STAKEHOLDER INVOLVEMENT IN PROJECT MANAGEMENT CYCLE ON THE PERFORMANCE OF THE FREE HUMAN PAPILLOMAVIRUS PROGRAM IN KENYA: A CASE OF BUNGOMA COUNTY, KENYA.

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A Research Project Report Submitted In Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts Degree in Project Planning and Management of the University of Nairobi

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DECLARATION

This research project report is entirely original to me and has never been submitted for an academic award at another university.

Signature …… Date… **7th November 2022**

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L50/36788/2020

This research project report has been submitted for review with my permission as University Supervisor.

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DEDICATION

This research is dedicated to my parents, Paul Moseti and Modesta Obonyo, who have always been there for me.

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LIST OF ACRONYMS AND ABBREVIATIONS

EPI: Expanded Program on Immunization

HPV: Human papillomavirus

KeNHA: Kenya National Highways Authority

LMICs: Low- and Middle-income countries

M&E: Monitoring and Evaluation

NACOSTI: National Commission of Science and Technology Council

NGOs: Non-Governmental Organizations

PM&E: Project Monitoring and Evaluation

SPSS: Statistical Package for Social Sciences

WHO: World Health Organization

ABSTRACT

This study sought to determine the influence of stakeholders' involvement in the project management cycle on the performance of the free HPV vaccine program on the residents of Bungoma County. Kenya has a considerably high number of cancer incidences, and cervical tops the list as the most prevalent among Kenyan women of reproductive age. As a response to this worrying trend, the government of Kenya launched the free Human Papilloma Virus (HPV) vaccine program to combat the increasing rates of cervical cancer among women and girls. Although the free HPV vaccine program is on-going, there is a need to assess the influence of stakeholder involvement in the project management cycle, with the exception of the project outcome. Specific areas to be examined include project initiation phase, planning phase, implementation phase, and monitoring and evaluation phase. A descriptive survey research design was adopted because it was established to be the most suitable approach to data collection to answer research questions. The target population included major stakeholders in the free HPV vaccine program rolled out in Bungoma County. These are, Sub County EPI, Sub County MOE, Sub County Public Health Officer, Health Facility Nurse, and the School Health Teacher, composed of 220 individuals. Purposive sampling and census was adopted to select a sample size of 150 respondents. Primary data was collected through the use of a self-administered survey approach of which descriptive analysis was used to analyse the qualitative data. Statistical Packages for Social Sciences (SPSS Version 21) was used for the data analysis purpose. The study findings demonstrated that stakeholders' involvement in project initiation significantly impacted the performance of the free HPV vaccine program in Bungoma County. The study also found that stakeholders' involvement in project planning phase significantly impacted the performance of the free HPV Vaccine program in Bungoma County. More precisely, stakeholders were engaged in project initiation phase, planning phase and the implementation phase, but were not involved in the various aspects of the evaluation and monitoring phase, especially report writing and feedback provision. Hence, the study recommends that report writing and feedback provision should be adopted to ensure that the project manager has a different perspective of the project thus keeping it on track. This way, the inputs made by stakeholders on time enhance the attainment of specific strategic objectives and goals. Moreover, the study recommends a risk management plan to act as a cushion against uncertainties such as the Covid-19 pandemic that disrupted critical aspects of the project. Monitoring and evaluation should be completed despite such interferences to keep all stakeholders informed about the progress of the free HPV vaccine project in Bungoma County.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project management practices acknowledge the essence of stakeholder involvement in project initiation, planning, and implementation. Project management is a process through which resources are planned, directed, controlled, organized, and managed for a given set objective. (Silvius, 2017). Stakeholders are the individuals, institutions, or groups who are active participants in the project and can either influence the project outcome positively or negatively (Derakhshan et al., 2019). Therefore, in the context of project management, stakeholders are all the entities with the role of accomplishing project objectives and whose support and involvement are decisive to its positive outcome. The essence of stakeholders in project management is evident in various levels, prominent of which is sustainability.

According to stakeholder theory, an effective execution of a project depends on the active participation of the stakeholders in the project (Fares et al., 2021). The stakeholder theory further holds that a project should begin by recognizing important stakeholders based on knowing their role and importance as well as outlook in the project. Establishing mutual expectations, the role of key stakeholders continues in the project's entire duration, and the project need might vary from processes, information, inputs, and decision making, with the sole focus of obtaining set objectives and goals. Labelle et al. (2019) also noted that managing the project stakeholders is critical and creates a considerable effect in success. Indeed, stakeholders play a huge role in project outcome and can be particularly helpful for important decision-making at project initiation, planning, implementation, monitoring and evaluation. Moreover, stakeholders make an immense contribution to project resources, requirements, and budgeting such that without stakeholder

involvement, progress and success is hardly attainable (Di Maddaloni & Derakhshan, 2019). As such, involving stakeholders in any given project by creating long-term relationships and developing integrity and trust leads to the project's success and meeting desired goals and objectives.

However, potential drawbacks in stakeholder involvement in decision-making have been recognized. Harold (2017) asserts that stakeholder participation often leads to conflicts, which might cause a delay in implementation. Such conflicts have to be solved and managed because they might prolong some of the phases of decision-making. An example of an adverse impact of stakeholders' involvement is demonstrated with a case of Tema port development project in Ghana. The study of the impact of stakeholders' influence on the Tema project revealed that failure to engage local stakeholders in the project life cycle resulted in conflict that triggered project implementation delays and court action (Lawer, 2019). While it might be tempting to sidestep to accomplish an outcome that may seem on the surface to be the best, countless cases where hidden or unexpected factors became apparent only through stakeholder involvement. Therefore, stakeholder involvement can, if not applied well, can impede the successful implementation of a project.

In Ghana, for instance, local government projects often recognize the essence of stakeholder involvement (Tengan & Aigbavboa, 2017). The study findings demonstrated a considerable level of stakeholder engagement in the delivery of projects while stakeholder involvement in the evaluation and monitoring phases of the same projects was suboptimal. Identified causes of the poor project delivery were listed as lack of involvement, understanding, knowledge, and time devoted to evaluating and monitoring projects by stakeholders. Similarly, a recent study to evaluate stakeholders' involvement in project outcome in Rwanda revealed that engaging stakeholders in

the various stages of the project contributed significantly to the positive outcome or negative outcome of the project (Kobusingye et al., 2017). Thus, the above findings validate the need to assess stakeholder involvement in project delivery.

In October 2019, the government of Kenya launched the free Human Papilloma Virus (HPV) vaccine program to combat the increasing occurrence of cervical cancer among women and girls (Ministry of Health, 2019). HPV is a major cause of cervical cancer and ranks as one of the most frequent cancer affecting women in Africa, affecting more than 370 million women of age 15 and above (Bruni et al., 2021). Annually, cervical cancer affects nearly 530,000 women worldwide, with nearly 270,000 deaths. A large percentage of these deaths are recorded in developing countries where cervical-cancer screening programs are limited. Cervical cancer is most prevalent in underdeveloped nations, especially in Eastern Africa (Njuguna et al., 2021). Kenya has a considerably high number of cancer incidences, and cervical tops the list as the most prevalent among Kenyan women of reproductive age (Bruni et al., 2021). According to Deignan et al. (2021), over the last five years, the number of countries in Africa introducing the HPV vaccine program has increased. Kenya is among the countries that has devised a holistic plan to combat the disease as seen its efforts to provide HPV vaccine to young girls.

Further, recent findings indicate that HPV vaccinations are safe and effective, with a 90% success rate in preventing development of cancers among young women who have never been exposed to the targeted HPV strains (Kombe et al., 2021). The World Health organization (WHO) also came up with a sustainable, comprehensive plan to guide in routine HPV vaccination for young girls aged between 9 and 13 years. According to the WHO predictions, high HPV vaccine coverage among girls in developing countries could result in cervical cancer eradication (Drolet et al., 2021). Taken together, these findings indicated the need to explore the influence of the involvement of

stakeholders in the project management cycle on the performance of the free in HPV vaccination program.

According to Gaius (2013), a successful project management cycle entails the project initiation phase. This phase demands that all the relevant information and resources concerning the project are available and teams created to oversee the rolling out of the project. For the case of the free HPV vaccine program in Bungoma County, the initiation phase demands the stakeholders to identify the starting point of the project. Moreover, initiation is a delicate stage that requires a close interlink between the community and the stakeholder and often involves identification of stakeholders, baseline survey, and mapping and micro planning. This is consistent with Atandi's (2015) stress that stakeholder identification and baseline survey are vital components of this step of the cycle and calls for team effort from all the involved parties to ensure a successful rollout of the project.

The project initiation phase ushers in the project planning phase. Antoine and Graham (2014) call the initiation phase as a pilot for proper planning. Globally, project planning arises after a series of pilots that dictate the stakeholders the key areas to focus on. Through the planning cycle, there is the aspect of prioritisation. Wong (2015) noted that project planning calls for expertise in terms of determining the estimated costs, the personnel needed and even the assessment of the demographic characteristics that the project should be centred on. Other major elements of the planning phase are communication and social mobilisation, capacity building, and schedule planning. Through project planning, there is the justification of the exercise through the established facts concerning the project. With regards to the HPV vaccine program in Bungoma County, stakeholders can plan on the specific partners such as the County health department, the security department and other health specialists to influence the performance of the vaccine program. In

addition to this, being a free vaccine might create a host of unanticipated outcomes. The project planning cycle can help the stakeholders to gauge the situation on the ground and draft proper mechanisms to ensure the project's success.

The project implementation phase involves the real deal of handling the problem on the ground. Harold (2012) stressed that project implementation is a combination of many factors that the exercise is built on. In this case, project implementation is determined by the stability of the mechanisms put in place to ensure a smooth performance. Further, Norman & Bowen (2012) affirmed that project implementation varies depending on the nature and the magnitude of the project. However, on health matters, the implementation phase is more of a cause-and-effect analysis. In this case, there is no hurried implementation since the stakeholders have to assess the effect of the vaccine on the recipients. Rather, there is also a close measure of the resources available against the population size so as to ensure that there is a seamless utilisation of these resources in light of the target population vaccinated. In addition to this, through support supervision, the project implementation is vital in identifying new opportunities and threats that may were previously not seen. Considering the free HPV vaccine program in Bungoma County, the implementation phase may elicit cultural hindrances and a host of other challenges that the project may face.

The final phase of project management is the monitoring and evaluation phase. According to Hill (2011), the monitoring and evaluation process involves an assessment of the inputs against the outputs of the project. In this stage, the stakeholders analyse the resources put into the project, the specific roles played by each stakeholder and the outcome or the success rate of the project. Wamae (2014) also noted that monitoring and evaluation is a key feedback tool that explains the areas to be worked on and those to be improved. In relation to the HPV vaccine programme, there are

several aspects evaluated, including the population reached as well as the targeted people who miss out on the vaccine are and resolutions made on the best way to accommodate them in future projects. Report writing is exercised in this phase to document the program progress and also feedback provision is encouraged. Therefore, it was necessary to investigate the impact of stakeholders' involvement in the project management cycle (initiation, planning, implementation, monitoring and evaluation) on the performance of the free HPV vaccine program.

1.2 Statement of the Research Problem

Community health is one of the flagship projects of Kenya vision 2020-2025 and various policies, through the ministry of health have been introduced to ensure success of health-related projects across all counties (Ministry of Health, 2019). According to Owens (2013), the success in every project lies in the planning. However, a major problem that repeatedly plagues projects in Kenya has been attributed to poor planning and implementation, leading to project delays, product quality concerns, and budget constraints. Thatcher (2016) also observed the challenges mentioned above, noting that 30% of projects fail due to skipping processes and working on assumptions. By assuming matters, many critical issues are not planned for, which lowers the chances of successful execution. Relatedly, a study by John Hopkins University in 2012 showed that skipping processes and negligence were the main causes of the delayed handling of Middle East Respiratory Syndrome (MERS). Mandlaze (2014) further reported that third-world countries face bigger project management challenges due to the oversight of donors who are largely foreigners. In this case, the project is usually imposed on the people, such that the key stakeholders have little to no say over its implementation.

Despite the government efforts to introduce projects and establish policies to ensure a successful completion of these projects, no evaluation has been conducted by the government or the scholars

to determine exactly what could be the root causes of project implementation in Bungoma County. In particular, the free HPV vaccine program in Bungoma County was rolled out in 2019, and there has been no oversight concerning stakeholder engagement in the project cycle processes. With a death rate of about 270 000 women annually due to cervical cancer, the participation of stakeholders to increase the success of the vaccination process is critical (Ministry of Health, 2019). This is because stakeholders have been recognised to help ensure projects goals are met and delivered as stipulated. As a result, this study sought to fill the knowledge gap on stakeholder involvement in the project management cycle on the performance of the free HPV vaccine program in Bungoma County.

1.3 Purpose of the Study

The aim of this research was to investigate the stakeholders' involvement in the project management cycle on performance of the free HPV vaccine program in Bungoma County.

1.4 Objectives of the Study

The following objectives guided this study:

i) To establish how stakeholder involvement in project initiation phase influences the performance of the free Human papillomavirus vaccine program in Bungoma county.

ii) To determine how stakeholder involvement in project planning phase influences the performance of the free Human papillomavirus vaccine program in Bungoma county.

iii) To assess how stakeholder involvement in project implementation phase influences the performance of the free Human papillomavirus vaccine program in Bungoma county.

iv) To examine how stakeholder involvement in project monitoring and evaluation phase influences the performance of the free HPV Human papillomavirus vaccine program in Bungoma county.

1.5 Research Questions

The study answered the following research questions:

i) To what extent does stakeholders' involvement in the project initiation phase affect the performance of the free Human papillomavirus vaccine program in Bungoma county?

ii) To what extent does stakeholders' involvement in the project planning phase on the performance of the free Human papillomavirus vaccine program in Bungoma county?

iii) To what extent does stakeholders' involvement in project implementation phase on the performance of the free Human papillomavirus vaccine program in Bungoma county?

iv) To what extent does stakeholders' involvement in the project monitoring and evaluation phase on affect the performance of the free Human papillomavirus vaccine program in Bungoma county?

1.6 Significance of the Study

This study's findings are useful to scholars since it shall have an added pool of literature for reference during their studies. The study benefit researchers who will use the findings of this study as a secondary source that will aid their studies. In addition to this, the recommendations that this study brings forth, form areas of interest that other researchers can dwell on. The recommendations for further studies that this paper provides will aid in creating other gaps that future researchers can use for their studies.

To the Bungoma County department of health services, the study offers vital data that will help the county to organize its health strategies that will help in the performance of the county's health projects. Furthermore, the recommendations that the study is vital in the change-making process within the county. Such efforts will lead to better project management and implementation where there will be proper coordination between the stakeholders and the community.

1.7 Limitations of the Study

The study respondents had concerns about filling up the questionnaire due to concerns of victimisation. Moreover, some felt like they were being investigated and therefore provided biased information. To address this, the researcher guaranteed the study participants that the data collected will be confidential and their identity not shared to guarantee the concealment of the data.

1.8 Delimitations of the Study

The study narrowed down to the County staff in the health department and the education department as the target population of the study. During the process, the researcher collected data concerning the free HPV vaccine program that directly involves the health department and the education department in Bungoma County. The study focused on the performance of a free HPV vaccine program in the County. Furthermore, this study was conducted within a span of two weeks, whereby the study employed a descriptive survey research design.

1.9 Basic Assumptions of the Study

The study was founded on the assumption that all the county staff in Bungoma County are familiar with the free HPV vaccine program administered to the girls aged of the County. The study also assumed that all the respondents used in the data collection process were professionals who gave

accurate and reliable information. The other assumption was that the County staff are well equipped to provide the necessary information to assist in this research's success. It was also assumed that all the respondents will be found within a similar setting to respond to the researcher's questions.

1.10 Definition of Significant Terms

Vaccine: A substance used to increase the production of antibodies and provide immunity against a particular disease.

Project initiation: The first process in a project life cycle that identifies a problem, need, or opportunity.

Project planning: The second process in a project life cycle that addresses how to complete a project within the constraints of scope, budget, and time.

Project implementation: The third phase of a project's life cycle where the plan come into reality.

Project monitoring and evaluation: The procedure of monitoring all project-related metrics, such as task duration and team performance, looking for any issues and taking the required corrective action to ensure the project is on schedule, within budget, and within scope.

Stakeholder: In this study, the term stakeholders refers to individuals whose interests are related to the project objectives and whose outcomes influence them.

1.11 Organization of the Study

This study comprises five chapters. Chapter one provides the contextual background of the study, problem statement, purpose of the study, research objectives along with research questions. Chapter one also includes the significance of the study, eliminations, and basic assumptions. Chapter two, the subsequent chapter reviews the literature on stakeholder involvement in various projects. Specific subsections presented are introduction, key study variables, theoretical framework. A conceptual framework is then derived from the literature review in which the independent and dependent variables are drawn. Chapter two concludes with research gaps followed by literature review summary. Chapter three has also been presented and it involves the research methodology. Specific sub-sections include, research design, target population, sample size, data collection procedure, study instruments, data collection analysis, ethical procedures, and organization of study variables. Subsequently, Chapter four entails presentation of study findings using descriptive statistics and chapter five, the final chapter, presents the summary of the research findings, followed by discussions, conclusions, and end with recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents scholarly work that has been done by previous researchers on the topic under investigation. The researcher explored the previous scholarly articles relevant to the current study. In particular, the chapter tackles the theoretical review, which gives the background that supports the study. A conceptual framework is drawn from the reviewed literature and it demonstrates the connection between independent and dependent variables. Further, this chapter highlights the empirical review and critique the literature presented.

2.2 Performance of the free HPV Vaccine program in Kenya

Kenya began immunizing its citizens in late 2019, joining 115 other nations that had already commenced the program (MOH, 2019). Implementing the free HPV vaccination program required a combination of facility, community, and school-based approaches. In addition to administering vaccines in health institutions, communication and social mobilisation were to take place largely in schools and the community. For two main reasons, this strategy was preferred over the strictly school-based method used in the 2013 Kitui test. One rationale was to include girls who had met the established inclusion criteria but that did not attend school, and another was that a school based vaccination program would probably be burdened by logistical challenges and expensive costs.

Several stakeholders needed to undertake capacity development to support the positive adoption since the free HPV vaccine program was designed for a new cohort which had not previously been included in the normal immunisation schedule (MOH, 2019). These participants were chosen from the ministry of education's workforce, which also included teachers and health workers. In order

to reach out to girls who are not in school, especially in marginalised communities, community health volunteers were considered crucial. Various mainstream and social media outlets, including radio and television programmes, were used to carry out communication, social mobilization efforts. Materials for education, communication, and information, targeting important populations with clear messages about the free HPV vaccine program were created in both Swahili and English (MOH, 2019).

Calculating and determining the target population was one of the program's initial difficulties. Young adolescents are often not included in health systems data because they do not have defined screening programs or routine clinics. Inaccurate statistics from the ministry of education were also discovered, making it useless for calculating vaccination cohort numbers (MOH, 2019). For assistance with mapping and microplanning techniques at the county and sub-county levels, the Ministry of Health sought assistance from international organizations. This required obtaining the pertinent information directly from schools within the service area of a health institution and collaborating with instructors to encourage parents to bring their daughters who had met the inclusion criteria in for vaccine immunization.

The Covid-19 pandemic, which erupted in the beginning of 2020, forced extended school closures and seriously disrupted the provision of health services. Immunization services were particularly severely damaged since several Counties had to postpone planned immunisation programmes for measles and polio due to shifts in priorities brought on by the corona virus pandemic response. The Ministry of Health began the free HPV vaccine program through outreach programs which were held in controlled spots in accordance with established protocols to combat the grave threat of reversing the progress made in increasing the free HPV vaccine program coverage.

2.3 Stakeholder Involvement in Project Initiation Process and Performance of the free HPV Vaccine program Implementation

Stakeholder involvement is paramount in the success of every initiative. According to Vernon (2013), the involvement of stakeholders in the project management cycles ensures the right decisions are made so that the desired end is achieved. In the project management cycles, stakeholders have to take part in all these phases so that the project is kept on track. Earl (2011) pointed out that the role of stakeholders is not confined to that of financial resource provision. The scholar noted that stakeholders have a role to play in terms of making technical and financial decisions in the project management cycle. This might take a rotational approach where some stakeholders participate based on their areas of expertise. However, the general mechanism shows that stakeholders must always take part in all the steps that dictate the project.

The key areas that are important in the project initiation phase are stakeholder identification, baseline survey, and mapping and micro planning. Stakeholder identification involves identifying people, groups, organisations, and companies that may be interested in the project and those whose interests might affect the process either in a negative or positive manner. According to Hult et al., (2011), organisations have relationships with different stakeholders, and they have to make decisions that do not conflict with the stakeholders. Njuguna et al., (2021) point out that the introduction of HPV vaccination program in Kenya would call for all the stakeholders' acceptance for the compliance of the vaccination process thus the need to identify the necessary stakeholders who would help to create awareness among the parents and children on the importance of the project. A baseline survey is done before the commencement of any project to gather any information on anything that may affect the project process and any interventions that may be put across. Information collected for HPV vaccination would include personal information of the

potential candidates including their willingness to take the vaccination. According to Vermandere et al., (2016), parents and young people would be important subjects for a baseline survey that would then be used to identify the success of the vaccination process. In order to forecast vaccines and supplies and track success at all levels, mapping is a crucial step. To identify the target (i.e., the number of 10-year-old school-going girls to be vaccinated), a mapping exercise had to be conducted. Microplanning for the HPV vaccination is subject to the type and quantity of vaccines, demand and uptake and findings from monitoring outcomes as well as re-evaluation and changes for maximizing resources and opportunities. Specifically, microplanning involved linking healthcare facilities through which vaccines are administered, to identified schools where the target population are enrolled. Moreover, mapping and micro planning is necessary because the target population (i.e., a new cohort of school-aged girls) is one in which no specific interventions exist. At individual schools within each facility catchment area, there are no materials for the school-aged girls (JSI, 2020).

In relation to the current research project report, the stakeholders have to take part and ensure the success of the free HPV vaccine program to the residents of Bungoma County. In this case, the stakeholder services are needed across all the project phases so as to ensure the vaccine reaches all the intended groups. Based on Roger (2015), inclusivity in the key decision-making phases in most cases results in better performance. This means that including all the relevant stakeholders in the planning and the execution of the free HPV vaccine program may dictate better performance in terms of the accessibility to the residents of Bungoma County. On the contrary, neglecting the input of some stakeholders during the project can spell disaster and lead to poor performance of the free HPV vaccine program.

Moreover, the project initiation phase involves selecting of the project and the pooling of all the resources that are needed to kick start the project (Hammond, 2012). In the project initiation phase, stakeholders meet and decide on the end desire for the project. This step demands that all the information about the project be laid bare so that stakeholders can state their inputs when it comes to the concerned project. According to Lang (2014), the project initiation phase entails the setting of all the objectives for the project. It is at this stage that the goals are defined, and the roles defined for each goal that is set.

Certainly, the initiation phase of the project management cycle is necessary for the performance of the free HPV vaccine program in Bungoma County. During the initiation stage, the stakeholders can easily determine the specific age group that the vaccine should reach and the means through which the vaccine can reach them. Relatedly, Irvin (2013) notes that the project initiation phase calls for specificity. By narrowing down to the specifics of the project, there is a possibility that the free HPV vaccine program may perform better as a result of effective planning at the project initiation stage. In the case at hand, the project initiation mainly focuses on the free HPV vaccine program to the residents of Bungoma County. It defines the 'what' and 'where' which are key questions that every project must answer. With these goals clearly stated, the stakeholders can trust the process and believe that the free HPV vaccine program will pan out as expected.

2.4 Stakeholder Involvement in Project Planning Process and Performance of the Free HPV Vaccine program

Project planning forms the second phase of the project management cycle, and it is a huge contributor to the performance of a project. Quinton (2009) noted that the project planning stage is ideal for setting the deliverables of the projects. It is the stage that keenly states what should be delivered at the end of the project. This step calls for the input of the stakeholders in terms of the

ideas that can actualize the whole project. Project planning is important in diverse ways. The project planning phase calls for the creation of the project schedule.

Under project planning, many authors contend that capacity building, communication and social mobilisation, and schedule planning are essential. The free HPV vaccine program needs to be well understood by the community thus communicating the benefits of the project aimed at enhancing knowledge and attitudes among various people. According to Pollack and Matous (2019), social mobilisation involves the community and other stakeholders in public participation since the main objective is to provide an understandable forum for the project. WHO (2008) argues that communication and social mobilisation intensifies and fosters a wider social engagement, and this process would be beneficial to ensure that each person is aware of the HPV vaccines and how they would be of benefit to the Kenyan community. The assessment and establishment of the resources needed to articulate a project and ensure its success involves a wide range of tools and programs through capacity building. By definition, capacity building refers to the process of enhancing the tools necessary for organisations and communities demand to survive, adapt, and prosper in an ever-changing world (United Nations, 2020). Dochez et al. (2017) point out the need for objective capacity building among key stakeholders in their specific regions to strengthen HPV vaccine program. Moreover, each project requires a clear outline of the list of activities, deliverables, and milestones that ought to be accomplished within a given timeframe during the project's life. A project's schedule would include the commencement and end date of the project and the tasks to be conducted at a given time frame. Additionally, the schedule indicates the team members responsible for the tasks and the resources to be used. Miguel et al. (2019) suggests that the schedule has to capture the cost, quality, and potential risk elements of the project.

2.5 Stakeholder Involvement in Project Implementation Process and Performance of the Free HPV Vaccine program

Project implementation is bringing the project into being through the combining of all the necessary factors that birth the desired end result. In most cases, the project execution is written down on the project execution plan (PEP). The project implementation stage sets the targets that are to be achieved within a set timeframe. According to Curry (2013), the execution phase depends on the initiation and implementation phases. Whatever stakeholders agree prior to this step is carried out with minor adjustments when need be. In the level of execution, the main project of objectives is carried out keenly while observing whether they are in tandem with the available resources. The execution phase is usually the most technical step in project management. Harris (2012) pointed out that during execution, a number of unforeseen risks may occur, and this can slow down the execution process.

The target population includes the entire population that a specific project seeks to benefit from. The free HPV vaccine program targeted the population prone to HPV-related infections which included adolescent girls. WHO (2014) recommended that the HPV vaccine would target young girls between 9-13 years to ensure vaccination before the onset of sexual activeness. Additionally, girls above fifteen years can also be vaccinated although their dosage would differ (WHO, 2014). During project implementation, the target population would be accessed and vaccinated in their locations. An equally important area is support supervision, which refers to the continual process of a supervisor monitoring the efficiency of the person monitored and providing consistent, documented individual assessment, direction, and instruction regarding the supervisee's skills and competencies. According to World Health Organisation (2020), the establishment and sustenance of a well-functioning HPV vaccine coverage monitoring system require supportive supervision

including close supervision of HPV coverage surveillance, especially in the initial year(s) following the introduction of the HPV vaccine. Relatedly, the execution stage can also be an eye opener to the stakeholders who may discover simpler ways of running the project. Keenness is needed during the project implementation stage. A clear measure of all the deliverables concerning the program against the time and resources is key in assessing the performance of the HPV vaccine program to the residents of Bungoma County.

2.6 Stakeholder Involvement in Project Monitoring and Evaluation Process and Performance of the Free HPV Vaccine program

Project monitoring is a recurring task that has to be adhered to during the lifecycle of a project. In the project evaluation process, there is a steady measure of all the factors that have been put into the project against the overall performance of the whole program. According to Dunhil (2015), project monitoring involves a keen measure of the inputs against the outputs. In this case, there is a need to ascertain that the free HPV vaccination exercise is being done in a manner agreed to by the stakeholders. This demands that the stakeholders keep a keen record of the whole program implementation cycle so that they can measure the success or the failure of the program. Additionally, monitoring and evaluation may call for the services of professionals to advise on the most reliable tools to be used for monitoring and evaluation.

The issuance of the HPV vaccine to the residents of Bungoma County can be monitored and evaluated. Ulrich (2009) noted that monitoring and evaluation are vital tools needed in keeping a project on track. In the case of the free HPV vaccine program, it is vital to monitor the number of people vaccinated per day and the challenges that are associated with the whole vaccination process. Notably, the evaluation and monitoring are key in ensuring proper utilisation of the

available resources. Through project monitoring and evaluation, there is a keen concentration of the welfare of the human resource who ensure productivity and keep the program on track.

More importantly, feedback provision and report writing are critical in this phase. Stakeholders' feedback helps the project manager have a different perspective of how the running of the project thus keeping it on track. Inputs made by stakeholders on time enhance the attainment of specific strategic objectives and goals. The World Health Organisation (2020) suggests that receiving timely feedback on reported coverage is critical for any project more so, the free HPV vaccine program from the national to the service delivery level. In addition, letting stakeholders be aware of the feedback provided by other people, institutions or organisations through reports is as impactful. Stakeholders should be kept up to date on accomplishments, challenges, resolutions, expenses, and risks. Depending on the project's life, weekly, monthly, and/or annual reports should include as pertinent details as possible and be delivered to the various stakeholders for correction of errors. Carhart et al. (2018) indicate that stakeholders' reports help track the progress thus the free HPV vaccine program report would help assess and raise concerns that arise from the free HPV vaccine program.

2.7 Theoretical Framework

The theoretical foundation entails a group of theories that support the variables in the study, in which the theories that have been formulated to give prediction, explanation, and understanding phenomena that can challenge and increase existing knowledge within the study limitations are explained (Imenda, 2014). Based on the preceding, the theoretical framework demonstrates the relevance of a study and is significant since the theories used expand on the research problem, therefore supporting the research study

2.7.1 Systems Theory

Broadly, the systems theory suggests that the world can be viewed as a system with a whole sum of parts, consisting of sub-parts that are essential for the system to run. Clark et al. (2020) describes systems theory as process of breaking down a general problem into smaller component units through the process of analysis and synthesis and then looking for optimal means of addressing the problem. Other authors such as Laitin et al. (2016), view the world (as a system) and its problems along with opportunities as one of the same. In the context of project management, a system is made up of several sub-units, that form a bigger, more robust, and complex system. An efficient system is one in which the components parts work in harmony. Relatedly, the success or failure of project management in an organisation depends on how a project management system functions as an entity in its context.

Based on the foregoing, project management, viewed as a system, requires its working mechanism be seen as a sum whole of parts. Project managers have a tendency of realigning the organisation into a matrix form without necessarily factoring in what happens due to changes in externalities, leading to low functionality of the matrix form after some time. For example, in the case of the HPV virus, the project team (or stakeholders) might be segmented such that responsibilities are not clearly defined. Moreover, the information flows of a host of projects are often more interwoven and complex, across various organisational levels and function. Therefore, the systems theory explains how various project individuals work collaboratively to ensure the objectives of the free HPV vaccine program are met.

2.7.2 Stakeholder Theory

Stakeholder theory was introduced in the field of project management, including its processes such as stakeholder analysis and stakeholder management. According to Kroos (2015), a project

stakeholder is an individual or group that is affected by or has an impact on the project, regardless of whether they have an official capacity in the given role. Strategic management is where the idea of stakeholder theory originated, and it was first used in 1984 to describe "any group or individual who can affect or is affected by the attainment of the organization's objectives" (Shen et al., 2017). The theory is premised on the notion that when managers build relationships with key stakeholders, the actors have an impact on the firm's success and all legitimate stakeholders' interests by forging a synergy. Stakeholders are people or organisations that have a vested interest in a project. This includes government-funded projects such as the free HPV vaccine program. Recognizing that stakeholders may be "agents and instruments" that have the capacity to facilitate positive project success or failure, engaging stakeholders to determine their requirements is inherently ethically justified.

However, despite the merits of stakeholder theory with regards to project management, it is not without limitations, including notions on technical issues, concept definitions, and its practical applications outlined by Sossi et al. 2020. Concerning the issue of concept definition, Clark and Madison (2010) did a systematic literature review on the definition of stakeholder theory in project management. The authors found differing criteria used to define stakeholders, suggesting that scholars do not agree on one universal definition. However, a more uniform definition of stakeholders has been identified, to mean any person or organization that is affected by or has an impact on the project. In the case of the free HPV vaccine program, these stakeholders are Sub County EPI (In charge of the immunisation program at the sub county level under which the free HPV vaccine program falls); Sub County MOE (In charge of the education space at the sub county level (need to get the exact name of this person); Sub county Public Health Officer (in charge of community health they serve as a link between the Health Facility and the community); the Health

facility nurse (in charge of administering vaccines at the facility) and School health teacher (teacher at the school who coordinates the vaccinations in schools). Despite its limitations, Stakeholder theory is relevant to this study because stakeholder theory because it demonstrates that stakeholders are key to ensure projects objectives are achieved or not met.

2.8 Conceptual Framework

A conceptual framework provides a roadmap of the researcher's synthesis of literature concerning the phenomenon under study. Imenda (2014) notes that the conceptual framework visualizes the actions needed to achieve the study objectives, subject to the researchers' prior knowledge of the topic under investigation as well their observations. In this study, the conceptual framework is based on the stakeholder theory and links the independent variables to the dependent variable (free HPV vaccine program performance). This section's discussions include a further explanation of the research variables as illustrated in Figure 1.

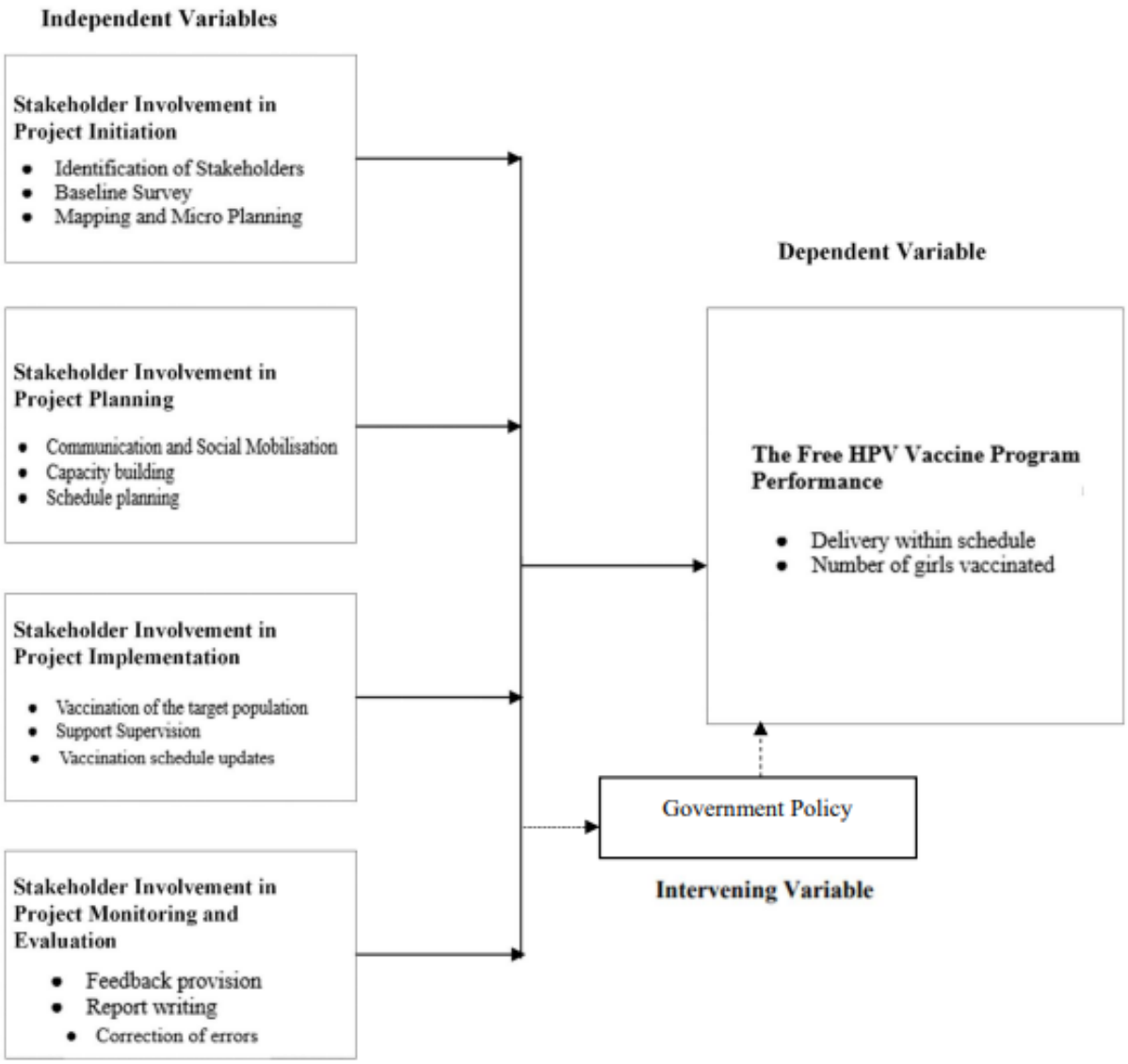

Figure 1: Conceptual framework

Involvement of stakeholders in a project ensures that the project plans are a reflection of the actual priorities and needs. The first variable, stakeholder involvement in project initiation, highlights the identification of stakeholders as one of the core processes involved in the first phase of the project management cycle. For effective stakeholder identification, the process requires proactive, timely, and adequate identification of the key relevant stakeholders. Moreover, the project manager needs to establish a stakeholder register, which documents all stakeholder details that might have an

impact on the performance of a project. Stakeholder identification helps the project manager to ensure the free HPV vaccine program's performance contributes to achievement of the program objectives. An equally important task to carry out in this phase is baseline survey, which often happens right before a project begins. Project managers typically use this tool to understand the status quo and identify priority areas. In the case of the free HPV vaccine program the baseline survey allows the project manager to understand the perception of the target population regarding the vaccine hence identifying the communication and social mobilization needs. In addition to identifying the communication needs the project manager is better placed to develop communication and social mobilization tools to address the identified needs or gaps during the baseline survey.

Stakeholder involvement in the project planning phase is the second variable, and it is a huge contributor to the performance of a project. Quinton (2009) noted that the project planning stage is ideal for setting the deliverables of the projects. Specifically, communication and social mobilisation, capacity building, and schedule planning are essential in the planning phase of the free HPV vaccine program. In the context of the free HPV vaccine, program communication is concerned with informing and creating awareness among the specific population groups about essence of the HPV vaccine and empowering them to take action. Social mobilisation is the process of bringing together committed individuals to increase awareness of the significance of the free HPV program to assist in the delivery of services and resources and to strengthen community involvement. Since the project needs a range of tools to effectively manage key areas of the program, capacity building ensures these resources are assessed and established to fulfil the HPV vaccine program mission. Finally, the project planning phase calls for the creation of the project schedule, which includes a written down guideline that states what should be done at a particular

time, who needs to get it done and where it will be done. This is a vital element of the project planning phase.

It is important to note that the free HPV vaccine program is an on-going process, hence the project completion is not yet due. Therefore, the impact of stakeholders on this phase was limited to the implementation process as at the time of this study. A clear measure of all the deliverables concerning the program against the time and resources is key in assessing the performance of the free HPV vaccine program to the residents of Bungoma County. One consideration during this phase is change control, of which appropriate channels must be followed to update the changes. Streamlining the suggested changes through change control can help the project team to assess the impact and update the project accordingly. The last independent variable is stakeholder involvement in the project monitoring and evaluation, in which the following areas will be measured: feedback provision and report writing.

2.9 Summary of Literature Review

This chapter examined literature on stakeholders' involvement and how it affects the performance of the free HPV vaccine program. The general consensus is that stakeholder engagement has an impact on projects, hence the tendency to analyse project performance throughout its life cycle. Kenya has a considerably high number of cancer incidences, and cervical tops the list as the most prevalent among Kenyan women of reproductive age. The target audience are a new cohort of young girls, in which no intervention programs have been established prior to this current program. Introducing a new vaccine, for a new cohort, means addressing new, unprecedented challenges, calling for the need to establish the influence of stakeholders in the project life cycle. In this regard, the reviewed literature showed that specific objectives of stakeholders in project identification include identification of stakeholders, baseline survey, and mapping and micro planning. This is

particularly important as it provides an opportunity to build knowledge and capacity for the stakeholders. The conceptual framework has provided a roadmap on how to achieve all the study objectives.

2.10 Research Gaps

Various studies have been conducted concerning stakeholder involvement in management of projects and how their involvement influenced the project outcome. However, these studies were limited to various industries, sectors, and institutions. This study was particularly significant because the target population (i.e., a new cohort of school-aged girls) was one in which no specific interventions exist. At individual schools within each facility catchment area, there are no materials for the school-aged girls. Therefore, this study identified research gaps by examining the influence of stakeholder involvement in the project management cycle of the free HPV vaccine program.

Table 2. 1: Research Gaps

Objectives	Focus of the Study	Author	Methodology	Findings	Research Gaps
Stakeholder involvement in project initiation process on the performance of the free Human papillomavirus vaccine program in Bungoma county.	The study focused on the influence of stakeholders on the performance of an automobile emission control project. The study area was limited to Nairobi County.	Tengand Aigbavboa , (2017).	Descriptive survey design.	The authors found that with respect to project delivery, stakeholders highly influenced project performance while there influence considerably reduced in monitoring and evaluation. This influenced the overall success of the project.	The study was limited to government construction project delivery at Bolgatanga Municipality and Tamale town.
Stakeholder involvement in project planning process on the performance of the free Human papillomavirus vaccine program in Bungoma county.	This study explored stakeholders' involvement in public projects in Rwanda with a particular focus on the UNICEF's Wash Project in Rwanda	Kobusing ye (2017)	Descriptive survey design.	The study findings showed that engagement of stakeholders in project planning, initiation implementation, and review significantly influence project outcome.	The study focused on the Water, Sanitation, and Hygiene (Wash) Project, which cannot be generalised for HPV vaccine implementation program.

Stakeholder involvement in project implementation process on the performance of the free Human papillomavirus vaccine program in Bungoma county.	This study focused on how receptive mothers are to multipurpose vaccines and not single-purpose vaccines such as HPV. Mothers to adolescent girls living in five countries (Malaysia, Spain, South Korea, Argentina, and South Africa), were interviewed.	Violet (2017)	Descriptive survey design.	Mothers to adolescent girls preferred multipurpose vaccines and not single-dose vaccines such as HPV but only when sufficient information was provided.	The authors of this study showed that acceptability of the vaccines, whether single dose or multi-purpose varied by country. The findings cannot be representative of all countries, hence the need to fill this gap and conduct a similar study in Kenya.
Stakeholder involvement in project monitoring and evaluation process on the performance of the free Human papillomavirus vaccine program in Bungoma county.	This qualitative study sought to find out the factors that influenced the awareness creation and administering of and HPV vaccine.	Vermandere, (2015)	Case study	The local community was ignorant about cervical cancer including its associated HPV vaccine. Many members interviewed were not receptive to openly discussing cervical cancer and its impact.	The researchers carried out this study, a year after the enrolment of the program. Participants might have forgotten previous events which could have affected information flow.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is describes the researcher's approach to successfully complete the study. The researcher sought to determine the influence of stakeholders' involvement in the project management cycle on the performance of the free HPV vaccine program on the residents of Bungoma County. The first section of the methodology is the research design, which presents a framework for the research technique chosen. Included in this section is the population targeted for the study, from which a sample size was drawn. Data collection procedure has also been provided, including tests for reliability and validity of the research instruments used. This section concludes with data analysis technique and the ethical considerations that were relevant to this study.

3.2 Research Design

The nature of this study warranted either a qualitative or a quantitate approach or a mixed method approach. Initially, the researcher considered employing a qualitative research, to tap into the thoughts and perceptions of stakeholders about their involvement in the free HPV vaccine program enrolment in Bungoma County. However, due to time constraints and that the interpretations of a qualitative approach are limited, the researcher decided to focus on a descriptive survey research design. The quantitative nature of the descriptive research design for one: allows for interpretation, and secondly enables the interrogation of the relationship between variables. According to Saunders et al (2007), a descriptive survey design requires that data has to first be collected, organized, and planned, and then analysed to derive useful information. This study benefited from

a descriptive survey research design since it aided in acquiring data that describes a project management process and then analyzing the data subject to the research objectives touching on the stakeholder involvement in the project management cycle on the performance of the free HPV vaccine program.

3.3 Target Population

Ngechu (2004) defines the target population as a group of individuals that the researcher is examining in a given research study. In this study, the target population included major stakeholders in the free HPV vaccine program rolled out in Bungoma County. According to Bungoma County Integrated Development Plan (2022), they key stakeholders that take part in the free HPV vaccine program include 10 sub County EPIs, 10 sub County MOEs, 10 sub County Public Health Officers, 35 Health Facility Nurses from Bumula sub county , and 155 the School Health Teachers in Bumula Sub County making a total of 220 respondents. Specifically, the target population covered the population of Bumula Sub County, one of the 7 constituencies in Bondo Sub County. Since the health service delivery function was transferred to county governments, data on the target population is not available to the public yet (i.e, unpublished), and was therefore sourced from the project manager leading the free HPV vaccine program.

Table 3. 1: Target Population

Category	No of workers
Sub County Expanded Program on Immunization officers	10
Sub County Ministry of Education officers	10
Sub County Public Health Officers	10
Health Facility Nurses	35
School Health Teachers	155
Total	**220**

3.4 Sample Size and Sampling Procedure

The selection of the sample size along with the sampling process are described in this section.

3.4.1 Sample Size

According to Kothari (2017), the sample size should be representative of the general population. Moreover, the sample size should provide enough details about the population to allow the researcher to draw conclusions. One of the pivotal aspects of planning an empirical study is the calculation of the sample size. Kothari (2017) notes that it is neither feasible nor practical to study the entire population in a study. Therefore, a set of participants is drawn from the population, which is less in number (size) but sufficiently represents the population from which it is drawn. The researcher used Slovin's formula to arrive at the sample size.

$$n = \frac{N}{1 + N\,(e)^2}$$

$$e = Error\ tolerance$$

$$N = Total\ population$$

$$n = The\ sample\ size$$

This was computed thus (with a 0.005 tolerance level)

$$n = \frac{220}{1 + 220\ (0.05)^2}$$
$$= 150$$

A sample size of 150 was therefore used.

Table 3. 2: Sample Size

Category	**Population**	**Sample size (Number of respondents)**
Sub County Expanded Program on Immunization officers	10	10
Sub County Ministry of Education officers	10	10
Sub County Public Health Officer	10	10
Health Facility Nurse	35	30
School Health Teacher	155	90
Total	**220**	**150**

3.4.2 Sampling Procedure

Purposive sampling technique was used to target the respondents. Specifically, the study targeted the following individuals: Sub County EPI (In charge of the immunisation program at the sub county level under which the free HPV vaccine program falls); Sub County MOE (In charge of the education space at the sub county level (need to get the exact name of this person); Sub county Public Health Officer (in charge of community health they serve as a link between the Health Facility and the community); the Health facility nurse (in charge of administering vaccines at the

facility) and School health teacher (teacher at the school who coordinates the vaccinations in schools). Purposive sampling technique was used. In the case of this study, respondents were divided into two categories based on their overall size. For the first category of the target population a census was conducted on the following respondents: Sub County EPI, Sub County MOE, and Sub County Public Health Officer. The second category consisted of Health Facility Nurses and School health teachers where of which purposive sampling was employed. Purposive sampling is a form of non-probability technique where units are sampled because they have features required by the researcher. Only those respondents who are stakeholders in relation to the free HPV vaccine program were of interest.

3.5 Research Instrument

A Research instrument is refers to a data driven toll that measures, collects, and analyses data related to the subject under investigation. A research instrument that was used in this study was a structured questionnaire, which involves any measurement procedures that entail deriving answers from respondents by asking them questions. Specifically, the type of questions were guided response type (or close-ended). These were also multiple response questions. The first set of the questions involved the respondents' demographic details based on age, gender, level of education, and current role. Such information was useful to know how different stakeholders perceive the HPV vaccine program implementation process. The second set of questions were close ended, designed for respondents to respond to each study variable.

3.5.1 Pilot of the Study

According to Kothari (2004), pilot study is fundamentally the rehearsal and an exact replica of the main study. Hertog (2004) views a pilot study as a mini-version of the entire study done in preparation for successful completion of the main study. For this study pretesting involved fifteen

respondents which is 10% the sample size. Statistically, ten percent of the sample should be used in a sample size when conducting a study (Hertzog, 2008). In this view, a pilot study often follows after the researcher has defined a clear goal and purpose of the research topic and objectives, methods and techniques that was adopted. Specifically, the aim of the pilot study was to test the validity and the reliability of the data collection instrument. The researcher sought to know whether the questionnaire developed is too easy or complex for the respondents, and also the time the respondents took to answer the questions. This way, any difficulties or ambiguities associated with the research instrument were eliminated.

3.5.2 Validity of the Research Instruments

Vicaut (2015) defines validity as the component of showing trustworthy data that can be used for policy formulation and decision making. The researcher must show that the instruments used for data collection are valid and result in accurate and reliable data. According to Kraft (2015), a questionnaire gives the respondent the freedom to respond to the questions due to the guaranteed confidentiality. Through this, the close ended questions guaranteed a high response rate and also can be easily analysed statistically. The researcher also employed content validity in this study drawing references from Meyer (2015) who noted that content validity provides an element of inclusivity, and this makes the data collection approach accurate and reliable. The researcher was in constant consultation with the supervisor, who confirmed that the measures are reasonable.

3.5.3 Reliability of the Research Instrument

According to Kothari (2017), reliability is the ability to show consistency. A researcher can only tell whether an instrument is reliable if upon testing it, it yields consistent results. In this study, the researcher applied Cronbach's alpha coefficient method to test the reliability of the instrument. The Cronbach’s alpha coefficient method shows how a set of items in a study are interrelated. On a

scale of consistency between 0-1, the researcher aimed at getting a good score of 0.8 using the alpha consistency formula.

3.6 Data Collection Procedure

Primary data was collected through the use of a self-administered survey approach. The researcher first sought a research authorization permit from the National Commission of Science and Technology Council (NACOSTI). Upon approval, study respondents were given a letter of consent that explains the purpose of the study. The respondents were asked to deliberately participate in the study and that they can withdraw from the study at any time of their convenience. The questionnaire was segmented into distinct sections. The first section included information on the background information on the areas of age, role and, and education level. The subsequent part involves questions related to stakeholder influence on project identification, planning, monitoring and evaluation of the free HPV vaccine program.

3.7 Data Analysis and Presentation

The primary data collected using a self-administered survey approach underwent descriptive analysis using Statistical Packages for Social Sciences (SPSS Version 21). Descriptive analysis includes percentage, frequencies, means, and standard deviations. Data was tabulated and presented in the form of pie charts and graphs, since they are easy to read and interpret as is observed. Moreover, Spearman rank correlation coefficient was used to assess the correlation between variables. The data was then coded and fed into the computer for analysis using the Statistical Package for the Social Scientists (SPSS). SPSS is preferred because it helps in systematically organising the data and presenting it through charts and graphs (Mugenda and Mugenda, 2003). The research regression result was tested at 95% level of confidence (or a margin error of 0.05) to provide to produce scientifically sound findings.

3.8 Ethical Considerations

When considering levels of risk, inconvenience, loss of privacy and confidentiality, and levels of physical, social, economic, psychological, and legal harm should be examined (Balkin & Kleist, 2016). Participation in study research was limited to open-ended questions where participants share their experiences. Informed consent documents were provided to all participants at least 24 hours in advance of delivering the questionnaires. In addition, the consent form was reviewed with the participants before the interview is conducted. Confidentiality was strictly observed within the research process, with participants in the study identified through a participant number. Any identifiable private information kept in the researcher's possession was kept locked in a secure location on a password protected device (Balkin & Kleist, 2016). Data collected during the research process was kept in a safe location where no one else other than the researcher had access to.

3.9 Operationalization of Variables

In this study, the independent variables were; stakeholders' involvement in project planning, project initiation, project implementation, and project evaluation and monitoring. The dependent variable was the performance of the free HPV vaccine program in Bungoma County. Table 3.3 outlines the operational variables definition including tools of analysis, instrument, indicators, variables, and objectives.

Table 3. 3: Operationalization of Variables

Objectives	Variables	Indicators	Scale	Instrument	Tool of data Analysis
To determine stakeholders' involvement in the project initiation phase of the free HPV vaccine program on the residents of Bungoma County.	**Stakeholders' involvement in Project Initiation**	• Identification of stakeholders • Baseline Survey • Mapping and Micro Planning	• Interval	• Questionnaire	• Descriptive statistics
To assess the involvement of stakeholders in project planning phase of the free HPV vaccine program on the residents of Bungoma County.	**Stakeholders' involvement in Project Planning**	• Communication and Social Mobilisation • Schedule planning • Capacity Building	• Interval	• Questionnaire	• Descriptive statistics
To establish stakeholders' involvement in project implementation phase of the free HPV vaccine program on the residents of Bungoma County.	**Stakeholders' involvement in Project Implementation**	• Vaccination of the target population • Support Supervision • Vaccination schedule updates	• Interval	• Questionnaire	• Descriptive statistics
To establish stakeholders' involvement in the control and evaluation phase of the free HPV vaccine program on the residents of Bungoma County.	**Stakeholders' involvement in Project Monitoring and Evaluation**	• Feedback provisions • Report Writing • Correction of errors	• Interval	• Questionnaire	• Descriptive statistics

Performance of the free HPV vaccine program	**Performance of the free HPV vaccine program.**	• Completion within schedule • No of girls vaccinated	• Interval	• Questionnaire	• Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents data analysis, presentation, and discussion of findings in accordance with the study objectives and the variables under study. The data analysis was carried out to examine the influence of stakeholders' involvement in the project management cycle on performance of the free HPV vaccine program in Bungoma County. Descriptive analysis was done using SPSS to summarize the demographic profile of the respondents along with the standard deviation and mean.

4.2 Questionnaire Response Rate

A total of 150 questionnaires were administered, but only 122 were returned, translating to 81.33% response rate. According to Mugenda (2009), a threshold of 70% response rate must be met to draw significant conclusions from data analysis. A response rate of 81.33% is within the required range and can therefore be used to draw statistically significant inferences. Table 4.1 shows the response frequency based as per the roles of stakeholders.

Table 4. 1: Role of Respondents

	Frequency	**Percent**
Health Facility Nurse	28	23.0
School Health Teacher	72	59.0
Sub County Expanded Program on Immunization officers	8	6.6
Sub County Public Health Officer	7	5.7
Sub County Ministry of Education Officers	7	5.7
Total	**122**	**100**

4.3 Demographic Features

The respondents' demographic characteristics identified were age, role, and level of education. The subsequent section tabulates the findings.

4.3.1 Respondents' Age

The respondents were asked to indicate their age. Table 4.2 illustrates the outcome.

Table 4. 2: Age of Respondents

	Frequency	**Percent**
20-34	47	38.5
35-49	41	33.6
50 and above	34	27.9
Total	**122**	**100**

Table 4.2 reveal that 47 (48%) of the respondents fell between age 20-34 years, 41(33.6%) were of age 35-49 years, and those aged 50 and above were 34 (27.9%). These findings show the diversity of all stakeholders as individuals from key age groups, relevant to the study are well represented.

4.3.2 Respondents' Level of Education

The respondents were also asked to indicate their education level because education is a core social background variable. The findings are illustrated in Table 4.3.

Table 4. 3: Education Level of Respondents

	Frequency	Percent
Bachelor's	47	38.5
Certificate	4	3.3
Diploma	58	47.5
Master's/PhD	13	10.7
Total	**122**	**100**

Table 4.3 show that about half of the respondents (49.2%) have acquired a bachelor's degree and above, and the remaining half have a diploma. The high percentage of diploma (47.5%) can be explained by the high number of respondents whose profession comprises many people with a diploma. These are nurses and primary school health teachers. Nonetheless, judging by the education level, all the respondents are assumed to be knowledgeable about the free HPV vaccine program and are well-trained to provide valuable insights.

4.4 Stakeholder Involvement in the Project Management Cycle on the Performance of the Free Human Papillomavirus program in Bungoma County

This section prevents findings about the involvement of stakeholders in the project cycles of the performance of the free HPV program in Bungoma County. The project cycle phases are project planning, project initiation, project implementation, and project evaluation, and monitoring.

4.4.1 Stakeholder Involvement in Project Initiation Process and the Performance of the Free HPV Vaccine program in Bungoma County

Stakeholder involvement in the project initiation phase is the first dependent variable in this study. Therefore, this study sought to identify the respondents' opinion on their level of agreement or disagreement with the statements on a Likert scale of 1-5 (Refer to Appendix 2 for the categorical definition of the weights). Table 4.4 shows the results.

Table 4. 4: Stakeholder involvement in project initiation process on the Performance of the free HPV program

Statements	1	2	3	4	5	Mean	Std. Deviation
Extensive baseline survey was done before initiation of this project	0 (0.0%)	12 (9.8%)	25 (20.5%)	32 (20.6%)	53 (43.4%)	4.03	1.02
Identification of relevant stakeholders was done during project initiation	1 (0.8%)	12 (9.8%)	23 (18.9%)	33 (27.0%)	53 (43.4%)	4.02	1.05
The mapping and micro planning process was effectively conducted and covered the majority of the target population.	0 (0.0%)	13 (10.7%)	25 (20.5%)	34 (27.9%)	50 (41%)	3.99	1.03
Weighted Mean and Standard Deviation N=122						**4.02**	**1.00**

The five-point Likert scale can be treated as an interval scale where the mean is significant. A mean of 1 to 1.8, means strongly disagree, 1.81 to 2.60 means disagree, 2.61 to 3.40, means neutral, 3.41 to 4.20, means agree, and 4.21 to 5 means strongly agree. Based on Table 4.5, the project initiation phase has a weighted mean of 4.02, indicating that the largest number of respondents were in agreement with statement corresponding to stakeholder influence in the project initiation

phase on the performance of the free HPV program in Bungoma County. Notably, a mean score of 4.43 implied that the majority of the respondents strongly agreed that the communication and mobilization plan was seamlessly executed.

4.4.2 Stakeholder Involvement in Project Planning Process and the Performance of the Free HPV Vaccine program in Bungoma County

Stakeholder involvement in the project planning phase is the second dependent variable in this study. Therefore, this study sought to identify the respondents' opinion on their level of agreement or disagreement with the statements on a Likert scale of 1- 5(Refer to Appendix 2 for the categorical definition of the weights). Table 4.5 shows the results.

Table 4. 5: Stakeholder Involvement in Project Planning Process on the Performance of the Free HPV Vaccine program in Bungoma County

Statements	1	2	3	4	5	Mean	Std. Deviation
The communication and mobilization drives conducted were inclusive and effective	0 (0.0%)	2 (1.6%)	10 (8.2%)	41 (33.6%)	69 (56.6%)	4.45	0.72
The communication and mobilization plan was seamlessly executed	0 (0.0%)	3 (2.5%)	11 (9.0%)	39 (32.0%)	69 (56.6%)	4.43	0.76
The capacity building workshops were informative and educative	0 (0.0%)	4 (3.3%)	11 (9.0%)	39 (27.9%)	32 (43.4%)	4.41	0.79
Weighted Mean and Standard Deviation N=122						**4.43**	**0.73**

Table 4.5 shows that the project planning phase has a weighted mean of 4.43, suggesting that the majority of respondents were positive towards the statement corresponding to stakeholder

influence in the project planning phase of the performance of the free HPV program in Bungoma County. All the individual mean scores were above 4.20, which revealed that the majority of the respondents strongly agreed that the planning phase was conducted effectively.

4.4.3 Stakeholder Involvement in Project Implementation Phase and the Performance of the Free HPV Vaccine program in Bungoma County

Stakeholder involvement in the project implementation phase is another independent variable in this study. Therefore, this study purposed to identify the respondents' opinion on their level of agreement or disagreement with the statements on a Likert scale of 1-5 (Refer to Appendix 2 for the categorical definition of the weights). Table 4.6 shows the results.

Table 4. 6: Stakeholder Involvement in Project implementation Phase on the Performance of the Free HPV Vaccine program in Bungoma County

Statements	1	2	3	4	5	Mean	Std. Deviation
The vaccination exercise was timely conducted at the assigned locations.	2 (1.6%)	21 (17.2%)	17 (13.9%)	28 (23.0%)	54 (44.3%)	3.91	1.20
The vaccination exercise was administered in line with the shared schedule	2 (1.6%)	23 (18.9%)	14 (11.5%)	30 (24.6%)	53 (43.4%)	3.89	1.21
The supervisor conducted regular visits and provided support with the vaccination exercise	3 (2.5%)	22 (18.0%)	18 (14.8%)	27 (22.1%)	52 (42.6%)	3.84	1.23
Frequent updates are made on the vaccination schedule based on the progress made	2 (1.6%)	22 (18%)	16 (13.1%)	32 (26.2%)	50 (41.0%)	3.87	1.19
Weighted Mean and Standard Deviation						**3.88**	**1.19**
N=122							

The findings in Table 4.6 showed that all data items had their means above 3.40, with a weighted mean of 3.87 and a standard deviation of 1.2, indicating that there is a significant influence of the variable on the dependent variable. This is because the majority of the respondents agreed with the statement corresponding to stakeholder influence in the project planning phase on the performance of the free HPV program in Bungoma County.

4.4.4 Stakeholder Involvement in Project Monitoring and Evaluation Phase and the Performance of the Free HPV Vaccine program in Bungoma County

Stakeholder involvement in the project evaluation and monitoring phase is the fourth and the final dependent variable in this study. Therefore, this study sought to identify the respondents' opinion on their level of agreement or disagreement with the statements on a Likert scale of 1-5 (Refer to Appendix 2 for the categorical definition of the weights). Table 4.7 shows the results.

Table 4. 7: Stakeholder Involvement in Project Monitoring and Evaluation Phase on the Performance of the Free HPV Vaccine program in Bungoma County

Statements	1	2	3	4	5	Mean	Std. Deviation
There is regularly feedback collection from the stakeholders regarding the view of the progress of the program	38 (31.1%)	26 (21.3%)	8 (6.6%)	16 (13.1%)	34 (27.9%)	2.85	1.65
The views of stakeholders are taken during report generation	38 (31.1%)	28 (23.0%)	11 (9.0%)	14 (11.5%)	31 (25.4%)	2.77	1.61
There was communication on the program report review workshops	39 (32.0%)	26 (21.3%)	13 (10.7%)	13 (10.7%)	31 (25.4%)	2.76	1.61
Weighted Mean and Standard Deviation N=122						**2.75**	**1.60**

The findings in Table 4.7 showed that all data items had their means below 3.40, with a standard deviation of 1.6 and a 2.75 weighted mean, demonstrating that there is a significant influence of the variable on the dependent variable. This is because the majority of the respondents were neutral (i.e, neither agreed nor disagreed) with the statement corresponding to stakeholder influence in the project monitoring and evaluation phase on the performance of the free HPV program in Bungoma County.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the findings as well as the discussion of the findings. Conclusions were then inferred from the discussion and finally recommendations and areas of further studies were presented. The purpose of this study was to investigate the stakeholders' involvement in the project management cycle on performance of the free HPV vaccine program in Bungoma County.

5.2 Summary of the Findings

The project initiation phase has a weighted mean of 4.02, indicating that the largest number of respondents were in agreement with statement corresponding to stakeholder influence in the project initiation phase on the performance of the free HPV program in Bungoma County. Notably, a mean score of 4.43 implied that the majority of the respondents strongly agreed that the communication and mobilization plan was seamlessly executed. The project planning phase has a weighted mean of 4.43, suggesting that the majority of respondents were positive towards the statement corresponding to stakeholder influence in the project planning phase of the performance of the free HPV program in Bungoma County. All the individual mean scores were above 4.20, which revealed that the majority of the respondents strongly agreed that the planning phase was conducted effectively. Concerning the project implementation phase, the majority of the respondents agreed with the statement corresponding to stakeholder influence in the project planning phase on the performance of the free HPV program in Bungoma County. Finally, a majority of the respondents were neutral (i.e., neither agreed nor disagreed) with the statement

corresponding to stakeholder influence in the project monitoring and evaluation phase on the performance of the free HPV program in Bungoma County.

Taken together, this study found a strong positive correlation between free HPV project performance on the project initiation phase, project planning phase, and the project implementation phase. However, there was a negative correlation in the project monitoring and evaluation phase, showing that there was laxity in this area to the extent that the project objectives were not met. Overall, these findings are in line with the assertions of Vermandere et al., (2016) that to ensure a successful completion of a project, all the phases from identification to completion should have a positive relationship with the project's intended goal.

5.3 Discussion of the Findings

This study assessed the involvement of stakeholders in the performance of the free HPV vaccine project in Bungoma County. The study findings are discussed based on the study objectives.

5.3.1 Stakeholder Involvement in Project Initiation Phase and the Performance of the Free HPV Vaccine program in Bungoma County

The findings indicated that the involvement of stakeholders in the project initiation phase had a positive relationship with the free HPV vaccine program performance. The findings agree with Milder et al. (2016) who concluded that the involvement of stakeholders in project initiation has a significant effect on the successful completion of a project. Moreover, the findings revealed that stakeholders in the free HPV vaccine program performance in Bungoma County actively participated in the stakeholder identification process. These findings are supported by the conclusions made by Njogu (2016) that ensuring qualified individuals are part of the stakeholder identification process adds value because only those people that are relevant to the project success

get involved. Moreover, the general consensus brought forth by Earl (2011) is that an active participation of stakeholders in the project management cycles ensures the right decisions are made so that the desired end is achieved. In the project management cycles, stakeholders have to take part in all these phases so that the project is kept on track and each stakeholders have a role to play in terms of making technical and financial decisions in the project management cycle. This might take a rotational approach where some stakeholders participate based on their areas of expertise.

The study findings also revealed that stakeholders also took part in baseline surveys. The inferred conclusions reflect the findings of Atandi (2015) who stress that stakeholder identification and baseline survey are vital components of this step of the cycle and call for team effort from all the involved parties to ensure a successful rollout of the project. Certainly, a baseline survey is done before the commencement of any project to gather any information on anything that may affect the project process and any interventions that may be put across. Information collected for HPV vaccination include personal information of the potential candidates including their willingness to take the vaccination. Moreover, the study found that stakeholders actively took part in the process of mapping and micro planning. The findings consistent with the study outcome of Vermandere et al., (2016) who noted that in order to forecast vaccines and supplies and track success at all levels, mapping is a crucial step. To identify the target (i.e., the number of 10-year-old school-going girls to be vaccinated), a mapping exercise had to be conducted. Microplanning for the HPV vaccine is subject to the type and quantity of vaccines, demand and uptake and findings from monitoring outcomes as well as re-evaluation and changes for maximizing resources and opportunities. Moreover Vermandere et al., (2016) demonstrated that mapping and micro planning is necessary because the target population (i.e., the new cohort of school-aged girls) is one in which no specific interventions exist. Taken together, these findings demonstrate how the project managers

recognize the essence of involving stakeholders in the very initial phase of the project management cycle. Indeed, the initiation phase is necessary for the performance of the free HPV vaccine program in Bungoma County because this is where the stakeholders can easily determine the specific age group that the vaccine should reach and the means through which the vaccine can reach them. By narrowing down to the specifics of the project, there is a possibility that the free HPV vaccine program may perform better as a result of effective planning at the project initiation stage.

5.3.2 Stakeholder Involvement in Project Planning Phase and the Performance of the Free HPV Vaccine program in Bungoma County

The study revealed that stakeholders' project planning involvement affects free HPV vaccine program performance. These findings concur with Wong's (2015) argument that through project planning, there is the justification of the exercise through the established facts concerning the project. With regards to the HPV vaccine program in Bungoma County, stakeholders can plan on the specific partners such as the County health department, the security department and other health specialists to influence the performance of the vaccine program. Further, the study found out that stakeholders in the free HPV vaccine program in Bungoma County were involved in the process of communication and social mobilization. The findings reflect the findings of WHO (2008) that communication and social mobilization intensifies and fosters a wider social engagement, and this process would be beneficial to guarantee each person is aware of the HPV vaccines and how they would be of benefit to the Kenyan community. The study also found out that stakeholders played a significant role in capacity building. The study outcome is consistent with Dochez et al.'s (2017) conclusion that emphasized the need for objective capacity building among key stakeholders in their specific regions to strengthen the HPV vaccine program. There

was also stakeholder involvement in schedule planning which reflects Miguel et al. (2019) argument that each project requires a clear outline of the list of activities, deliverables, and milestones that ought to be accomplished within a given timeframe during the project's life. A project's schedule would include the commencement and end date of the project and the tasks to be conducted at a given time frame as was the case of the free HPV vaccine program.

5.3.3 Stakeholder Involvement in Project Implementation Phase and the Performance of the Free HPV Vaccine program in Bungoma County

The study demonstrated a strong positive correlation between the performance of the free HPV vaccine in Bungoma County and the project implementation phase. These findings agree with Curry's (2013) findings that active participation of stakeholders in the implementation phase tends to generate a positive outcome, thus ensuring project success. Moreover, the study showed that stakeholders were indeed actively involved in the process of vaccination of the target population. The results reflect WHO (2014)'s recommendation that that the HPV vaccine should target young girls between 9-13 years to ensure vaccination before the onset of sexual activeness. Another important finding was that the project involved stakeholders in the process of support supervision. The results are in accordance with the World Health Organisation (2020) report that the establishment and sustenance of a well-functioning HPV vaccine coverage monitoring system require supportive supervision including close supervision of HPV coverage surveillance, especially in the initial year(s) following the introduction of the HPV vaccine. The results also revealed that stakeholders took part in the vaccination schedule updates. The findings are supported by the conclusions made by Edgars (2011), particularly that schedule updates are important to enable the project manager to have a clear view of the status of the project and also develop a change management plan if need arises. Evidence of supportive supervision could mean

that the free HPV vaccine program in Bungoma County is well-functioning and also that a clear measure of all the deliverables concerning the program against the time and resources are in place.

5.3.4 Stakeholder Involvement in Project Monitoring and Evaluation Phase and the Performance of the Free HPV Vaccine program in Bungoma County

The study demonstrated that stakeholders' evaluation and monitoring involvement significantly influences the free HPV vaccine program performance. The results coincide with are consistent with the findings of Aibinu et al. (2017) who concluded that the involvement of stakeholders in the evaluation and monitoring phase results in positive project outcome. The results indicated that stakeholders were not fully involved in feedback provision. These study outcome contradict the findings of WHO (2020) that feedback helps the project manager have a different perspective of how the running of the project thus keeping it on track. Inputs made by stakeholders on time enhance the attainment of specific strategic objectives and goals. Strikingly, however, this study showed an overall lack of stakeholder involvement in report writing. These study outcomes contradict the findings of Carhart et al. (2018) who indicated that stakeholders' reports help track the progress thus the free HPV vaccine program report would help assess and raise concerns that arise from the free HPV vaccine program. Moreover, stakeholders were neutral on correction of errors which contradict WHO (2020) report that depending on the project's life, weekly, monthly, and/or annual reports should include as pertinent details as possible and be delivered to the various stakeholders for correction of errors.

5.4 Conclusion of the Study

The preceding discussion shows that stakeholder involvement in the investigated phases of the free project cycle is important, to ensure that key actors play a role in the successful completion of the free HPV vaccine enrolment project. As such, this study concludes that the free HPV vaccine

project team should make necessary steps to ensure that stakeholders are actively involved in all the project life cycles, especially the monitoring and evaluation phase where there was evidence of minimal engagement. Monitoring and evaluation is a key feedback tool that highlights the major areas to be worked on and those to be improved. In relation to the HPV vaccine programme, there are several aspects that should be evaluated, including the population reached as well as the targeted people who miss out on the vaccine are and resolutions made on the best way to accommodate them in future projects and therefore the management team should handle this phase with equal intensity as other phases. The disruption caused by the Covid-19 pandemic might have disrupted the project management team activities, and this calls for the risk management team to come up with ways of anticipating risks and addressing such uncertainties for the successful completion of the free HPV vaccine project enrolment in Bungoma County.

5.5 Recommendations

From the above discussion of the study findings, stakeholders play an important role in project performance outcome. Therefore, the free HPV vaccine project management team in Bungoma County should recognize that an effective execution of a project depends on the active contribution of the stakeholders in the established phases of the project without exceptions. Stakeholders were engaged in project initiation phase, planning phase and the implementation phase, but were not involved in the certain key aspects of the evaluation and the monitoring phase, especially report writing and feedback provision. Hence, the study recommends that report writing and feedback provision should be adopted to ensure that the project manager has a different perspective of the project thus keeping it on track. This way, the inputs made by stakeholders on time enhance the attainment of specific strategic objectives and goals. Moreover, the study recommends a risk management plan to act as a cushion against uncertainties such as the Covid-19 pandemic that

disrupted critical aspects of the project. Monitoring and evaluation should be completed despite such interferences to keep all stakeholders informed about the progress of the free HPV vaccine project in Bungoma County.

5.6 Areas of further research

This research was focused on stakeholder involvement in the performance of free HPV vaccine in Bungoma County, but respondents were only sought from a specific sub county, and therefore the results cannot be representative of the general population. Future studies can investigate the performance of the free HPV vaccine in other sub counties and then a comparative analysis can be done to see how the performance compares across these counties. Moreover, this study was quantitative in nature and therefore the stakeholders' thoughts, feelings, and perceptions about the HPV vaccine project were not captured. In this regard, this study recommends the adoption of a qualitative study approach to investigate stakeholders' perceptions on the performance of the free HPV vaccine project in Bungoma County.

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APPENDICES

Appendix 1: Introductory Letter

Dear Respondent,

RE: VOLUNTARY PARTICIPATION IN DATA COLLECTION

I am a postgraduate student at the University Of Nairobi. As part of my course requirements for the award of Masters of Arts in Project Planning and Management of the University of Nairobi, I am required to undertake independent research in my area of specialization.

The title of my research study is "**Influence of Stakeholder Involvement in Project Management Cycle on the performance of the Free HPV Vaccine Program**. A case of Bungoma County, Kenya." I would appreciate it if you could spend some of your important time (10-15 minutes) completing this questionnaire to the best of your ability. Thank you in advance for agreeing to contribute positively to our society.

Your response will be treated with the utmost discretion. Kindly **do not** write your names on the questionnaire in order to safeguard your anonymity. A copy of the Dean's introduction letter, which validates that I am a student in the indicated program, is attached

Kind regards,

Nana Moseti.

Appendix 2: Questionnaire

Section A (Demographic Questions)

This questionnaire is designed to help you investigate your involvement in the project management cycle of the free HPV vaccine program within Bungoma County. Your cooperation is greatly appreciated. Responses will be anonymous, and no credit will be given. You will also be given credit for the statements you make. Please keep in mind that your participation in this study is entirely voluntary.

1. Kindly indicate your gender (tick where appropriate)

    a. Male ( )

    b. Female ( )

2. Kindly indicate your age (tick where appropriate)

    a. 20-34 ( )

    b. 35-49 ( )

    c. 50 and above ( )

3. What is your level of education?

    a. Certificate ( )

    b. Diploma ( )

    c. Bachelor's ( )

    d. Master's/PhD ( )

4. What is your current role?

    a. Sub County EPI ( )

b. Subcounty MOE ( )

c. Sub County Public Health Officer ( )

d. Health Facility Nurse ( )

e. School Health Teacher ( )

Section B: Stakeholder Involvement in Project Initiation Phase

5. For each of the following statements, circle the number that corresponds with your level of agreement.

(KEY *(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree)*

Project Initiation Phase	**1**	**2**	**3**	**4**	**5**
Identification of relevant stakeholders was done during project initiation					
Extensive baseline survey was done before the initiation of this project					
The mapping and micro planning process was effectively conducted and covered the majority of the target population.					

Section C: Stakeholder Involvement in Project Planning Phase

6. For each of the following statements, circle the number that indicates your level of agreement

(KEY *(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree)*

Project Planning	**1**	**2**	**3**	**4**	**5**
The communication and mobilisation drives conducted were inclusive and effective					
The communication and mobilisation plan was seamlessly executed					
The capacity building workshops were informative and educative					

Section D: Stakeholder Involvement in Project Implementation Phase

7. For each of the following statements, circle the number that indicates your level of agreement

(KEY *(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree)*

Project Implementation	**1**	**2**	**3**	**4**	**5**
The vaccination exercise was timely conducted at the assigned locations.					
The vaccination exercise was administered in line with the shared schedule					
The supervisor conducted regular visits and provided support with the vaccination exercise					
Frequent updates are made on the vaccination schedule based on the progress made					

Section E: Stakeholder Involvement in Project Monitoring and Evaluation Phase

8. For each of the following statements, circle the number that indicates your level of agreement

(KEY *(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree)*

Project Monitoring and Evaluation	**1**	**2**	**3**	**4**	**5**
There is regularly feedback collection from the stakeholders regarding the view of the progress of the					

program					
The views of stakeholders are taken during report generation					
There was communication on the program report review workshops					

Appendix 2: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 748709

Date of Issue: 07/November/2022

RESEARCH LICENSE

This is to Certify that Miss. Nana Kenyuma Mosoti of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Bungoma on the topic: Stakeholder Involvement in Project Management Cycle on the Performance of the free Human Papillomavirus Program in Kenya: A case of Bungoma County, Kenya. for the period ending: 07/November/2023.

License No: NACOSTI/P/22/21558

748709

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