

Stakeholder Management Practices and Project Performance of Donor-Funded Health Projects in Kisii County

Doreen Nyabokey Binyanya

Jomo Kenyatta University of Agriculture and Technology (JKUAT), School of Open, Distance and eLearning (SODEL), Nairobi, Kenya

Abstract

Effective stakeholder management is increasingly recognized as a critical determinant of project success, particularly in donor-funded health interventions implemented in resource-constrained settings. This study examined the effect of stakeholder management practices on the performance of donor-funded health projects. Specifically, the study sought to determine the effect of stakeholder mapping, stakeholder analysis, stakeholder communication, and stakeholder monitoring on project performance in Kisii County, Kenya. The study adopted a descriptive cross-sectional survey design. These allow for the collection of quantitative data from a large population and facilitate the analysis of relationships between variables. The study targeted 291 stakeholders involved in donor-funded health projects in Kisii County. A sample size of 168 respondents was determined using Yamane's (1967) formula. Using a 5% level of precision, the calculated sample size was approximately 168 respondents. Stratified sampling was first employed to ensure representation across key stakeholder groups, after which simple random sampling was used within each stratum to select individual respondents. Data were collected using a structured questionnaire, and analyzed using descriptive statistics, Pearson correlation, and multiple linear regression with the aid of SPSS version 26. The results showed that all four stakeholder management practices had positive and statistically significant relationships with project performance ($p < 0.05$), with stakeholder communication and stakeholder monitoring exhibiting the strongest correlations. The regression model indicated that stakeholder mapping, stakeholder analysis, stakeholder communication, and stakeholder monitoring jointly explained 61.9% of the variance in project performance ($R = 0.787$, $R^2 = 0.619$, adjusted $R^2 = 0.606$; $F(4, 103) = 41.84$, $p < 0.001$). Regression coefficients further revealed that stakeholder communication had the largest effect on project performance, followed by stakeholder monitoring, stakeholder mapping, and stakeholder analysis. The study recommends that project managers strengthen stakeholder communication frameworks and institutionalize participatory monitoring systems to enhance project performance. The study concludes that systematically identifying and engaging stakeholders, strengthening participatory decision-making, enhancing transparent and regular communication, and instituting inclusive monitoring mechanisms are essential for improving the performance and sustainability of donor-funded health projects in Kisii County and similar contexts.

Date of Submission: 24-09-2026

Date of Acceptance: 03-10-2026

I. Introduction

Stakeholder management in project settings refers to the systematic management of relationships with individuals and groups who are either internal or external to a project and whose interests, expectations, or actions can influence project outcomes (Njogu, 2016). In donor-funded health projects, effective stakeholder management is as critical to success as traditional project constraints of time, cost, and quality, because projects remain vulnerable to decisions and actions taken by stakeholders across the life cycle (Aaltonen, 2010). Meaningful participation can only occur when stakeholders understand the importance of the projects in which they are involved, and when their needs and expectations are adequately considered in planning and implementation (Marzuki, 2009). For donor-funded health initiatives, this implies that donors, implementing agencies, government institutions, community leaders, and beneficiaries must share a clear understanding of their roles and the nature of their engagement if project objectives are to be achieved and sustained. Recent studies continue to demonstrate that effective stakeholder management is essential for improving the success and sustainability of donor-funded projects, particularly in the health sector. Studies conducted in different contexts have shown that weak stakeholder engagement, poor communication, and inadequate monitoring contribute to implementation delays, low community participation, resource inefficiencies, and poor project sustainability (Li & Zhang, 2021; African Development Bank, 2020; National Treasury of Kenya, 2022). In

Kenya, donor-funded health projects continue to experience challenges related to stakeholder involvement and coordination despite increased investments in healthcare interventions.

1.0.1 Global Perspective of Stakeholder Management Practices.

The study by Thompson et al. (2019) focused on stakeholder engagement activities in Australia's vast renewable power project. The research showed that the above-stated project stakeholder engagement failed to secure public support and permits. The protestation and legal challenges by the locals delayed the project and increased its costs. This case illustrates the importance of effective stakeholder management and engaging local communities in projects while heeding their opinion. As Oliveira and Costa (2020) in their study in Brazil, most of these projects by firms locally are unsuccessful due to ineffective communication and management of the stakeholders. This is because stakeholders were not well managed, resulting in poor coordination, communication breakdown, unrealistic expectations and eventually slippage of timelines. The study noted that these challenges included poor communication networks and low stakeholder participation in decision-making. With it, there was a need to stress the structural elements of stakeholder management, where communication and engagement with the stakeholders should be highly valued to increase the project's positive impact. Li and Zhang (2021) asserted that centralism and upward communication flows are predominant features of Chinese construction organizations. Such an approach creates small stakeholder engagement and low participation of project members in the implementation process. Both organizations lacked standard stakeholder treatment, and the management approach was more autocratic than participative. This led to the increased demand for enhanced stakeholder management that will enhance project performance and, at the same time, stakeholders' satisfaction.

The International Journal of Project Management (2022) found that stakeholder mismanagement in donor-funded projects causes implementation challenges in 65% of projects worldwide due to three main aspects: unacceptable beneficiary exclusion in decisions and insufficient monitoring systems and insufficient feedback channels. All these cases describe the different strategies, and the main issues associated with stakeholder management in different geographical locations. They stress the methods for managing stakeholders systematically, participative and proactively, thus enhancing the organizational efficiency of projects globally.

1.0.2 Regional Perspective of Stakeholder Management Practices.

Donor-funded projects within the African context develop sustainability by how effectively project stakeholders receive management. Many donor-funded projects operating in the Sub-Saharan African region face major challenges during stakeholder participation, communication processes and decision-making activities (African Development Bank, 2020).

In South Africa, Mthembu et al. (2018) explored the engagement strategies of a mining firm. The results showed that despite the various techniques used in managing its stakeholders, the firm could not adequately employ them to win the support of the local people and relevant authorities. There are many constraints associated with a large-scale project such as this one. Local protests and job litigation instigated many hold-ups and incurred higher expenditures. This case has once again brought into focus the importance of having the right stakeholder management structures that acknowledge the needs of the local stakeholders so that projects deliver on the intended goals and objectives. Adeyemi et al. (2019) noted that this is true in Nigeria, as most of the projects implemented by local firms in the sector suffer poor stakeholder communication and engagement. Insufficient effective management of stakeholders caused misunderstandings, unfulfilled expectations as well as project retardation. This study pointed out improper communication networks and low incorporation of stakeholders within decision-making initiated those problems. It underlined the need for effective Integrated Stakeholder Management Practices, which involve sharing ideas and engagements to improve a project.

El-Sawalhi and Hammad (2020) also conducted a study to compare the construction organizations in Egypt. He said most of them used decision-making through the authoritative pattern and then issued the informational pattern downward to the users. These organizations did not engage in stakeholder management practices comprehensively or enthusiastically; instead of involving the stakeholders in various activities, they tended to dictate to them alone. Information gathered in the study gives insights into the significance of enhancing the level of stakeholder involvement in management practices to enhance project performance and overall satisfaction of the stakeholders.

1.0.3 Local Perspective of Stakeholder Management Practices.

Similar patterns have been documented in Kenya, where donor-funded agricultural and development projects have experienced failures or partial success due to insufficient stakeholder involvement, poor communication networks, and exclusion of key actors from decision-making processes (Ouma and Mwangi, 2020; Musyoka and Karanja, 2018; Mwangi et al., 2020; Njoroge and Wambui, 2021; Mokua et al., 2022;

Kariuki and Muthoni, 2022). These studies collectively underscore the importance of systematically managing stakeholders through mapping, analysis, communication, and monitoring to enhance project outcomes and stakeholder satisfaction.

In Kenya's health sector, donor-funded projects are a key mechanism for improving service delivery and health outcomes, yet they often face challenges related to stakeholder management like those observed globally (National Treasury of Kenya, 2022; Kinyua and Ndirangu, 2021; Otieno et al., 2020). In Kisii County, donor-funded health projects, such as Global Fund-supported interventions, have reported issues of weak participation, limited community ownership, and difficulties sustaining results beyond the funding period (Kisii County Department of Health and Sanitation, 2022). Local examinations have highlighted cases where poor stakeholder engagement and inadequate monitoring have contributed to underachievement of project goals, misuse or diversion of resources, and negative public perceptions of donor-funded initiatives (Mugambi and Ogada, 2018; Omondi, 2019; Kiptoo, 2020). Recent county reports also indicate that several donor-funded health initiatives did not fully achieve their planned coverage and impact, including maternal health and primary healthcare projects that struggled with integrating community structures into planning and monitoring frameworks (Kisii County Department of Health and Sanitation, 2022; Kisii County Health Report, 2023; Kisii County Annual Development Plan, 2024).

1.1 Objectives of the Study

1.1.1 General Objective:

To examine the effect of stakeholder management practices on the performance of donor-funded health projects in Kisii County, Kenya.

1.1.2 Specific Objectives:

- 1.To determine the effect of stakeholder mapping on project performance
- 2.To assess the effect of stakeholder analysis on project performance
- 3.To evaluate the effect of stakeholder communication on project performance
- 4.To examine the effect of stakeholder monitoring on project performance

1.2 Theoretical Framework

Theoretically, this study is anchored in Stakeholder Theory, Agency Theory, Communication Theory, and Program Theory, which together provide a lens for understanding the relationships, communication patterns, and accountability mechanisms among donors, implementers, and communities in donor-funded health projects (Freeman, 1984; Bourne and Walker, 2005; Jensen and Meckling, 1976; Shannon and Weaver, 1949; Schiavo, 2007; Funnell and Rogers, 2011; Weiss, 1995; Connell and Kubisch, 1998; Chen, 2005). Stakeholder Theory emphasizes that project success depends on effectively identifying and managing the interests of diverse stakeholder groups. Stakeholder Theory is relevant to this study because it supports the objective on stakeholder mapping by emphasizing the importance of identifying, categorizing, and engaging stakeholders throughout the project lifecycle. The theory explains that successful project implementation depends on understanding stakeholders' interests, influence, and expectations. Agency Theory highlights the potential misalignment between principals (donors) and agents (implementers) and the need for mechanisms that promote alignment and accountability (Freeman, 1984; Jensen and Meckling, 1976; Miller and Sardais, 2011; Shapiro, 2005; Eisenhardt, 1989). Agency Theory relates to the objective on stakeholder analysis because it explains the relationships between donors, project implementers, and beneficiaries in donor-funded health projects. The theory highlights the importance of accountability, decision-making, and alignment of stakeholder interests in enhancing project performance. The Shannon–Weaver Communication Model underscores the importance of clear channels, feedback, and minimization of noise in managing project information flows. The communication Theory supports the objective on stakeholder communication by explaining how effective information flow, feedback mechanisms, and communication channels enhance coordination, transparency, and stakeholder participation in donor-funded health projects. Program Theory provides a structured way of linking project activities to outcomes and testing assumptions through ongoing monitoring and evaluation (Shannon and Weaver, 1949; Schramm, 1954; Lunenburg, 2010; Schiavo, 2007; Funnell and Rogers, 2011; Weiss, 1995; Connell and Kubisch, 1998; Chen, 2005). Program Theory relates to the objective on stakeholder monitoring because it explains how monitoring, evaluation, feedback, and continuous assessment help stakeholders track project progress, identify implementation challenges, and improve project outcomes.

Empirical literature documents numerous studies on stakeholder management and project performance across sectors such as infrastructure, agriculture, education, and general development, yet relatively few focus specifically on donor-funded health projects in Kisii County (Olander and Landin, 2018; Kinyua and Ndirangu, 2021; Macharia et al., 2019; Mwangi et al., 2019; Mugenda and Njoroge, 2021; Macharia et al., 2019; Musyoka and Wambua, 2020). Existing work often overlooks the combined effect of stakeholder mapping, analysis,

communication, and monitoring on health project performance, as well as the contextual influence of local socio-cultural and governance factors (Kinyua and Ndirangu, 2021; Otieno et al., 2020; Kihara and Kamau, 2018; Omondi, 2019). This study therefore seeks to address these gaps by examining the effect of stakeholder management practices, specifically stakeholder mapping, stakeholder analysis, stakeholder communication, and stakeholder monitoring, on the performance of donor-funded health projects in Kisii County.

II. Materials and Methods

2.1 Research Design

The study adopted a descriptive cross-sectional survey design to examine the effect of stakeholder management practices on the performance of donor-funded health projects in Kisii County. This design was appropriate because it enabled the collection of quantitative data from a cross-section of project stakeholders and facilitated the analysis of relationships between independent and dependent variables using statistical techniques.

2.2 Study Area and Target Population

The study was conducted in Kisii County, Kenya, which hosts several donor-funded health projects, including Global Fund-supported initiatives focusing on HIV, tuberculosis, and malaria prevention and control. The study was conducted in Kisii County because the county hosts several donor-funded health projects implemented through partnerships between the Ministry of Health, international donors, and non-governmental organizations. These projects include interventions supported by organizations such as the Global Fund, USAID, AMREF, and the World Bank, focusing on HIV/AIDS, tuberculosis, malaria prevention, maternal health, and primary healthcare strengthening. According to the Kisii County Department of Health and Sanitation Report (2022), donor-supported programs contribute significantly to healthcare service delivery within the county, particularly in rural and underserved areas. Kisii County presents a suitable context due to the diversity of stakeholders involved in donor-funded health projects, including county health officials, implementing partners, healthcare workers, community health volunteers, and beneficiaries. This diversity provided an appropriate environment for examining how stakeholder management practices influence project performance. The target population comprised 291 individuals involved in the implementation and oversight of donor-funded health projects in the county, including project managers, county and sub-county health officials, representatives of implementing partners, community health volunteers, and selected project beneficiaries. The unit of analysis for this study comprised stakeholders involved in donor-funded health projects in Kisii County. These included Sub County Health Officials, Medical Officers, Public Health Officers, Heads of Public Health Facilities, Community Leaders, representatives from donor organizations, and project beneficiaries involved in the planning, implementation, monitoring, and evaluation of donor-funded health initiatives.

2.3 Sample Size and Sampling Procedure

A sample size of 168 respondents was determined from the target population of 291 using Yamane's (1967) formula. The study employed a combination of stratified and simple random sampling techniques. First, stakeholders were stratified into relevant categories (such as project managers, health officials, implementing partners, community health volunteers, and beneficiaries) to ensure adequate representation of each group. Within each stratum, simple random sampling was used to select individual respondents proportionately to their size in the population.

2.4 Data Collection Instruments and Procedures

Primary data were collected using a structured, self-administered questionnaire developed based on the study objectives and a review of relevant literature on stakeholder management and project performance. The questionnaire contained sections on demographic characteristics, stakeholder mapping, stakeholder analysis, stakeholder communication, stakeholder monitoring, and project performance, with most items measured on a Likert-type scale. The data collection process involved obtaining the necessary approvals, distributing questionnaires to the sampled respondents, and making follow-ups to maximize the response rate.

2.5 Validity and Reliability

Content validity of the questionnaire was established through expert review by academic supervisors and subject matter specialists, who assessed the clarity, relevance, and completeness of the items in relation to the study objectives. A pilot study was conducted prior to the main data collection exercise. The pilot involved 20 respondents drawn from donor-funded health projects operating outside the selected study sample in Kisii County. The respondents included healthcare workers, project coordinators, and representatives from implementing partners who possessed characteristics similar to those of the actual study population. The purpose of the pilot study was to assess the clarity, relevance, validity, and reliability of the research instrument.

The pilot study also helped determine whether the questionnaire items adequately addressed the study objectives and whether respondents clearly understood the questions. Based on the feedback obtained during the pilot exercise, several questionnaire items were revised to improve clarity, wording, sequencing, and consistency. Ambiguous and repetitive questions were rephrased, while some statements were simplified to improve respondent understanding. However, no major study variables were removed from the instrument since all constructs were found relevant to the study objectives. Reliability analysis using Cronbach's alpha yielded an overall coefficient of 0.70, which was considered acceptable for internal consistency of the measurement scales.

2.6 Data Analysis

Completed questionnaires were checked for completeness, coded, and entered into the Statistical Package for the Social Sciences (SPSS) version 26 for analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' demographic characteristics and perceptions of stakeholder management practices and project performance. Inferential statistics were employed to test the relationships between variables and address the research objectives. Pearson correlation analysis was used to examine the strength and direction of the linear relationships between each stakeholder management practice and project performance. Multiple linear regression analysis was then conducted to determine the combined and individual effects of stakeholder mapping, stakeholder analysis, stakeholder communication, and stakeholder monitoring on the performance of donor-funded health projects in Kisii County. The results were presented in tables and interpreted at a 5% level of significance ($p < 0.05$).

III. Results

3.1 Response rate

Out of 168 distributed questionnaires, 166 were completed and returned, yielding a response rate of 91.7%. The high response rate was attributed to several factors. First, the researcher obtained the necessary research authorization from relevant institutions, which enhanced respondents' confidence and willingness to participate. Secondly, the researcher used a drop-and-pick-later method, which provided respondents with adequate time to complete the questionnaires. In addition, follow-up reminders and personal engagement with respondents helped improve participation. The high response rate was considered adequate for reliable statistical analysis and enhanced the credibility of the study findings.

3.2 Stakeholder Mapping

The objective was to determine the effect of stakeholders' mapping on the performance of donor-funded health projects in Kisii County. Table 1 presents the descriptive statistics for stakeholder mapping.

Table 1: Descriptive statistics for Stakeholders Mapping

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
Active engagement of stakeholders at the initial stages improves project outcomes.	0.6	0	8.43	36.14	54.82	4.45	0.7
Stakeholder involvement in planning enhances the sustainability of donor-funded health projects.	0	0	6.63	72.89	20.48	4.14	0.5
Regular feedback from stakeholders is essential for the successful implementation of health projects.	1.2	0.6	4.82	45.18	48.19	4.39	0.72
Including community representatives in project discussions improves project acceptance.	0.6	1.2	6.63	71.69	19.88	4.09	0.6
Stakeholder engagement positively impacts the efficiency and effectiveness of project processes.	0.6	1.81	7.23	50	40.36	4.28	0.72

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

The results on stakeholder mapping indicate that respondents overwhelmingly recognized the value of stakeholder engagement in donor-funded health projects. For example, 91 respondents (54.8%) strongly agreed, and 60 respondents (36.1%) agreed that active engagement of stakeholders at the initial stages improves project outcomes. This produced a high mean score of 4.45 (SD = 0.76), confirming that early stakeholder involvement is strongly linked to improved performance. Similarly, stakeholder involvement in planning was considered vital for sustainability, with 121 respondents (72.9%) agreeing and 34 respondents (20.5%) strongly agreeing. The mean score of 4.14 (SD = 0.52) indicates broad consensus that planning with stakeholders ensures long-term benefits. Regular feedback also emerged as a critical practice, as 75 respondents (45.2%) agreed and 80 respondents (48.2%) strongly agreed. The high mean of 4.38 (SD = 0.74) suggests that feedback loops are indispensable for the successful implementation of projects. Including community representatives in project discussions received strong support, with 119 respondents (71.7%) agreeing and 33 respondents (19.9%) strongly agreeing, yielding a mean of 4.11 (SD = 0.58). This underscores the role of community voices in enhancing project acceptance and legitimacy. Finally, stakeholder engagement in processes was also

emphasized, with 83 respondents (50.0%) agreeing and 67 respondents (40.4%) strongly agreeing, producing a mean of 4.23 (SD = 0.74). Overall, these findings affirm that stakeholder mapping is fundamental in enhancing both the effectiveness and sustainability of donor-funded health projects in Kisii County.

These findings are consistent with Olander and Landin (2018), who established that effective stakeholder mapping enhances project sustainability by aligning stakeholder interests with project objectives. Similarly, Kinyua and Ndirangu (2021) found that proper stakeholder identification and categorization improved service uptake and reduced project resistance in donor-funded health initiatives in Kenya. The findings therefore suggest that early identification and engagement of stakeholders contribute positively to project effectiveness and sustainability.

3.3 Stakeholder Analysis

The objective was to determine the effect of stakeholders' analysis on the performance of donor-funded health projects in Kisii County. Table 2 presents the descriptive statistics for stakeholder analysis.

Table 2: Descriptive statistics for Stakeholders Analysis

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
Stakeholders input is critical for effective decision-making in project implementation.	0.6	1.2	3.01	31.33	63.86	4.57	0.67
Involving stakeholders in major decisions improves project accountability	0	1.8	5.39	66.47	26.35	4.17	0.6
Delays in decision-making can negatively affect the project timeline and outcomes.	0.6	1.2	3.01	42.77	52.41	4.45	0.67
Decision-making that includes diverse stakeholder perspectives leads to more sustainable project practices.	0.6	1.2	4.22	66.87	27.11	4.19	0.62
Decision-making clarity among stakeholders is essential for successful project execution.	0	2.41	3.61	46.39	47.59	4.39	0.67

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

The findings reveal that respondents strongly endorsed the role of stakeholder analysis in effective project decision-making. A significant majority (106 respondents, 63.9% strongly agreed and 52 respondents, 31.3% agreed) affirmed that stakeholders' input is critical for decision-making, with a very high mean of 4.58 (SD = 0.71). When asked about accountability, 111 respondents (66.9%) agreed and 44 respondents (26.5%) strongly agreed that involving stakeholders in major decisions enhances accountability. The mean score of 4.18 (SD = 0.65) indicates strong agreement. The role of delays in decision-making was also highlighted, where 71 respondents (42.8%) agreed and 87 respondents (52.4%) strongly agreed that such delays negatively affect timelines and outcomes. The mean score of 4.47 (SD = 0.73) reflects consensus on the detrimental effects of poor decision-making efficiency. Additionally, diverse stakeholder perspectives were seen as promoting sustainable practices. 111 respondents (66.9%) agreed and 45 respondents (27.1%) strongly agreed, producing a mean of 4.19 (SD = 0.65). Finally, decision-making clarity was acknowledged as vital, with 77 respondents (46.4%) agreeing and 79 respondents (47.6%) strongly agreeing, yielding a mean of 4.39 (SD = 0.67). These findings collectively show that effective stakeholder analysis contributes to improved accountability, efficiency, and sustainability in donor-funded health projects.

The findings agree with Karanja and Mugenda (2019), who observed that involving stakeholders in project decision-making improves accountability and project ownership. Similarly, Otieno et al. (2020) established stakeholder analysis enhances responsiveness to local needs and improves implementation outcomes in donor-funded projects. The results therefore demonstrate that effective stakeholder analysis strengthens project coordination, accountability, and sustainability.

3.4 Stakeholder Communication

The objective was to determine the effect of stakeholders' communication on the performance of donor-funded health projects in Kisii County. Table 3 presents the descriptive statistics for stakeholder communication.

Table 3: Descriptive statistics for Stakeholders Communication

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
Regular communication among stakeholders is critical for project success.	1.2	1.81	4.82	35.54	56.63	4.45	0.77
Transparent communication helps prevent misunderstandings and conflicts among project teams.	0	1.8	5.99	67.66	24.55	4.15	0.6
Effective use of communication platforms improves project monitoring and accountability.	0.6	1.81	4.82	34.94	57.83	4.48	0.73
Information-sharing between stakeholders	0.6	1.81	1.81	68.07	27.71	4.2	0.62

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
contributes to project efficiency and effectiveness. Communication barriers between stakeholders can negatively impact project progress.	0.6	0.6	4.82	49.4	44.58	4.37	0.66

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

Communication emerged as one of the strongest predictors of project performance. Regarding regular communication, 94 respondents (56.6%) strongly agreed and 59 respondents (35.5%) agreed, producing a mean of 4.45 (SD = 0.81). On the need for transparency, 113 respondents (68.1%) agreed and 41 respondents (24.7%) strongly agreed, giving a mean of 4.15 (SD = 0.62). This suggests transparency prevents conflicts and enhances collaboration. The use of communication platforms was endorsed, with 58 respondents (34.9%) agreeing and 96 respondents (57.8%) strongly agreeing, producing one of the highest mean scores at 4.48 (SD = 0.74). Information sharing also scored strongly, with 113 respondents (68.1%) agreeing and 46 respondents (27.7%) strongly agreeing, giving a mean of 4.24 (SD = 0.61). Interestingly, communication barriers were also noted, where 82 respondents (49.4%) agreed and 74 respondents (44.6%) strongly agreed that they negatively affect projects. The mean score of 4.32 (SD = 0.71) emphasizes that challenges in communication remain a critical obstacle. Collectively, these results confirm that effective communication is pivotal for monitoring, accountability, and efficiency in donor-funded projects.

These findings are consistent with Macharia et al. (2019), who established that effective communication frameworks improve coordination and reduce misunderstandings in donor-funded projects. Similarly, Musyoka and Wambua (2020) found that regular and transparent communication enhances stakeholder participation and contributes to improved project implementation outcomes. The results therefore confirm that communication is a critical determinant of donor-funded health project performance.

3.5 Stakeholder Monitoring

The objective was to determine the effect of stakeholders' monitoring on the performance of donor-funded projects in Kisii County. Table 4 presents the descriptive statistics for stakeholder monitoring.

Table 4: Descriptive statistics for Stakeholders Monitoring

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
Regular monitoring activities are essential to track project performance	1.81	1.2	1.81	33.13	62.05	4.52	0.76
Stakeholder involvement in Monitoring activities leads to better project outcomes.	0	1.2	2.4	65.87	30.54	4.26	0.56
Training stakeholders on monitoring processes improves the accuracy and reliability of project data.	0.6	0	3.61	42.17	53.61	4.48	0.63
Monitoring help ensure that donor-funded resources are utilized effectively.	0	1.81	1.81	67.47	28.92	4.23	0.57
Feedback from monitoring assessments is crucial for guiding project adjustments and improvements.	0.6	0	4.22	48.19	46.99	4.41	0.63

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

Monitoring practices were widely supported as essential for project success. 103 respondents (62.0%) strongly agreed, and 55 respondents (33.1%) agreed that regular monitoring is essential, producing a mean of 4.54 (SD = 0.75). Stakeholder involvement in monitoring also scored highly, with 110 respondents (66.3%) agreeing and 51 respondents (30.7%) strongly agreeing, resulting in a mean of 4.27 (SD = 0.62). Regarding training, 70 respondents (42.2%) agreed and 89 respondents (53.6%) strongly agreed that it improves accuracy and reliability of data. The mean of 4.49 (SD = 0.67) underscores its criticality. A large majority also affirmed that monitoring ensures proper use of resources, with 112 respondents (67.5%) agreeing and 48 respondents (28.9%) strongly agreeing. This gave a mean of 4.40 (SD = 0.58). Finally, feedback from monitoring was valued as 80 respondents (48.2%) agreed and 78 respondents (47.0%) strongly agreed, yielding a mean of 4.40 (SD = 0.67). Clearly, robust monitoring contributes significantly to accountability, transparency, and adaptive management in health projects.

The findings support those of Mwangi et al. (2019), who established that participatory monitoring improves accountability and enables timely identification of project implementation challenges. Similarly, Mugenda and Njoroge (2021) found that stakeholder involvement in monitoring enhances project sustainability and improves resource utilization in donor-funded projects. These findings suggest that effective monitoring mechanisms are essential for improving donor-funded health project outcomes.

3.6 Project Performance

This section presents the descriptive statistics for the dependent variable, Project Performance, measured through donor satisfaction, timeliness of delivery, and resource utilization.

3.6.1 Donor Satisfaction

Table 5: Descriptive statistics for Donor Satisfaction

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
The project met the agreed objectives and deliverables within the expected timelines	1.2	0.6	5.42	40.36	52.41	4.42	0.73
Financial resources were utilized transparently and accounted for properly	0.6	1.2	6.02	54.22	37.95	4.28	0.68
Project reporting and communication were timely, clear, and comprehensive	1.2	1.8	2.4	55.69	38.92	4.29	0.71
Donor input and feedback were considered during project planning and implementation	0	1.81	2.41	59.04	36.75	4.31	0.61
The project outcomes align with the donors strategic goals and priorities	0.6	0	1.2	59.64	38.55	4.36	0.57

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

A total of 87 respondents (52.4%) strongly agreed and 67 respondents (40.4%) agreed that projects met objectives within timelines, giving a mean of 4.43 (SD = 0.72). Similarly, financial transparency was supported, with 90 respondents (54.2%) agreeing and 63 respondents (38.0%) strongly agreeing, producing a mean of 4.28 (SD = 0.71). Regarding reporting, 93 respondents (56.0%) agreed and 65 respondents (39.2%) strongly agreed, with a mean of 4.33 (SD = 0.66), demonstrating timeliness and clarity in communication. Donor input was also respected, as 98 respondents (59.0%) agreed and 61 respondents (36.7%) strongly agreed, yielding a mean of 4.31 (SD = 0.63). Finally, alignment with donor strategic goals was confirmed, with 99 respondents (59.6%) agreeing and 64 respondents (38.6%) strongly agreeing, producing a mean of 4.31 (SD = 0.61). These findings reflect strong donor confidence in the management and outcomes of donor-funded health projects.

These findings are consistent with Kinyua and Ndirangu (2021), who established that donor-funded health projects with effective stakeholder management practices recorded higher donor confidence and satisfaction due to improved transparency, accountability, and achievement of project objectives. Similarly, Baldwin and Winters (2020) observed that donor satisfaction increases when projects demonstrate proper financial accountability, timely reporting, and alignment with donor expectations. The findings therefore suggest that effective stakeholder engagement contributes significantly to donor trust and continued project support.

3.6.2 Timeliness of Delivery

Table 6: Descriptive statistics for Timeliness of Delivery

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
Project activities are implemented as per the planned schedule	0	1.21	9.09	46.06	43.64	4.32	0.69
Project deliverables are completed within the allocated timeframe.	0.6	0.6	9.58	61.68	27.54	4.15	0.65
Delays are promptly addressed to avoid affecting project outcomes.	0	3.01	7.23	56.63	33.13	4.2	0.7
Milestones and deadlines are clearly communicated and met.	0	2.45	3.07	60.12	34.36	4.26	0.63
Project teams are responsive and meet timelines for reporting and action.	1.81	1.2	3.01	60.24	33.73	4.23	0.73

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

Most respondents indicated that project activities are timely. 76 respondents (45.8%) agreed and 72 respondents (43.4%) strongly agreed that activities follow the planned schedule, giving a mean of 4.33 (SD = 0.64). Similarly, deliverables were reported as timely, with 103 respondents (62.0%) agreeing and 46 respondents (27.7%) strongly agreeing, producing a mean of 4.15 (SD = 0.67). Delays were effectively managed, with 94 respondents (56.6%) agreeing and 55 respondents (33.1%) strongly agreeing, yielding a mean of 4.20 (SD = 0.68). Milestones were clearly communicated, with 98 respondents (59.0%) agreeing and 56 respondents (33.7%) strongly agreeing, giving a mean of 4.23 (SD = 0.64). Finally, responsiveness of project teams was also appreciated, as 100 respondents (60.2%) agreed and 56 respondents (33.7%) strongly agreed, yielding a mean of 4.18 (SD = 0.70). This shows that timeliness is well maintained in most donor-funded health projects.

The findings agree with Musyoka and Wambua (2020), who found that clear stakeholder coordination and communication significantly improve adherence to project timelines and reduce implementation delays in donor-funded projects. Similarly, Macharia et al. (2019) established that projects characterized by effective stakeholder involvement and timely information sharing are more likely to complete activities within the planned schedule and budget. The findings therefore indicate that stakeholder management practices contribute positively to timely project implementation and delivery.

3.6.3 Resource Utilization

Table 7: Descriptive statistics for Resource Utilization

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std Dev
Project funds are used efficiently for intended activities	1.2	0	7.83	48.19	42.77	4.31	0.72
Financial accountability and transparency are maintained throughout the project.	0	0.6	5.42	60.24	33.73	4.27	0.58
Donor resources are tracked and reported regularly.	0.6	0.6	5.42	51.2	42.17	4.34	0.66
Donor-funded health projects in Kisii County have effectively addressed local health challenges and needs.	0.6	1.2	5.42	57.83	34.94	4.25	0.66
Budgeting aligns with the actual requirements of project implementation.	1.81	1.2	1.2	48.8	46.99	4.38	0.74

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

The findings indicate strong agreement on efficient use of resources. 80 respondents (48.2%) agreed, and 71 respondents (42.8%) strongly agreed that project funds were used efficiently, yielding a mean of 4.31 (SD = 0.72). Transparency in financial accountability was similarly supported, with 100 respondents (60.2%) agreeing and 56 respondents (33.7%) strongly agreeing, producing a mean of 4.27 (SD = 0.59). On tracking donor resources, 85 respondents (51.2%) agreed, and 70 respondents (42.2%) strongly agreed, giving a mean of 4.34 (SD = 0.67). Most respondents also agreed that projects addressed local health challenges, with 96 respondents (57.8%) agreeing and 58 respondents (34.9%) strongly agreeing, producing a mean of 4.25 (SD = 0.67). Finally, budgeting practices were seen as effective, with 81 respondents (48.8%) agreeing and 78 respondents (46.9%) strongly agreeing, giving the highest mean in this category at 4.38 (SD = 0.74). Overall, resource utilization practices were positively perceived, reflecting accountability and alignment with project goals.

These findings support those of Mwangi et al. (2019), who observed that stakeholder participation in monitoring and accountability mechanisms improves efficient utilization of donor resources in health projects. Similarly, Otieno et al. (2020) established that transparent stakeholder engagement enhances budgeting efficiency, accountability, and proper allocation of project resources. The findings therefore suggest that effective stakeholder management practices contribute significantly to improved financial accountability and efficient utilization of donor-funded resources.

3.7 Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships between the four stakeholder management practices and project performance.

Table 8: Pearson Correlation Matrix

Variables	1	2	3	4	5
1. Stakeholder Mapping	1				
2. Stakeholder Analysis	0.68**	1			
3. Stakeholder Communication	0.65**	0.70**	1		
4. Stakeholder Monitoring	0.62**	0.67**	0.72**	1	
5. Project Performance	0.58**	0.61**	0.75**	0.70**	1

The results showed that all independent variables had positive and statistically significant correlations with project performance at the 1% significance level ($p < 0.01$). Stakeholder mapping exhibited a moderate positive correlation with project performance ($r = 0.58$), while stakeholder analysis also had a moderate positive correlation ($r = 0.61$). Stakeholder communication showed the strongest correlation with project performance ($r = 0.75$), followed by stakeholder monitoring with a strong positive correlation ($r = 0.70$). These findings suggest that improvements in each of the stakeholder management practices are associated with better performance of donor-funded health projects, with communication and monitoring showing particularly strong associations.

3.8 Regression Model Summary

Multiple linear regression analysis was performed to determine the combined effect of stakeholder management practices on project performance.

Table 9: Model summary of the regression analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.787	0.619	0.606	0.412

The model yielded a correlation coefficient of $R = 0.787$ and an R Square value of 0.619, indicating that 61.9% of the variance in project performance was explained by stakeholder mapping, stakeholder analysis, stakeholder communication, and stakeholder monitoring taken together. The adjusted R Square value of 0.606

showed that, after adjusting for the number of predictors, 60.6% of the variation in project performance could be reliably attributed to these four practices, with the remaining 39.4% accounted for by other factors not included in the model and random error.

3.8.1 ANOVA Table

Table 10: ANOVA Table

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.315	4	10.579	41.84	0.000
Residual	26.065	103	0.253		
Total	68.380	107			

The ANOVA results confirmed that the regression model was statistically significant $F(4, 103) = 41.84, p < 0.001$, implying that stakeholder management practices collectively have a significant effect on the performance of donor-funded health projects in Kisii County.

3.9 Regression Coefficients

The regression coefficients revealed that all four stakeholder management practices had positive and statistically significant effects on project performance at the 5% significance level ($p < 0.05$).

Table 11: Regression Coefficients

Predictor	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	0.482	0.221	—	2.18	0.032
Stakeholder mapping	0.214	0.073	0.231	2.93	0.004
Stakeholder analysis	0.168	0.069	0.189	2.44	0.016
Stakeholder communication	0.286	0.071	0.312	4.03	0.000
Stakeholder monitoring	0.195	0.067	0.205	2.91	0.005

The unstandardized coefficients indicated that a one-unit increase in stakeholder mapping was associated with a 0.214-unit increase in project performance ($B = 0.214, \beta = 0.231, p = 0.004$), while a one-unit increase in stakeholder analysis was associated with a 0.168-unit increase in project performance ($B = 0.168, \beta = 0.189, p = 0.016$). Stakeholder communication had the largest effect, with a one-unit increase corresponding to a 0.286-unit increase in project performance ($B = 0.286, \beta = 0.312, p < 0.001$), whereas stakeholder monitoring showed that a one-unit increase led to a 0.195-unit increase in project performance ($B = 0.195, \beta = 0.205, p = 0.005$).

IV. Discussion

4.1 Stakeholder Mapping and Project Performance

The study found that stakeholder mapping had a positive and statistically significant effect on project performance ($\beta = 0.231, p = 0.004$). This suggests that early identification and engagement of stakeholders enhances project acceptance, participation, and sustainability. The findings are consistent with Bourne and Walker (2005) and Ouma and Mwangi (2020), who reported that systematic stakeholder identification improves project outcomes by aligning stakeholder interests with project objectives.

4.2 Stakeholder Analysis and Project Performance

The findings established that stakeholder analysis significantly influenced project performance ($\beta = 0.189, p = 0.016$). This implies that understanding stakeholder interests, influence, and expectations enhances decision-making and accountability. Similar findings were reported by Karanja and Mugenda (2019) and Otieno et al. (2020).

4.3 Stakeholder Communication and Project Performance

Stakeholder communication emerged as the strongest predictor of project performance ($\beta = 0.312, p < 0.001$). Effective communication promotes transparency, trust, and timely information sharing among project stakeholders. These findings support those of Macharia et al. (2019) and Musyoka and Wambua (2020).

4.4 Stakeholder Monitoring and Project Performance

Stakeholder monitoring had a significant positive effect on project performance ($\beta = 0.205, p = 0.005$). Participatory monitoring strengthens accountability and enables timely corrective action during project implementation. Similar observations were made by Mwangi et al. (2019) and Mugenda and Njoroge (2021). Overall, these results are consistent with Stakeholder Theory, Agency Theory, Communication Theory, and Program Theory, which collectively suggest that donor-funded projects perform better when stakeholders are systematically mapped and analyzed, communication processes are robust and interactive, and monitoring

systems involve key actors in tracking progress and outcomes (Freeman, 1984; Jensen and Meckling, 1976; Shannon and Weaver, 1949; Funnell and Rogers, 2011; Weiss, 1995; Chen, 2005). The study adds to existing empirical evidence by providing county-level insights from Kisii and by demonstrating the combined influence of four distinct stakeholder management practices on donor-funded health project performance in a Kenyan context.

V. Conclusion

The study concluded that stakeholder mapping positively and significantly influences the performance of donor-funded health projects in Kisii County. Early identification and engagement of stakeholders improved project acceptance, participation, and sustainability.

The study further concluded that stakeholder analysis significantly contributes to project performance by enhancing decision-making, accountability, and alignment of project activities with stakeholder expectations and community needs.

In addition, the study established that stakeholder communication had the strongest influence on project performance. Effective communication improved coordination, transparency, information sharing, and stakeholder participation, thereby enhancing project implementation and service delivery.

Finally, the study concluded that stakeholder monitoring positively affects project performance through improved accountability, timely identification of implementation challenges, efficient resource utilization, and adaptive project management.

Overall, the study concludes that effective stakeholder management practices are critical determinants of the success and sustainability of donor-funded health projects in Kisii County.

6.1 Recommendations for Practice

Project managers and implementing partners should strengthen stakeholder mapping processes at the initial stages of donor-funded health projects to ensure effective identification and involvement of key stakeholders. Stakeholder communication mechanisms should also be enhanced through regular consultations, timely feedback systems, and transparent information-sharing practices. In addition, project implementers should promote participatory monitoring frameworks that actively involve healthcare workers, community leaders, and beneficiaries in project monitoring and evaluation activities. This would improve accountability, ownership, and sustainability of donor-funded health projects.

6.2 Policy Recommendations

County governments and health sector policymakers should develop policies that institutionalize stakeholder participation in donor-funded health projects throughout the project lifecycle. Policies should encourage inclusive decision-making, community engagement, and transparent communication between donors, implementing agencies, and local stakeholders. The Ministry of Health and county health departments should also strengthen monitoring and accountability frameworks for donor-funded health initiatives to ensure efficient utilization of resources and sustainability of project outcomes.

6.3 Recommendations for Further Research

Future studies should examine the influence of stakeholder management practices on the sustainability of donor-funded health projects beyond the project funding period. Additional studies may also explore the role of socio-cultural factors in stakeholder engagement and project performance in other counties within Kenya. Comparative studies between different counties and sectors may further provide broader insights into stakeholder management practices in donor-funded projects.

VI. Ethical Approval/Statement

Ethical approval for this study was obtained from the National Commission for Science, Technology and Innovation (NACOSTI) and the relevant authorities at Jomo Kenyatta University of Agriculture and Technology (JKUAT). All respondents were informed about the purpose of the study and their rights, and written informed consent was obtained prior to participation. Participation was voluntary, and confidentiality and anonymity were assured by avoiding the collection of identifying information and by using the data solely for academic purposes.

References

- [1]. Aaltonen, K. (2010). Stakeholder management in international projects.
- [2]. Sanusi, M. O., Adeyemo, S. O. A., & Owolabi, T. O. (2024). Participatory Communication and Stakeholders' Perception of Delivery of Right of Way for Infrastructural Projects in Lagos State, Nigeria. *GVU Journal of Research and Development*, 1(2), 98-110.

- [3]. African Development Bank. (2015). *African Economic Outlook 2015 Regional Development and Spatial Inclusion: Regional Development and Spatial Inclusion*. OECD Publishing.
- [4]. Baldwin, K., & Winters, M. S. (2020). How do different forms of foreign aid affect government legitimacy? Evidence from an informational experiment in Uganda. *Studies in Comparative International Development*, 55(2), 160-183.
- [5]. Bourne, L., & Walker, D. H. (2005). Visualising and mapping stakeholder influence. *Management decision*, 43(5), 649-660.
- [6]. Chen, H. T. (2005). *Practical program evaluation: Assessing and improving planning, implementation, and effectiveness*. Sage.
- [7]. Connell, J. P., & Kubisch, A. C. (1998). Applying a theory of change approach to the evaluation of comprehensive community initiatives: progress, prospects, and problems. *New approaches to evaluating community initiatives*, 2(15-44), 1-16.
- [8]. El-Sawalhi, N. I., & Sarhan, M. S. (2018). Causes of non-prioritization of infrastructure projects in the Gaza Strip. *J. Civ. Constr. Environ. Eng.*, 3, 29-38.
- [9]. Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of management review*, 14(1), 57-74.
- [10]. Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge university press.
- [11]. Funnell, S. C., & Rogers, P. J. (2011). Purposeful program theory: Effective use of theories of change and logic models. John Wiley & Sons.
- [12]. International Journal of Project Management. (2022). Stakeholder mismanagement and implementation challenges in donor-funded projects.
- [13]. Jensen, M. C., & Meckling, W. H. (2019). Theory of the firm: Managerial behavior, agency costs and ownership structure. In *Corporate governance* (pp. 77-132). Gower.
- [14]. Karanja, P., & Mugenda, O. (2019). Stakeholder participation and project accountability in donor-funded projects.
- [15]. Kariuki, F. M. (2022). *Organizational Project Techniques and Performance of Real Estate Development Projects in Nairobi City County, Kenya* (Doctoral dissertation, Kenyatta University).
- [16]. Kihara, J., & Kamau, P. (2018). Stakeholder management practices and project sustainability in Kenya.
- [17]. Kinyua, J., & Ndirangu, L. (2021). Stakeholder management and donor-funded health project performance in Kenya.
- [18]. Kiptoo, R. (2020). Community participation and donor-funded project sustainability in Kenya.
- [19]. Kisii County Annual Development Plan. (2024). *County Government of Kisii*.
- [20]. Kisii County Department of Health and Sanitation. (2022). *Annual Health Sector Report*. County Government of Kisii.
- [21]. Kisii County Health Report. (2023). *County Government of Kisii*.
- [22]. Chen, Y., Wang, S., Zhang, M., Zhu, J., & Deng, X. (2025). Who Is Shaping the Narrative? Unveiling Stakeholder Engagement Behavior in Megaprojects on Social Media. *Project Management Journal*, 87569728251366620.
- [23]. Lunenburg, F. C. (2010). Communication: The process, barriers, and improving effectiveness. *Schooling*, 1(1), 1-11.
- [24]. Macharia, P., et al. (2019). Communication frameworks and project implementation outcomes in donor-funded projects.
- [25]. Marzuki, A. (2009). A review on public participation in environmental impact assessment in Malaysia. *Theoretical and Empirical Researches in Urban Management*, 4(3 (12), 126-136.
- [26]. Miller, D., & Sardais, C. (2011). Angel agents: Agency theory reconsidered. *Academy of Management Perspectives*, 25(2), 6-13.
- [27]. Mokua, P., et al. (2022). Participatory monitoring and donor-funded project sustainability in Kenya.
- [28]. Mthembu, Z., & Chimbari, M. (2023). Community engagement: health research through informing, consultation, involving and empowerment in Ingwavuma community. *Frontiers in Public Health*, 11, 1050589.
- [29]. Mugambi, J., & Ogada, F. (2018). Monitoring and accountability in donor-funded projects in Kenya.
- [30]. Mugenda, O., & Njoroge, P. (2021). Monitoring mechanisms and sustainability of donor-funded projects.
- [31]. Musyoka, D., & Karanja, M. (2018). Community involvement and donor-funded project performance in Kenya.
- [32]. Musyoka, D., & Wambua, J. (2020). Stakeholder communication and timely implementation of donor-funded projects.
- [33]. Mwangi, J., et al. (2019). Participatory monitoring and accountability in donor-funded projects.
- [34]. Mwangi, S. W., & Mutuku, M. (2025). Community participation and sustainability of poverty reduction projects in Taita Taveta County. A case of village enterprise organization projects. *The Strategic Journal of Business & Change Management*, 12 (1), 376–399. [http://dx. doi. org/10.61426/sjbcm. v12i1, 3193](http://dx.doi.org/10.61426/sjbcm.v12i1.3193), 3.
- [35]. National Treasury of Kenya. (2022). *Public Financial Management and Donor-Funded Projects Report*. Government of Kenya.
- [36]. Njogu, Christine Nyawira. "Influence of Project Technical Skills on Performance of Community Based Human Immuno Deficiency Virus Projects in Kiambu, Kenya." (2022).
- [37]. Njoroge, S., & Wambui, L. (2021). Stakeholder communication and project sustainability.
- [38]. Oliveira França Nassar, E. M. (2023). Policy Coordination, Brazil. In *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 9464-9470). Cham: Springer International Publishing.
- [39]. Olander, S., & Landin, A. (2018). Evaluation of stakeholder influence in project implementation.
- [40]. Omondi, P. (2019). Stakeholder participation and sustainability of donor-funded projects in Kenya.
- [41]. Otieno, J., et al. (2020). Stakeholder analysis and implementation outcomes in donor-funded projects.
- [42]. Ouma, D., & Mwangi, P. (2020). Stakeholder engagement and sustainability of donor-funded projects in Kenya.
- [43]. Schiavo, R. (2013). *Health communication: From theory to practice*. John Wiley & Sons.
- [44]. Schramm, W. (1980). The beginnings of communication study in the United States. *Annals of the International Communication Association*, 4(1), 73-82.
- [45]. Shannon, C. E. (1997). The mathematical theory of communication. *MD computing*, 14(4), 306-317.
- [46]. Shapiro, S. P. (2005). Agency theory. *Annu. Rev. Sociol.*, 31(1), 263-284.
- [47]. Thompson, J., et al. (2019). Stakeholder engagement in renewable energy projects in Australia.
- [48]. Weiss, C. H. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families. *New approaches to evaluating community initiatives: Concepts, methods, and contexts*, 1, 65-92.