

CRITICAL SUCCESS FACTORS AND PERFORMANCE OF HEALTH SECTOR NON-GOVERNMENTAL PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Non-Governmental Organizations (NGOs) in Kenya, especially those in the health sector, play a vital role in providing essential services to society, complementing government efforts in achieving national health objectives and Sustainable Development Goals (SDGs). The primary issues contributing to poor project performance include delays, budget overruns, and the inability to meet quality standards. These problems are often attributed to inadequate management practices, poor resource allocation, and limited stakeholder participation. Therefore, this research aimed to ascertain the influence of critical success factors on the success of health sector NGO projects in Nairobi City County, Kenya. The specific objectives were to assess the influence of; strategic leadership, stakeholders' involvement, resource optimization and M&E on performance of health sector NGO projects in Nairobi City County, Kenya. The research was grounded on RBV theory, System Theory, Stakeholders' Theory and Theory of Change. Descriptive survey research design was employed in this research. Targeted audience were staff at health sector NGOs in Nairobi City County. The research utilized stratified random sampling to choose the participants. The sample comprised of 299 participants. Structured questionnaires were utilized to collect data. Validity was ensured through the utilization of content and reliability was tested utilizing Cronbach's alpha coefficient. Quantitative data was analyzed through descriptive statistics and exhibited in tables, figures and charts. Qualitative data was

analyzed thematically and exhibited in narration form. The research found that strategic leadership, stakeholders' involvement, resource optimization and M&E influenced the performance of health sector NGO projects in Nairobi City County, Kenya. Research concluded that strategic leadership, stakeholders' involvement, resource optimization, and M&E positively and statistically affected health sector NGO initiatives in Nairobi City County, Kenya. Project teams should be led by dedicated and driven individuals. They should also be inventive. Support system flow should be good. Supportive leadership should move projects quickly and appropriately. Community people should be included in project decisions. All ventures need donors and investors. The implementation team must analyze stakeholders. Adequate resources are needed. Project execution resources should be planned thoroughly. Project implementation schedule should regularly assess and allocate resources in the face of competing demands. Project managers should use resource scheduling tools. Project monitoring should follow the scope and strategy to ensure success and maximize effect. Project M&E should incorporate external evaluators. The team should be able to troubleshoot and execute corrective steps with adequate M&E to improve project efficiency, accountability, and outcomes.

Keywords: Critical Success Factors, Monitoring & Evaluation, Project Performance, Project Performance, Resource Optimization, Stakeholder Involvement, Strategic Leadership.

INTRODUCTION

Critical success factors are defined by Harvey (2016) as inputs to project management practice that can either hinder or facilitate project realization. It is composed of numerous components that must be coordinated to guarantee timely project completion. Westervelt (2017) additionally describes critical success factors as the principal variables that lead to the accomplishment of a project. These elements are mechanisms that project managers can manipulate to enhance the probability of attaining the desired results. The accomplishment or failure of a project is contingent upon various elements, and the likelihood of success is enhanced by timely intervention in these elements. CSFs are the fundamental areas that, when properly managed, substantially impact the successful execution and performance of projects (Ojiambo et al., 2019; Morogo, 2021). These elements are the criteria that decisively impact the attainment of project objectives, influencing both the short and long-run outcomes of projects (Ondari & Gekara, 2019). This study will focus on the following critical success factors: strategic leadership, stakeholder involvement, resource optimization and M&E, and their effects on the success of health sector NGOs in Nairobi City County.

The performance of a project dictates its success, which is influenced by the project's complexity, contractual arrangements, interpersonal dynamics among stakeholders, the project leader's expertise, and the competencies of other engaged parties (Stevens, 2016). Takim, et al (2013) note that project success is typically assessed by metrics derived from its outcomes. These metrics are the standard means for acquiring and presenting pertinent information regarding inputs, project efficiency, and efficacy. Consequently, project success may be evaluated based on expenditures, duration, quality metrics, and alignment with user requirements.

Nairobi City County, as the capital of Kenya, is home to a significant number of health sector NGOs, many of which collaborate with government agencies and international organizations to implement health programs and services (Kawiti & Okello, 2022). These organizations perform a vital part in addressing the healthcare needs of urban and peri-urban populations, often targeting vulnerable groups that may lack access to essential services (Kawiti, 2021). Despite the substantial efforts and investments made by health sector NGOs, challenges persist, including inadequate funding, limited capacity, and insufficient stakeholder engagement (NGO Coordination Board, 2019).

Statement of Problem

Globally, public lamentations have arisen regarding project failures in instances where important resources have been utilized. This holds true for Kenya as well. The ongoing conversations pertain to universal health care coverage in Kenya, which is a fundamental priority of the present government. Given the importance attributed to health in relation to

economic growth, innovations have been implemented to ensure that health programs achieve their original objectives (Morogo & Kirui 2021).

The primary issues contributing to poor project performance include delays, budget overruns, and the inability to meet quality standards. These problems are often attributed to inadequate management practices, poor resource allocation, and limited stakeholder participation (Ongeri & Muchelule, 2021). Furthermore, a lack of transparency and accountability exacerbates these challenges. For example, during the 2018/2019 fiscal year, NGOs in Kenya spent Ksh 172.1 billion, a 15% increase from the previous year. Despite this significant investment, only 30% of the allocated funds for health sector projects could be accounted for, raising questions about the utilization of resources and the effectiveness of project implementation (NGO Coordination Board, 2019).

Several studies have explored project performance and critical success factors across different sectors. Morogo & Kirui (2021) analyzed CSFs aspects and the success of projects in Agri-chemicals and Food Firm Ltd., Kenya. The research focused on Agro-chemicals and food sector. Muema & Ngugi (2021) focused on CSFs and success of water initiatives in Machakos County. The analysis was on government-funded water projects. Rugiri and Njangeru (2018) investigated resource allocation in CDF-funded projects, while Githinji, Ogolla, and Kitheka (2020) examined stakeholder participation in ferry projects. Most of existing research focuses on sectors outside health or different geographical regions, leaving a conceptual gap in understanding how CSFs affect the performance of health sector NGOs in Nairobi City County. Moreover, previous studies have not adequately addressed the specific challenges related to strategic leadership, resource optimization, stakeholder involvement, and monitoring and evaluation within this context. Thus, the research aimed to fill these gaps by ascertaining the effects of these CSFs on the performance of health sector NGO projects in Nairobi City County.

Objectives of the Study

The research was dictated by the subsequent objectives.

General Objectives

The research general goal was to determine the effect of CSF on the performance of health sector NGO projects in Nairobi City County, Kenya.

Specific Objectives

- i. To examine the influence of strategic leadership on the performance of health sector NGO projects in Nairobi City County, Kenya.
- ii. To assess the influence of stakeholder involvement on the performance of health sector NGO projects in Nairobi City County, Kenya.
- iii. To analyze the influence of resource optimization on the performance of health sector NGO projects in Nairobi City County, Kenya.
- iv. To analyze the influence of M&E on the performance of health sector NGO projects in Nairobi City County, Kenya.

Research Questions

- i. How does strategic leadership influence the performance of health sector NGO projects in Nairobi City County, Kenya?
- ii. Does stakeholder involvement influences the performance of health sector NGO projects in Nairobi City County, Kenya?
- iii. How does resource optimization influence the performance of health sector NGO projects in Nairobi City County, Kenya?
- iv. Does M&E influence the performance of health sector NGO projects in Nairobi City County, Kenya?

THEORETICAL REVIEW

Resource-Based View Theory

This theory was hypothesized Wernerfelt in 1984 and is widely cited as a strategic management theory due to its practical relevance to modern management practices. As per RBV, a firm's competitiveness and performance are ultimately determined by its resources. Although resources can be characterized in multiple forms, tangible and intangible resources enables the implementation of business processes, whereas intangible resources have the potential to enhance competitiveness by enabling organizations to utilize valuable and distinctive practices (Ray, et al., 2004).

RBV is based on two conventions: the variability of resource allocation among enterprises and the inability to transfer productive resources between organizations without incurring costs, as Barney (1991) noted. Consequently, RBV is essential in bolstering the firm's competitiveness, as it is erratic, valuable, and tough to replicate, and there are no strategically equivalent substitutes (Barney, 1991). In the initiatives, The Resource-Based View (RBV) is essential for management practices centered on both intangible and material assets (Arthur & DeFillippi, 2018). Tangible resources in project management encompass the application of collated prototypes, procedures, approaches, and tools readily available in the field (Crawford, 2015). Contrariwise, immaterial resources pertain to leadership and collaboration, which can enhance aggressiveness (Mathur & Jugdev, 2016). Thus, project outcomes are expected to be shaped by the collaboration and leadership resources, which are valuable, uncommon, and partially immutable.

This theory was pertinent to the research as it illustrated that project success depends on the organizational resourcefulness of labor, materials, finances, and equipment. An organization's resource ought to be very treasured, rare, and not easily similar or substitutable to boost project performance.

System Theory

The premise of this theory may be ascribed to the contributions of Van Bertalanffy (1950) who perceived the lives of plants and animals as possessing shared dynamics and intricacies, prompting him to formulate a theory that was inherently generic in this regard. Katanz & Khan (1966) subsequently familiarized the theory to management. This theory is a multidisciplinary analysis of contexts and their interconnections within a broader, more intricate system. This

approach manages connections by examining the effort as a natural entity with interdependent components, each possessing distinct functions and interconnected responsibilities. The core principle of systems theory, irrespective of its application, is that the whole surpasses the mere aggregation of its components (Walker, 2015).

Systems thinking is a methodology for managing consolidation based on the belief that the individual components of a system would behave differently when detached from the system's current context or other elements of the system (Peters, 2014). Unlike epistemological and simplistic reasoning, systems thinking seeks to understand frameworks in a comprehensive manner. It is founded on two fundamental premises: perceiving reality as holistic and recognizing that the environment is a vital element of the system due to its interaction with it. Frameworks thinking devices possess a diverse range of applications. Several instruments are anticipated as methods for engaging groups of persons to achieve a shared understanding of an issue, hence stimulating further inquiry and action.

Projects are intricate and active in essence. Karayaz, et al., (2011) aver that the increasing complexity of projects necessitates the development of tools to manage such intricacy. Thus, systems approach is beneficial in project management. Assign the board and frameworks to create a unique junction. Nevertheless, Sankaran, et al., (2010) indicate that project directors do not seem to employ easy frameworks thinking tools, despite the significant advantages they offer in delineating and addressing issues from many perspectives and interconnections. Undertakings are complex due to the interconnection of individuals, organizations, and environments both internally and externally. Similarly, systems frequently serve as fundamental elements of more intricate frameworks, since present responsibilities may be vital for programs that are, in turn, critical for arrays overseen by operational entities (Walker, 2015). Notwithstanding these drawbacks, social systems theory was crucial in this study as it helps project managers in comprehending the factors influencing the success of health sector NGO projects in Nairobi City County, Kenya.

Stakeholders Theory

This theory was hypothesized by Freeman (1994). Freeman (1984) posits that organizations should be viewed as a collective of members, devoted to addressing the interests, needs, and opinions of everyone involved. Firm executives are regarded as accountable leaders. From one perspective, the board ought to engage with the enterprise to facilitate its stakeholders in obtaining their rights and investment in governance; conversely, executives should act as representatives of the investors to ensure the firm's sustainability to protect the extended posts of each group.

Freeman (1984) aver that stakeholder is any entity or person that may exert manipulation or be subject to manipulation by the accomplishment of organizational goals. Freeman (1984) asserts that people can impact organizational success, aims, development, and survival. Project stakeholders, as per to the PMI Standards Committee (2004), are personalities and organizations engaged in the project or those who may be influenced by the project's implementation or its accomplishment. Partners are indispensable to a project's success, as their

failure to constantly support the initiative's vision or aims leads to numerous endeavors faltering. Stakeholder participation necessitates the provision and facilitation of support, along with collaborations for the formulation, planning, and creation of innovative business resolutions.

The theory was essential to the current research as it proves that stakeholder screenings is a vital element of the initial phase and must occur prior to the commencement of the consultation phase. The individual interests of each stakeholder in the project may result in varying desires, disputes, and a considerable escalation in intricacy. Thorough stakeholder involvement facilitates collaboration among project participants to enhance ease and standard of life, whilst reducing environmental impact and optimizing economic efficiency. Consequently, health sector NGOs must prioritize stakeholder involvement during the project implementation period. This theory was associated with the variable of stakeholder engagement.

Theory of Change

Theory of Change (ToC) is a planning, engagement, and evaluation method that is employed to effect social change within the charitable, non-profit, and government sectors. ToC establishes long-term objectives and subsequently works backward to identify critical preconditions (Brest, 2010). ToC defines the causal relationships, which are the short-, intermediate-, and long-term effects, to represent the change process. The discovered changes are represented using the "effects route," which illustrates each final result in logical order and chronological flow. The relationships among effects are represented using "rationales," or assertions that explain why one event is considered a prerequisite for another (Clark and Taplin, 2012).

The theory is crucial for the evaluation of the project's processes, as it provides critical feedback that will aid in the realization of exceptional results that can inform best practices (Jean et al, 2011). The time it takes for a project to produce results may not be consistent across organizations. While one project may achieve the desired change within the contracted timeframe, another may require more time. Woolcock argues that this does not indicate any abnormality, but rather that the theory is the project's natural course (Woolcock, 2011). Additionally, Burt explains that the theory is crucial during the implementation process by establishing checks and balances to differentiate between theory and system failures (Burt, 2012). This is an excellent aspect of project M&E, which is one of the objectives of this investigation. He further argues that the involvement of key stakeholders and staff is necessary during the development of the aforementioned theory of change.

Furthermore, Annie (2009) asserts that the theory of change can be instrumental in facilitating the attainment of a variety of desired outcomes, including the strengthening of systems and the development of internal capacity. She also recognizes the impact of community support and behavior change on the success of organizations. (Annie, 2009). This theory was related with the variable of project M&E.

Empirical Review of Literature.

Abdi and Kiama (2024) analyzed the impact of strategic leadership on the organizational success of NGOs in Nairobi County. The research employed a descriptive approach. The research's populace comprised 1,427 staff of NGOs in Nairobi County. Stratified random sampling was adopted alongside the Taro Yamane algorithm to determine a sample size of 313 respondents. The research suggested that Strategic leadership exerted an influential and favourable effects on the growth and sustainability of NGOs in Nairobi County. The analysis focused on the organizational success of charitable NGOs, whereas the current research examined the project performance of health sector NGO projects.

Kalu et al (2020) researched the effects of stakeholder participation on the implementation of infrastructure initiatives at the KPA. The research utilized an exploratory approach. The sample consisted of 358 individuals, and the research utilized a filtered sampling method. A structured survey with closed-ended questions was utilized as the source data collection tool. The research implies that participant empowerment improves their skills and confidence in decision-making. The research was conducted within the KPA, resulting in a contextual gap.

Huang et al., (2021) studied the correlation between resource planning and project success in Taiwan's construction sector. Their studies demonstrated that efficient resource planning substantially impacted project results, encompassing deadline compliance, cost control, and the superiority of the final deliverable. The authors underscored the necessity of prioritizing resource planning for project managers to guarantee effective allocation and optimization of resources. The study was done in Taiwan thus creating an empirical gap.

Kissi et al. (2019) researched the influence of M&E on project outcomes in Ghana. Entrepreneurial experts' perspectives in the Ghanaian entrepreneurial sector were obtained through a logical inquiry. In light of the fabricated proposition, the report employed a diminutive square empirical model to ascertain the impact of development project process success. The findings revealed that M&E procedures are positively correlated with measurable examples of achievement and initiatives. Furthermore, the implementation and expansion of the project's wellbeing and security aspects have demonstrated a significant correlation with the M&E procedure, underscoring the necessity of prioritizing these two essential frameworks in emerging nations in guaranteeing the project's accomplishment. Nevertheless, it was done in Ghana and focused on construction work thus cannot be generalized locally.

RESEARCH METHODOLOGY

This research applied a descriptive research approach, which is apt for examining and documenting the effects of critical success factors like management support, stakeholder participation, and resource allocation on project performance within health-sector NGOs in Nairobi County, Kenya.

The intended audience was project managers, coordinators and directors working in health sector NGOs operating in Nairobi City County, Kenya. This population was selected since

managers, coordinators and directors served a vital role in the accomplishment and management of projects.

The research adopted a stratified sampling technique to guarantee thorough representation of the available population. Relationships between variables and how they impact one another was determined using multiple regression analyses, correlation, and inferential statistics. The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Wherein:

Y=Project Performance

X₁=Management Support

X₂=Stakeholders Participation

X₃=Resource Allocation

B₁ - β₄=coefficients

ε=Error term.

Descriptive Analysis

Strategic Leadership and Performance of health sector NGO projects

The research aimed to ascertain the influence of strategic leadership on the success of health sector NGO projects in Nairobi City County, Kenya. The outcomes are exhibited in Table 1 below.

Table 1 Strategic Leadership and performance of health sector NGO projects

Strategic Leadership	N	Mean	Std. Dev.
The project is managed by a cadre of committed and highly motivated leaders.	257	4.2199	.60975
The project is overseen by proficient and competent leaders.	257	4.0078	.61803
The project leaders are creative and imaginative so as to ensure effective project implementation.	257	3.9241	.61928
There is robust support system flow from the management down to other members of the project	257	3.9261	.58957
Supportive leadership helps the project move fast and accordingly	257	4.0872	.71903
Good leadership support improves the project performance	257	3.9572	.65138
Aggregate Score		4.0204	.63450

Field Data, (2025)

Table 1 above shows that most of the responders concurred with the statement that the projects were managed by a team of committed and highly motivated leaders as evinced by a mean of 4.22 and a variance of 0.6098. Projects were overseen by proficient and competent leaders (Mean=4.008, Standard deviation=0.6180). Project leaders were creative and imaginative so as to ensure effective project implementation (Mean=3.924, Std. dev.=0.6193). There was good support system flow from the management down to other members of the project (Mean=3.926, Std. dev.=0.5896). Supportive leadership helped the project move fast and accordingly (Mean=4.087, Std. dev.=0.719). Good leadership support improved the project performance (Mean=3.957, Std. dev.=0.652). Overall, the outcomes shows that strategic leadership influences the success of health sector NGO projects in Nairobi City County, Kenya as evidenced by an aggregate mean of 4.020 and a variation of 0.635.

Stakeholders' Participation and Performance of health sector NGO projects

The research aimed to ascertain the influence of stakeholders' participation on the performance of health sector NGO projects in Nairobi City County, Kenya. The outcomes are presented in Table 2 below.

Stakeholders' Participation and performance of health sector NGO projects

Stakeholders' Participation	N	Mean	Std. Dev.
The members of the community participate in decision making of the project	257	4.1167	.58187
The members of the community are engaged in the ongoing project	257	3.9883	.60299
The donors and investors are carried along with activities of the project	257	4.1003	.61257
Stakeholders' analysis helps with the success of projects	257	3.9689	.64412
Interactions with project beneficiaries in project activities improves its performance	257	4.0156	.63404
Proper stakeholder participation improves the project performance	257	3.9222	.63539
Aggregate Score		4.0187	.61850

Field Data, (2025)

Table 2 above shows that most of responders concurred with assertions that; community members participated in decision making concerning the projects as evinced by a mean of 4.117 and a variation of 0.5819. Community members were engaged in the ongoing projects (Mean=3.998, Std. dev.=0.603). Donors and investors were carried along with activities of the projects (Mean=4.100, Standard deviation=0.6126). Stakeholders' analysis helped with the projects' success (Mean=3.969, Std. dev.=0.644). Interactions with project beneficiaries in project activities improved its performance (Mean=4.016, Std. dev.=0.634). Proper stakeholder participation improved the project performance (Mean=3.922, Std. dev.=0.6354). The conclusions suggests that stakeholders' participation influences the performance of health sector NGO projects in Nairobi City County, Kenya as proved by a cumulative mean of 4.0187, and a variation of 0.6185.

Resource Optimization and Performance of health sector NGO projects

The research aimed to ascertaining the influence of resource optimization on the success of health sector NGO projects in Nairobi City County, Kenya. The outcomes are exhibited Table 3 below.

Table 3 Resource Optimization and performance of health sector NGO projects

Resource Optimization	N	Mean	Std. Dev.
There are adequate resources needed to carry out the project	257	4.0895	.65762
Comprehensive planning of all resources utilized in project execution is conducted.	257	4.0350	.63701
Resources are consistently appraised in the scheduling process of project implementation.	257	4.0584	.70556
Resources have been effectively prioritized in instances of competing demands.	257	3.9961	.65776
Project management teams utilized resource scheduling software.	257	3.9144	.70178
The is proper time management in project implementation	257	3.9767	.67020
Aggregate Score		4.0117	.67166

Field Data, (2025)

Table 3 proves that most of the responders concurred with statements that; the resources required to carry out the projects were adequate as evinced by a mean of 4.0895 and a variance

of 0.6567. Comprehensive planning of all resources utilized in project execution was conducted as evinced by a mean of 4.035 and a variance of 0.637. Resources were consistently appraised in the scheduling process of project implementation as evinced by a mean score of 4.0584 and a variation of 0.7056. Resources were effectively prioritized in instances of competing demands as shown by a mean of 3.9961 and a variation of 0.6578. Project management teams utilized the resource scheduling software as demonstrated by a mean of 3.9144 and a variation of 0.7018. There was proper time management in project implementation as evinced by a standard deviation of 3.9767 and a variation of 0.6702. The above results indicates that resource optimization influenced the performance of health sector NGO projects in Nairobi City County, Kenya as indicated by a cumulative mean of 4.0117 and a variation of 0.6717.

M&E and Performance of health sector NGO projects

The research aimed at ascertaining the influence of M&E on the success of health sector NGO projects in Nairobi City County, Kenya. The outcomes are exhibited Table 4.7 below.

Table 4 Monitoring & Evaluation and performance of health sector NGO projects

Monitoring and Evaluation	N	Mean	Std. Dev.
All stakeholders contribute to project M&E activities.	257	3.9844	.63935
Project monitoring is conducted in accordance with the scope and plan to influence project performance.	257	4.0506	.72523
The use of external evaluators facilitates project implementation and enhances the confidence of the project team.	257	4.0389	.64899
Effective monitoring and evaluation ensure that the project team maintains its focus.	257	4.0562	.68464
Monitoring and evaluation are conducted to ensure project sustainability.	257	4.0739	.70841
The team is able to troubleshoot and implement corrective measures as needed with the assistance of proper M&E.	257	4.1284	.68750
Aggregate Score		4.0554	.68239

Field Data, (2025)

Table 4 above proves that most of the responders concurred with the statements that; all stakeholders contributed to project M&E initiatives as proved by a mean score of 3.9844 and a variation of 0.6394. Project monitoring was conducted in accordance with the scope and plan to influence project success as evinced by a mean of 4.0506 and a variation of 0.7252. The use of external evaluators facilitated project implementation and enhanced the confidence of the project team as suggested by a mean of 4.0389 and a variation of 0.6490. Effective monitoring and evaluation ensured that the project team maintains its focus as evinced by a mean of 4.0562 and a variation of 0.6846. Monitoring and evaluation were conducted to ensure project sustainability as proved by a mean of 4.0739 and a variation of 0.7084. The team was able to troubleshoot and implement corrective measures as required with the assistance of proper M&E as evinced by a mean of 4.1284 and a variance of 0.6875. The above findings shows that M&E influenced the success of health sector NGO projects in Nairobi City County, Kenya as shown by a cumulative mean of 4.0554 and a variation of 0.6827.

Performance of health sector NGO projects

The research aimed at ascertaining the performance of health sector NGO projects in Nairobi City County, Kenya. The outcomes are exhibited Table 5 below.

Table 5 Performance of health sector NGO projects

Project Performance	N	Mean	Std. Dev.
The purpose for the project is been achieved	257	4.0661	.58533
The project is of good quality	257	4.0895	.61762
The project followed the planned time frame	257	4.1089	.60764
Stakeholders are satisfied with the project	257	3.9611	.58480
Aggregate Score		4.0564	.59885

Field Data, (2025)

Table 5 shows that most of the responders concurred that the purpose for the project had been achieved as suggested by a mean of 4.0661 and a variation of 0.5853. The project was of good quality as evinced by a mean of 4.0895 and a variation of 0.6176. The project followed the planned time frame as demonstrated by a mean of 4.1089 and a variation of 0.6076. Project stakeholders were satisfied with the project as shown by a mean of 3.9611 and a variation of 0.5848.

Regression Analysis

Regression analysis was adopted in ascertaining the effect of CSF on the success of health sector NGO projects in Nairobi City County, Kenya. The outcomes from the model summary, ANOVA, and coefficient analysis are provided in Table 6.

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.744	.740	.32634

a. Predictors: (Constant), M&E, Strategic Leadership, Resource Optimization, Stakeholders' Participation

Research Data, (2025)

The above model summary displays the correlation coefficient (R) and the corrected coefficient of determination (R^2). The R value was 0.862, signifying a robust connection between the variables. The modified R^2 value of 0.744 signifies that 74.4% of the variance in success of health sector NGO projects in Nairobi City County, Kenya was attributable to variations in strategic leadership, stakeholders' participation, resource optimization and monitoring & evaluation. The remainder of 27.4% can be credited to supplementary aspects not presented in this research.

Table 7 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.844	4	19.461	182.735	.000 ^b
	Residual	26.838	252	.106		
	Total	104.682	256			

a. Dependent Var.: Project Performance

b. Predictors:(Constant),M&E, Strategic Leadership, Resource Optimization, Stakeholders' Participation

Field Data, (2025)

Table 7 demonstrates a p-value of 0.000, <0.05 , and a F statistic of 182.735. This infers that the research's model effectively projected the dependent variable and demonstrated statistical significance (excellent fit). This illustrates the substantial influence of CSF on the performance of health sector NGO projects in Nairobi City County, Kenya.

Table 8 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.289	.146	1.984	.000
	Strategic Leadership	.209	.058	.009	.002
	Stakeholders' Participation	.107	.082	.095	.004
	Resource Optimization	.314	.072	.310	.001
	Monitoring & Evaluation	.402	.062	.496	.000

a. Dependent Variable: Project Performance

Field Data, (2025)

The adopted model was;

$$Y=0.289X+0.209X_1+0.107X_2+0.314X_3+0.402X_4+ \varepsilon.$$

Table 8 indicated that strategic leadership had a statistical substantial influence on the success of health sector NGO projects in Nairobi City County, Kenya ($\beta=0.209$, $p<0.05$). This deduces that a unit growth in strategic leadership led to 0.209 units growth in success of health sector NGO projects in Nairobi City County, Kenya.

The outcomes suggested that stakeholders' participation had a statistically substantial influence on the success of health sector NGO projects in Nairobi City County, Kenya ($\beta=0.107$, $p<0.05$). This concludes that a unit escalation in stakeholders' participation led to a 0.107 units growth in success of health sector NGO projects in Nairobi City County, Kenya.

The results proposed that resource optimization had a statistical substantial influence on the success of health sector NGO projects in Nairobi City County, Kenya ($\beta=0.314$, $p<0.05$). This signifies that a unit growth in resource optimization led to a 0.314 units growth in success of health sector NGO projects in Nairobi City County, Kenya.

Table 4.12 also indicated that M&E had a statistical substantial effect on the success of health sector NGO projects in Nairobi City County, Kenya ($\beta=0.402$, $p<0.05$). This demonstrates that a unit growth in M&E led to a 0.402 units growth in success of health sector NGO projects in Nairobi City County, Kenya.

Conclusions

The first goal of the research aimed to assess the influence of strategic leadership on the performance of health sector NGO projects in Nairobi City County, Kenya. The researcher found that strategic leadership had a favorable and statistically substantial influence on the success of health sector NGO projects in Nairobi City County, Kenya. The research thus concluded that the strategic leadership significantly influenced the success of health sector NGO initiatives in Nairobi City County, Kenya.

The second goal of the research aimed to ascertain the effects of stakeholders' participation on the success of health sector NGO projects in Nairobi City County, Kenya. The research found that stakeholders' participation had a favourable and statistically substantial influence on the performance of health sector NGO projects in Nairobi City County, Kenya. The research therefore concluded that the stakeholders' participation pointedly influenced the success of health sector NGO projects in Nairobi City County, Kenya.

The third goal of the research was to establish the effects of resource optimization on the success of health sector NGO projects in Nairobi City County, Kenya. The research discovered that resource optimization had a positively and statistically influenced the success of health sector NGO projects in Nairobi City County, Kenya. The research hence came to a conclusion that the resource optimization significantly influenced the success of health sector NGO projects in Nairobi City County, Kenya.

The fourth objective of the research was to ascertain the influence of M&E on the performance of health sector NGO projects in Nairobi City County, Kenya. The research found that M&E had a positively and statistically influenced the success of health sector NGO projects in Nairobi City County, Kenya. The research hence concluded that the monitoring & evaluation significantly influenced the success of health sector NGO projects in Nairobi City County, Kenya.

Recommendations

On strategic leadership, the research recommended that; for successful project implementation, they need to be managed by teams of committed and highly motivated leaders. Projects' leaders should also be proficient and competent as this promotes a constructive, collaborative atmosphere, enhance team performance, and ensure adherence to project timelines. They should also be creative and imaginative so as to ensure effective project implementation. There should be good support system flow from the management down to other project members. Supportive leadership is recommended so that the project move fast and accordingly.

On stakeholders' participation, the research recommended that; community members should be encouraged to participate in decision making regarding the project being implemented in their locality as it ensures the consideration of multiple perspectives, resulting in more informed decisions and enhanced project support. Donors and investors should be involved in all projects' activities as they facilitate project success and the attainment of specific outcomes. The implementing team should perform stakeholders' analysis so as to boost the acceptability

and success of the project. Interactions with project beneficiaries in project activities is also recommended as it ensures alignment with realistic requirements, cultivating support, and enhancing sustainability.

On resource optimization, the research recommended that; there should be adequate resources in projects' implementation phase as they ensure prompt completion, efficient utilization, and overall project success. Comprehensive planning of resources utilized in project execution should be done prior to project implementation. This is essential for project success as it guarantees the availability of appropriate resources at the optimal moment, resulting in efficient use, timely completion, and cost reductions. Resources should be consistently appraised in the scheduling process of project implementation and they should be effectively prioritized in instances of competing demands. This is essential for achieving efficient project execution, cost management, and successful completion. By assessing resources and their availability, project managers can enhance allocation, avert bottlenecks, and reduce schedule delays. Project management teams should apply the resource scheduling software as it maximizes resource efficiency, promotes project oversight, and improves communication. It mitigates resource overloads, guarantees timely work completion, and ultimately enhances project success.

On resource optimization, the research recommended that; stakeholders should be involved project monitoring and evaluation activities. This ensures a more thorough and precise evaluation of project efficacy by integrating varied viewpoints, cultivates trust and ownership among stakeholders, and enhances decision-making and problem-solving capabilities. Project monitoring should be conducted in accordance with the scope and plan so as to guarantee project success and optimizing its impact. It offers a structure for monitoring advancement, recognizing obstacles, and making informed choices to enhance resource distribution and elevate project efficacy. The use of external evaluators was recommended so as to facilitate project implementation and enhanced the confidence of the project teams and ensure project sustainability. The team should be able to troubleshoot and implement corrective measures as required with the assistance of proper M&E so as to enhance project efficiency, assuring accountability, and ultimately attaining targeted outcomes.

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