologists was used. Stratified proportional sampling was applied. An electronic questionnaire was used to collect primary data. Data were analyzed using descriptive statistics, including percentages, means, and standard deviations. Inferential statistics, including correlation and regression, were used to test the relationship between the variables. Results revealed that stakeholder human resource management had a positive and significant effect on project performance. The study concluded that pharmacy stakeholders' human resource management had a significant effect on the performance of the antiretroviral supply chain project by the national aids and sexually transmitted infections control program in antiretroviral therapy health facilities in Kenya. Based on the findings, the study recommends that the national AIDS and sexually transmitted infections control program management should strengthen human resource management in the pharmacies at the antiretroviral therapy sites it supports nationwide.

Keywords: *Stakeholder human resource management, Performance of the ARV Supply Chain Project, NASCOP*

How to Cite: Olwande, C. J., & Tumuti, J. (2026). Effect of Stakeholder Human Resource Management on Performance the ARV Supply Chain Project by NASCOP in Kenya. *Journal of Entrepreneurship and Project Management*, 6(1), 34-45.

1. Introduction

The performance of a project or a program can be attributed to the inputs, processes, outputs, and outcome indicators, depending on organizational structures and goals. This can be influenced by several factors, such as leadership skills, decision-making capacity, monitoring and feedback systems, the competence of the project manager, social conditions, and top management support (Zhu & Mostafavi, 2017). As such, stakeholder roles and engagement related to these factors need to be managed effectively through proper planning and monitoring to ensure the project's objectives are attained.

The National Aids and Sexually Transmitted Infections Control Program (NASCO) health initiatives in Human Immunodeficiency Virus (HIV) and acquired immunodeficiency syndrome (AIDS) management include the running of an uninterrupted and coherent supply of ARV drugs that should not be negotiable, as the lives of patients are at risk. Stakeholders at the level of health facilities, such as the pharmacy staff, need to take responsibility for implementing a correct Antiretroviral (ARV) management process, enhancing inventory management and warehousing procedures, implementing more efficient and reliable procedures of production and transportation, enhancing supply chain coordination and general communication (Olwande & Tumuti, 2021). By so doing, ARVs can be used for patients whenever required, rendering the supply chain with minimal obstacles that can affect the efficiency of NASCO.

Stewart and Brown (2019) defined human resource management as the strategic approach to planning, organizing, and developing an organization's workforce that collectively contributes to achieving a project's objective. Khan and Rasheed (2015) and Keegan, Ringhofer, and Huemann (2018) established that human resource management was critical to project performance.

Budget, time, and deliverables describe project efficiency (Shenhar, Dvir, Levy & Maltz, 2010). The overall quality of a project's production is measured by benefit to beneficiaries, consequences, performance, effectiveness of execution, and long-term viability (IBBS & Kwak, 2000). Additionally, project performance is derived from avoiding cost budget errors, design errors, unmet quality standards, and occupancy errors. Project performance is achieved by ensuring enterprises maximize realized profits, minimize uncertainties and risks, and realize project goals and objectives (Kululanga & Kuotcha, 2010).

Indicators of project results vary from project to project and include variables such as the context and nature of a project and its influence. Notably, Banda and Pretorius (2016) highlight quality and cost as key dimensions of measuring project success. In essence, quality performance can be measured by whether a project meets the predetermined technical performance parameter. Secondly, cost success is another dynamic determined by the percentage difference between the original project budget and any budget overruns or underruns. Another study assessing the performance of an HIV/AIDS project implemented by NGOs identifies several indicators important for measuring project performance (Nyaga, 2024). The study identifies timeliness, within-budget expenses, and contribution to shareholder value as indicators of performance.

According to Patanakul (2014), inappropriate or insufficient project performance measures can lead to deterioration in overall performance. An effective approach to identifying performance indicators helps make decisions about the performance standards to be established. The adoption of performance measures is an effective way to increase a project's profitability and an organization's competitiveness. Well-designed performance indicators in the health sector should enable decision makers to establish baseline information, such as current performance (Gomes & Romão, 2018). Furthermore, decision makers should be able to benchmark performance against international and regional counterparts. Effective performance indicators should allow for independent assessment of health sector performance. In the current study, the performance of HIV&AIDs programming by NASCO was measured using approaches like determining ARV commodity security, drug resupply lead time, and patient satisfaction at the health facility level.

The total number of people living with HIV (PLHIV) in Kenya was estimated to be around 1.5 million in 2017. In terms of incidence, new HIV infections in all age groups decreased from 77,200 in 2010 to 52,800 in 2010. In 2017, there was a 32 percent reduction in the number of new HIV infections in Germany despite population growth (HIV estimates for HIV for 2018). Although the decrease in HIV incidence is encouraging, it is necessary to capitalize on the gains. Kenya must continue its attempts to achieve domestic and global goals, to achieve zero fresh infections, and to free future generations from AIDS.

About 28,200 people died from AIDS-related causes in 2017, compared with 53,900 in 2010, a 48% decrease in the number of AIDS-related deaths at the national level. This decline is directly due to the wider access to ART available with the introduction of free ART in 2003 and the National AIDS / STI Control Program's ability to meet HIV and AIDS treatment, coinfection, and care requirements. Meets AIDS (Kenya HIV Assessment Report 2018). For this reason, health facilities providing ART services need to implement processes to ensure uninterrupted therapy, improve viral suppression, and achieve zero new infections.

NASCOP is a health division within the preventive and promotive health services directorate of the Ministry of Health, authorized to spearhead HIV/AIDS programming in Kenya. Its core responsibilities include care and treatment, offering strategic technical support and information, formulation of treatment policies and guidelines, coordination of partners and other stakeholders, and management of the ARV supply chain countrywide (NASCOP https://www.nascop.or.ke/?page_id=868, 2nd October 2019). This is achieved with support and funding from the Government of Kenya, the Global Fund, and the United States Agency for International Development (USAID), among other donors. With an aim of managing HIV in Kenya, NASCOP, in close collaboration with Kenya Medical Supplies Agency (KEMSA), uses this funding to quantify, procure, and distribute ARVs to the 541 ART health facilities across the country, where the PLHIV receive medication for HIV care and treatment.

Despite NASCOP's many efforts to streamline ART service delivery through the implementation of a robust supply chain project, ARV shortages and crises continue to occur in health facilities across the country. Every gap in the ARV supply chain puts a newborn, infant, man, or woman somewhere in Kenya at risk of infection or probable death. As such, it is mandatory for the program to ensure maximum commodity security at the point of care if the zero-new-infections target is to be attained.

1.1 Problem Statement

The aim of NASCOP is to manage HIV in Kenya through the distribution of ARV to ART health facilities across the country. This is made possible in part by support and funding from the Government of Kenya, the Global Fund, and the United States Agency for International Development (USAID), among other donors. However, one of the challenges for NASCOP in implementing the ARV supply chain project has been ensuring that the care needs of PL HIV are completely met without jeopardizing prevention or treatment quality (Olwande, 2021). Cases of ARV stockouts, untimely deliveries, shortages, and expiries continue to be reported by healthcare workers, particularly in the pharmacy departments of ART health facilities across Kenya. Every stockout of ARV drugs contributes to the unnecessary and premature death of a child, woman, or man somewhere in Kenya. Additionally, this brings about low public opinion and a negative public image of NASCOP.

Previous studies have attempted to link stakeholder human resource management to project performance at both the international and local levels. Studies (Khan & Rasheed, 2015; Shams et al., 2019) were conducted in regions different from Kenya, making it impractical to adapt

their findings to the local context. Furthermore, local studies, including Mutua et al. (2014), Gitau and Makokha (2025), and Mutuku and Mathooko (2014), revealed conceptual gaps because they did not focus on the concepts used in the current study. This survey thus aimed to fill the knowledge gap by investigating the impact of stakeholder human resource management on the performance of NASCOP's antiretroviral therapy supply chain project in health facilities in Kenya.

1.2 Research Objective

To determine the effect of stakeholder human resource management on performance of the ARV supply chain project by NASCOP in Kenya.

2. Literature Review

2.1 Theoretical Review

2.1.1 Stakeholder Theory

Freeman (1999) introduced a theory that views stakeholders as groups or individuals who affect or are affected by organizational outcomes and the achievement of goals. Stakeholder theory states that organizational management must identify stakeholders and groups affected by an organization or project, understand their needs, and determine actions needed to meet those needs (Bonnafous-Boucher & Rendtorff, 2016). The extraordinary responsibility to stakeholders includes the efficient use of capital, the timely provision of accurate information, and effective management. According to Freeman's definition of stakeholders, internal and external stakeholders jointly determine the organization's strategy based on their strengths and interests.

It is noteworthy that stakeholders play an important role in strategy implementation and influence the organization's success. Béji, Yousfi, and Omri (2021) emphasize that effective stakeholder management includes adequate management of the relationship between the organization and stakeholders. In particular, it is important for organizations to focus on proper contracting, communication, motivation, and partnership management. According to Al-Nasser Mohammed & Muhammed (2017), organizations that meet stakeholders' needs and interests perform better than those that do not.

The instrumental perspective of stakeholder management posits that maintaining healthy relationships between stakeholders and the organization increases firm value, thereby positively impacting company performance (Bonnafous-Boucher & Rendtorff, 2016). Effective performance management leads to outcomes that benefit the organization's stakeholders. It is noteworthy that stakeholders have interests and expectations toward an organization or project, and their perceptions often influence behavior that can be destructive or constructive for the organization. In essence, maintaining open and effective communication with stakeholders, both directly and indirectly, shapes their perception of the company, which in turn affects their responses and behavior.

Stakeholder theory is useful in this study because it underpins human resource management. Basically, directly and indirectly considering personnel requirements within the organization meets the prerequisites for meeting stakeholder requirements. In addition, articulated internal stakeholder engagement clarifies the objectives of increasing stakeholder capacity, particularly by empowering internal stakeholders. In turn, it may be possible to analyze the impact of the stakeholder human resource management on project implementation. Therefore, the human resource management variable was anchored on this theory.

2.1.2 Theory of Performance

The theory was pioneered by Harper-Scott in 2006 and highlights six basic attributes that form a framework for describing performance and its measurement. Attributes adopted in the framework are the level of knowledge, level of identity, context of performance, skill level, fixed factors, and personal factors. In addition, the theory provides three axioms: immersion, performer's mindset, and reflective practice as elements that further guide the assessment of performance. The rationale of ToP is based on the premise that people can attain extraordinary accomplishments and that worthy accomplishments are achieved at high levels of performance. This supports the study by building the Stakeholder Human resource management and Stakeholder capacity-building ideologies.

Performance, as a noun, refers to a complex series of activities and actions that integrate knowledge and skills to produce valuable results. A performer can be a group or an individual engaging in a collaborative effort. Performance development is a process with divisions, referred to as levels of performers, that determine performers' positions within it. Obegi and Kimutai (2017) elaborate that higher performance levels can be categorized. For instance, a quality improvement shows that products or results are more effective in meeting stakeholders' expectations. Other levels of performance usable in measurement include knowledge increase, capability increase, cost decrease, and capacity increase. This builds on this study, recognizing that human resource management and capacity-building variables influence performance. Elger's six proposed measures of performance largely address the needs of most performers. Therefore, the project performance construct is anchored on this principle.

2.2 Empirical Review

Rukumba (2021) study assessed the role of strategic HRM in developing a competitive advantage within the telecommunication industry in Kenya. The study sought to identify specific HRM practices that enable companies to gain a competitive advantage in the market. The study obtained its data from four telecommunication companies. The study findings stipulate that HRM practices should be developed at the strategy and implementation level of a project. Compensation and staffing create a competitive advantage. The study recommends that the most appropriate practices should be analyzed and adopted on a per-project basis. Although this study focuses on HRM practices, a conceptual gap remains: it emphasizes competitive advantage rather than project performance.

Gu et al. (2014) explored the impacts of environmental pressures and organizational culture on the performance of IT projects. In the case of organizational culture, the research focused on four aspects: a favorable job environment, institutional collectivism, outcome orientation, and risk tolerance among management. A descriptive research design has been adopted and information from 459 United States. The research results indicate that the connection between organizational culture and IT project efficiency is moderated by environmental pressures. Notably, although the study focuses on project performance, contextual and conceptual gaps exist: it focuses on organizational culture rather than stakeholder engagement, and it uses data from the United States and China. These are two developed countries, whereas Kenya is a developing country; therefore, it would be impractical to generalize their findings to the Kenyan context.

Khan and Rasheed's (2015) research focused on the relationship between HRM methods and the perceived achievement of projects in Pakistan. Employee preparation and growth, recruitment and employee selection, employee compensation scheme, and employee performance assessments were the primary goals of the research. A study was conducted, and

data were collected from a sample of 270 participants from project-based organizations across four main towns in Pakistan. Study results indicated that, with the exception of staff training and growth, recruitment and employee selection, employee compensation schemes, and employee performance assessments affect project success. This study assesses HRM practices and project success; however, a contextual gap exists, as it was limited to Pakistan, a project management environment different from Kenya's.

Keegan, Ringhofer, and Huemann (2018) evaluated the connection between HRM practices and Project-Based Organization (PBO). The study narrows its focus to specific objectives: employee participation, project-level careers, and employment relations. The study used content analysis and secondary data, with the focus narrowed to theoretical and empirical contributions on the HRM-PBO link. The study findings depicted that employee participation, employee relations, and project-level careers contribute to the success of project-based organizations. This study provides insight into HRM practices and project performance. However, a methodological gap exists because this study relies on secondary data and employs content analysis. The application of different research methods may yield different outcomes.

3. Methodology

The study employed both descriptive and explanatory research designs. The target population comprised 541 pharmacists and pharmaceutical technologists involved in antiretroviral supply chain projects across Kenya. A sample of 229 respondents was selected using stratified proportional sampling to ensure adequate representation across the different respondent categories.

Primary data was collected using a structured electronic questionnaire. The questionnaire was administered to pharmacists and pharmaceutical technologists and contained items measuring stakeholder communication management and project performance. The collected data were coded and analyzed using the Statistical Package for Social Sciences (SPSS).

Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the data. Inferential statistics, comprising Pearson correlation and regression analysis, were employed to examine the relationship between stakeholder communication management and the performance of the antiretroviral supply chain project. The findings were presented in tables and interpreted in line with the study objectives.

4. Results and Discussion

4.1 Descriptive Statistics

4.1.1 Stakeholder Human Resource Management

Human resource management was observed to influence the performance of the ARV supply chain project primarily through aspects such as staff adherence to terms of reference (4.2), staff role assignment (4.1), and personnel recruitment (4.1).

Table 1: Stakeholder Human Resource Management

Statements N=185	1	2	3	4	5	Mean	Std. Dev
There is adequate personnel for managing ARV management	7.0%	15.7%	3.8%	42.2%	31.4%	3.8	1.2
Staff turnover impacts on ARV management	5.4%	10.8%	2.2%	38.9%	42.7%	4.0	1.2
Each staff is assigned a designated role in the facility	5.9%	7.0%	1.1%	47.0%	38.9%	4.1	1.1
Terms of reference are adhered to	3.2%	7.6%	0.5%	43.2%	45.4%	4.2	1.0
Recruitment of personnel is efficient	2.2%	11.4%	2.2%	41.6%	42.7%	4.1	1.0
Aggregate mean						4.0	1.1

The findings also indicated that staff turnover affects ARV management (4.0), whereas there is adequate personnel for ARV management (3.8) in the pharmacies. By and large, the majority of respondents agreed that stakeholder engagement influences the performance of the ARV supply chain, as supported by an average mean of 4.0 and a standard deviation of 1.1. The study results indicated that stakeholder human resources are highly likely to influence the performance of NASCOP's ARV supply chain project. This concurred with the work of Khan and Rasheed (2015), which focused on determining the relationship between HRM methods and perceived project success in Pakistan, and found that HRM affects project success.

4.1.2 ARV Supply Chain Project Performance

Research on the ARV supply chain project performance focused on lead time, the adequacy of ARV quantities supplied, and patient satisfaction, as per the availability and adequacy of drugs at pharmacies for dispensing. The variables studied all had a mean above 3, suggesting that the respondents believed the variables influence the ARV supply chain project's performance. Research findings in Table 2 presented respondents' opinions on statements regarding NASCOP's performance of the ARV supply chain project at their facilities. Scale: 1 strongly disagree; 2 Disagree; 3 Neutral; 4 Agree; 5 strongly agree.

Table 2: ARV Supply Chain Project Performance

Statements N=185	1	2	3	4	5	Mean	Std. Dev.
Drugs are delivered within a stipulated 2-week lead time	8.6%	11.9%	5.4%	48.1%	25.9%	3.7	1.2
Drugs are supplied in required quantities	3.2%	28.1%	3.8%	37.8%	27.0%	3.6	1.2
Patients receive sufficient drugs during their appointments	4.3%	10.8%	10.8%	62.7%	11.4%	3.7	1.0
Patients are satisfied with the ART services offered	11.9%	6.5%	7.6%	64.9%	9.2%	3.5	1.1
The facility has adequate stocks of ARVs as per the monthly consumption	2.7%	18.4%	2.2%	64.3%	12.4%	3.7	1.0
The ARV management process is sustainable in the facility	10.8%	15.1%	3.2%	53.0%	17.8%	3.5	1.3
Aggregate mean						3.6	1.1

Most of the respondents agreed that their facilities had adequate ARV stocks for monthly consumption (76.7%), that patients received sufficient drugs (74%), and that drugs were delivered within the stipulated lead time (74.1%). This implies that the respondents were comfortable with the number of ARV stock units supplied to meet their patients' monthly consumption. Additionally, the respondents agreed that their patients are satisfied with the ART services offered (mean=3.5) and that commodity management is sustainable in the health facilities (mean=3.5). The aggregate score of 3.6, with a standard deviation of 1.1, indicated that the majority of respondents agreed with the statements on project performance, with minimal deviation from the majority opinion. The project performance indicators in this study were based on elements such as timeliness, in line with Korrapati and Nair (2010) and Nyaga (2024), and the sustainability of commodity management, as supported by IBBS and Kwak (2000).

4.2 Correlation Analysis

The survey also aimed to establish how the independent variable affects the performance of the ARV supply chain project. This was executed using the Pearson correlation at 0.01 significance level. Table 3 shows the correlation of the variables.

Table 3: Correlation of Variables

Variable		Project Performance	HRM
		Project Performance	Pearson Correlation
	Sig. (2-tailed)		
HRM	Pearson Correlation	.623**	1
	Sig. (2-tailed)	0.000	
	Sig. (2-tailed)	0.000	0.000

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

The outcome indicated a positive and significant correlation between HRM and project performance, with a correlation coefficient of 0.623.

4.3 Regression Analysis

This section presents regression results that establish the effect of stakeholder human resource management on the performance of NASCOP's ARV supply chain project in ART health facilities in Kenya. Results on model summary, ANOVA, and regression coefficients are presented in Table 4.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients			
		B	Std. Error	t	Sig.
1	(Constant)	0.298	0.157	1.896	0.06
	Human Resource Management	0.165	0.059	2.791	0.006

Dependent variable: Project Performance

The findings showed that stakeholder HRM had a direct and noteworthy impact on project performance, with a coefficient of 0.165. The findings align with a study by Keegan, Ringhofer, and Huemann (2018), who evaluated the relationship between HRM practices and the performance of Project-Based Organizations (PBOs) and concluded that stakeholder-oriented HRM practices contribute to PBO success. Improvement in stakeholder HRM is therefore expected to enhance the ARV supply chain project performance by NASCOP.

5. Conclusion

The study found that pharmacy stakeholder human resource management had a positive and significant effect on the performance of NASCOP's ARV supply chain project in ART health facilities in Kenya. The implication is that improvements in human resource management among pharmacy stakeholders will enhance the performance of NASCOP's ARV supply chain project in ART health facilities in Kenya.

6. Recommendations

Although HRM had the least influence on project performance, it still recommends that NASCOP enhance human resource management in pharmacies at ART sites. This can be achieved by hiring adequate pharmacy personnel, with support from implementing partners, to minimize staff turnover. NASCOP can also strategize the proper allocation of tasks to staff.

Proper recruitment protocols and staff tracking systems can also be developed to mitigate service delivery and knowledge gaps. Health facilities should also ensure that their staff have well-defined terms of reference and that they are adhered to.

References

- Abuya, T., Maina, T., & Chuma, J. (2015). Historical account of the national health insurance formulation in Kenya: experiences from the past decade. *BMC Health Services Research, 15*(1), 56.
- Al-Nasser Mohammed, S. A. S., & Muhammed, J. (2017). The relationship between agency theory, stakeholder theory, and Shariah supervisory board in Islamic banking: An attempt towards discussion. *Humanomics, 33*(1), 75–83.
- Banda Jr, R. K., & Pretorius, L. (2016). The effect of scope definition on infrastructure projects: A case in Malawi's public and private implementing agencies. *South African Journal of Industrial Engineering, 27*(4), 203–214.
- Béji, R., Yousfi, O., & Omri, A. (2021). Corporate social responsibility and corporate governance: a cognitive approach. *arXiv preprint arXiv:2102.09218*.
- Bonnafous-Boucher, M., & Rendtorff, J. D. (2016). *Stakeholder theory: A model for strategic management*. Springer.
- Freeman, R. E. (1999). Divergent stakeholder theory. *Academy of Management Review, 24*(2), 233–236.
- Freire, E. M. R., Batista, R. C. R., & Martínez, M. R. (2016). Gerenciamento de projetos voltado à acreditação hospitalar: estudo de caso. *Online Brazilian Journal of Nursing, 15*(1), 96–108.
- Gitau, L. N., & Makokha, E. N. (2025). Strategic Stakeholder Engagement Clarity and Performance of County Government of TransNzoia, Kenya. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM), 12*(2), 17-25.
- Gomes, J., & Romão, M. (2018). Information system maturity models in healthcare. *Journal of Medical Systems, 42*(12), 235.
- Gu, V. C., Hoffman, J. J., Cao, Q., & Schniederjans, M. J. (2014). The effects of organizational culture and environmental pressures on IT project performance: A moderation perspective. *International Journal of Project Management, 32*(7), 1170–1181.
- Harper-Scott, J. P. E. (2006). *Edward Elgar, Modernist* (Vol. 20). Cambridge University Press.
- Ibbs, C. W., & Kwak, Y. H. (2000). Assessing project management maturity. *Project management journal, 31*(1), 32–43.
- Keegan, A., Ringhofer, C., & Huemann, M. (2018). Human resource management and project-based organizing: Fertile ground, missed opportunities, and prospects for closer connections. *International journal of project management, 36*(1), 121-133.
- Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2017). Effect of personal and work stress on burnout, job satisfaction, and general health of hospital nurses in South Africa. *health sa gesondheid, 22*(1), 252-258.
- Khan, A. S., & Rasheed, F. (2015). Human resource management practices and project success, a moderating role of Islamic Work Ethics in Pakistani project-based organizations. *International Journal of Project Management, 33*(2), 435–445.

- Korrapati, R., & Nair, H. C. (2010). A quantitative study of external factors based on work location that influence the project's success. In the *Allied Academies International Conference. Academy of Management Information and Decision Sciences. Proceedings* (Vol. 14, No. 1, p. 61). Jordan Whitney Enterprises, Inc.
- Kululanga, G., & Kuotcha, W. (2010). Measuring project risk management process for construction contractors with statement indicators linked to numerical scores. *Engineering, Construction and Architectural Management*, 17(4), 336-351.
- Markiz, Y., Margono, S., Wirawan, I. D., & Ainur, R. (2017). The influences of leadership styles, organizational communication, and job satisfaction on employees' job performance in doing construction jobs: a study on three construction companies in Jakarta. *Russian Journal of Agricultural and Socio-Economic Sciences*, 65(5), 55-70.
- Men, L. R., & Hung-Baesecke, C. J. F. (2015). Engaging employees in China: The impact of communication channels, organizational transparency, and authenticity. *Corporate Communications: An International Journal*, 20(4), 448-467.
- Mihai, R. (2017). Corporate communication management. A management approach. *Valahian Journal of Economic Studies*, 8(2), 103-110.
- Mutua, J. M., Waiganjo, E., & Oteyo, I. N. (2014). The influence of contract management on the performance of outsourced projects in medium manufacturing enterprises in Nairobi County, Kenya. *International Journal of Business and Social Science*, 5(9), 23-33.
- Mutuku, C. K., & Mathooko, P. (2014). Effects of organizational communication on employee motivation: A case study of Nokia Siemens Networks Kenya. *International Journal of Social Sciences and Project Planning Management*, 1(3), 28-62.
- Njeri, D. N., & Were, S. (2019). Determinants of project performance in non-governmental organizations in Kenya, a case study of Hand in Hand Eastern Africa. *International Journal of Business Management and Finance*, 1(1), 3-12.
- Nyaga, K. (2024). *Monitoring and evaluation practices and performance of government-of-Kenya-funded developmental projects* (Doctoral dissertation, ANU).
- Obegi, D. O., & Kimutai, G. J. (2017). Resource scheduling and project performance of international not-for-profit organizations in Nairobi City County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 2(2), 199-217.
- Ochieng, L. A., & Noor, I. (2023). Project Stakeholders' Management and Performance of Donor Funded Health Projects in Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 7(2).
- Odugbemi, B., Ezeudu, C., Ekanem, A., Kolawole, M., Akanmu, I., Olawole, A., ... & Babatunde, S. (2018). Private sector malaria RDT initiative in Nigeria: lessons from an end-of-project stakeholder engagement meeting. *Malaria Journal*, 17(1), 70.
- Olwande, C. J. (2021). Stakeholder engagement and performance of the antiretroviral therapy supply chain project by the National AIDS and sexually transmitted infections control program IN health facilities. *Kenya'. master degree in project monitoring and evaluation, Kenyatta University*.
- Olwande, C. J., & Tumuti, J. (2021). Monitoring, Evaluation, and Performance of the ARV Supply Chain Program by NASCOP in Kenya. *Journal of Entrepreneurship & Project Management*, 5(1), 121-128.

- Patanakul, P. (2014). Managing large-scale IS/IT projects in the public sector: Problems and causes leading to poor performance. *The Journal of High Technology Management Research*, 25(1), 21-35.
- Rukumba, S. (2021). *Human Resource Management Practices and Performance of the Telecommunication Industry in Kenya* (Doctoral dissertation, JKUAT-COHRED).
- Shams, S. R., Vrontis, D., Weber, Y., Tsoukatos, E., & Galati, A. (2019). How Does Stakeholder Engagement Affect Business Model Sustainability?. In *Stakeholder engagement and sustainability* (pp. 195-206). Routledge.
- Stewart, G. L., & Brown, K. G. (2019). *Human resource management*. John Wiley & Sons.
- Van Offenbeek, M. A., & Vos, J. F. (2016). An integrative framework for managing project issues across stakeholder groups. *International Journal of Project Management*, 34(1), 44-57.
- Zhu, J., & Mostafavi, A. (2017). Discovering complexity and emergent properties in project systems: A new approach to understanding project performance. *International journal of project management*, 35(1), 1-12.