



CRITICAL SUCCESS FACTORS IN THE PERFORMANCE OF HEALTH CARE PROJECTS BY UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES IN NAIROBI CITY COUNTY, KENYA

Salome Wanjohi 

Postgraduate Student, School of Business, Kenyatta University, Kenya
salwanjohi@gmail.com

Rosemary James (PhD)

Senior Lecturer, School of Business, Kenyatta University, Kenya
james.rosemary@ku.ac.ke

Abstract

Refugees' crisis in the 21st century is proliferated by increased natural calamities, wars, and land disputes. Kenya experiences a high number of refugees and as a result, contends with tremendous challenges in providing for the refugees. In the backdrop of this reality, the United Nations High Commissioner for Refugees (UNHCR) has begun numerous health projects targeting the refugees in Kenya. However, these projects have been performing poorly, leading to continued suffering among the refugees especially in urban areas like Nairobi where healthcare is expensive. In this context, the goal of this study was to establish the critical success factors in the performance of healthcare projects by United Nations High Commissioner for Refugees in Nairobi County, Kenya. Specifically, the study sought to unveil the effect of financial resources, organizational communication, community participation and staff training on the performance of health projects by UNHCR in Nairobi County. The theoretical framework comprised of competency, resource dependence, stakeholder, and resource-based theories. Descriptive research design was adopted in the research while the population being targeted was the 5 main UNHCR health care projects in Nairobi County. Questionnaires were used as

data collection instrument. The findings indicate that financial resources, organizational communication, community participation, and staff training were critical and had a significant impact on the performance of healthcare projects under UNHCR. The research recommended that there is need for the government, project leaders and other stakeholders to uphold financial resources, organizational communication, community participation and staff training to enhance staging of healthcare projects.

Keywords: Critical success factors, financial resources, organizational communication, community participation, staff training

INTRODUCTION

One of the major aspects upheld to steer performance of projects in the current compelling business environment is through effective and proper management of the projects so as to evade losses as well as delayed revenues out of delayed projects (Mertinic, 2017). Projects have phases or stages which are meant to see the projects into success. There are mainly five phases in a project namely; the initiation stage, the planning phase, the execution stage, the monitoring and evaluation phases and finally, the project closure stage (Jamil, Lopes, Silva, & Ribeiro, 2015). All these stages are equally important in ensuring that the set goals in a project are met.

The performance of the project is the most critical confirmation that the project funds had been used exactly to deliver the spaces and goals of the mission. However, many projects do not achieve or do not understand the expected benefit (Baily et al., 2012). Performance includes actions that can be scaled and measured against the stated effects to be achieved. Project performance is mainly defined as a projects ability to give the expected results and lead to customer satisfaction (Pemsel & Shao, 2014). Project performance is viewed with regard to the cost, schedule, and quality for design and construction stages. Muiya and Kamau (2013) while analysing the success of the universal healthcare project in Kenya contemplate that the performance of the project could be operationalized by the level of awareness which is one goal of the project, ability of the project to reach as many people as possible as well as its ability to be done within the set budget and time.

Project performance and its success can also be said to be due to extrinsic and intrinsic factors. The project manager has the overall control of the intrinsic factors which involve the cost, performance and time. The extrinsic factors include usefulness, satisfaction and success of the project which are unmeasurable during the projects wheel of life. The extinct factors

guarantee can only be given during the project execution phase to a given point (Perker, 2016).

The Critical Success Factors (CSF) have been described as the key aspects in an organization that when focused on enable the business to thrive and enhance effectiveness (Raravi, Bagodi & Mench, 2013). These aspects are limited and their mix in an organization as well as the extent to which the firm gives them the required attention determines their ability to steer performance and competitiveness. Wamalwa and James (2018) while assessing the critical success factor affecting the projects implementation by NGOs in Busia County focus on four critical success factors which are communication, staff training, project financing and community involvement.

According to (Pavanello et al, 2010), almost 27% of refugees in Kenya live in Nairobi, with almost 55,000 registered in UNHCR records as of October 2011 (UNHCR, 2011). Article 23 of the 1951 Refugee Convention clearly states that refugees have the right to medical care appropriate to that of the local community. UNHCR in conjunction with the Kenyan government and other non-governmental organizations has come up with various projects in Nairobi County that are aimed to enhance the access to medical services by the refugees in Kenya (UNHCR, 2015, GOK, 2017). These projects include construction of hospitals, deployment of health care human resources as well as provision of drugs and medical equipment to the already existing health centres. One of the projects that have seen enhanced access to quality healthcare by the refugees in Nairobi is the medical camps by the Turkish doctors which has been facilitated by UNHCR (Commissioner for Refugees, 2018).

The performance of these projects would be a new hope to the refugees most of who face tremendous challenges in accessing healthcare while at the same time living in high volatile areas where disease such as Tuberculosis and Malaria are at high risk. An assessment by the WHO (2017) revealed that most of the healthcare projects by UNHCR in Kenya were not completed within the set time while costing more than the projected amounts a situation that causes steer and raises questions on what should be done to rescue some of the projects.

Statement of the problem

Kenya has been experiencing high growth rate of refugees from the neighbouring countries as a consequence of the continued turbulence in political and social economic scenes in their mother countries in the past decade (Ali, Imana & Ocha, 2017). With its own services to render to the citizens, the government of Kenya may not stand a position to effectively offer social amenities and other needs of the refugees. In such a case, UNHCR has exceedingly played a significant role in availing social services to the refugees in Kenya especially

healthcare. This has seen improved livelihoods of the refugees in their newly found homes after volatility in their countries. However, healthcare still remains to be the most prevalent challenge facing refugees in Kenya (Mobegi et al., 2020). This has seen UNHCR in conjunction with the Government of Kenya come up with various projects meant to enhance the access of healthcare among the refugees.

Despite the continued funding and other attention given to the healthcare projects by UNHCR and the Kenyan government at large, most of these projects have remained a mere dream with minimal completion rates while others not meeting the expected goals (WHO, 2019). According to WHO (2019), refugees in Kenya continue to suffer from common diseases such as Malaria and Tuberculosis among others and the mortality rate as a result of these diseases has been on the rise for the past five years. This signifies failure by the healthcare projects to deliver the expected results.

Empirical studies have given mixed results regarding the effect of critical success factors (CSFs) on project performance of projects. Soriano, Oprime and Lizarelli (2017) found that critical success factors such as stakeholder involvement and communication had a significant influence on project success. Muktadir, Kumar, Ali, Paul, Sultana, and Rezaei (2020); Alhabeeb and Rowley (2018); and Jitpaiboon, Smith and Gu (2019) found that critical success factors were key drivers to project performance and the projects' ability to deliver the expected results. Wandiri and James (2020) indicate that project planning, execution and monitoring are the key factors that determine project success. Wachira, and James (2018) on the other hand drew attention to four critical factors that influenced project performance which were management of finances, capacity of the institution, involvement of the community and monitoring and evaluation. On the other hand, Kim, Kim, and Jeon (2018) found that some of the critical success factors had no significant direct effect on project performance. Despite these academic works having paradoxical results, the contexts, methodologies and the locale of the studies are different and none of the studies has outlined the specific critical success factors for projects focusing on healthcare.

In this context, this study aimed at closing these gaps by evaluating the crucial factors of success that impact how UNHCR healthcare projects run in Nairobi County, Kenya. The specific objectives included;

- i. Determine the effect of financing on the performance of UNHCR health care projects in Nairobi County, Kenya.
- ii. Determine the effect of organizational communication on the performance of UNHCR health care projects in Nairobi County, Kenya.

- iii. Analyze the effect of community participation on the performance of UNHCR health care projects in Nairobi County, Kenya.
- iv. Establish the effect of staff training on the performance of UNHCR health care projects in Nairobi County, Kenya.

LITERATURE REVIEW

Theoretical review

The study was guided by Competency Theory, Resource Dependence Theory and Stakeholder Theory. A competency model is a set of guidelines for establishing a jobs skill and knowledge requirements. After its development in the 1980's by Davis MacCalland, some modifications have been done aiming at making it more encomium to the literature. According to Cheng and Dainty (2011), through focusing and steering competencies, the organizations can define their professional pathway which is the notch towards enhancing performance. Competencies in an organization that cut across the employees, the management and other stakeholders in an organization create a room for better customer service, adherence to policy and regulations as well as to implement the projects as expected. In project management, the competencies outlaid by the project manager in this case who was the contractor, impinges on project outcomes. Connecting the competency model with the communication, it is clear that the project personnel should bear the ability to share information and make the information to flow effectively through which learning is streamlined as well as problem solving (Bhardwaj, 2013). According to the competency model, the abilities and skills expressed and possessed by the team leaders and other members of a project in communication and information sharing determines the extent to which the processes in the project was integrated for a common goal (Wills, 2011).

Resource Dependence Theory is one of the most applicable and influential theories in the field of organizational management. The theory was put forward by Pfeffer (1972) and later enhanced by Pfeffer & Salancik (1978). Many companies look upon funding as a means of keeping their day to day activities going and therefore do whatever it takes to make sure that this does not stop (Ullah, 2013).

For projects to be effective and aimed toward achieving the intended goal, they require resources such as money which means that initiatives, like organizations, are resource-reliant. In this basis therefore, organizations will require to seek better ways of ensuring the projects are adequately funded to ensure enhanced performance of the projects (Ozcan & Eisenhardt, 2009). The RDT therefore comes in in an attempt to explain organizations would require resources and the best way to access these resources (Pfeffer, 2005). Financing can therefore

be described as a critical success factor since it enhances the effectiveness of the project operations through availing the required inputs. Basing the argument on the RDT model, the projects are dependent on finances and thus there is need for the organizations to uphold allocating more finances to the projects.

Stakeholder Theory was developed by Freeman (1994) to support the importance of recognizing and focusing on key players in an organization. The success and sale of a company's name is determined in large part by the primary stakeholders in the organization (Freeman, 1999). Customers, the employees, the shareholders, the competitors, investors and the government are part of the key stakeholders in a modern organization (Mitchell, Agle & Wood, 1997). This necessitates the need for involvement of such individuals and groups of people or institutions in decision making processes and effectively seeking their opinions before making certain decisions.

Healthcare projects by the UNHCR are community-based and particularly focus on refugees and the local communities. This is to mean that the main stakeholders are the community members and the refugees hence they ought to be directly involved. Seeking their opinions on the set of the hospitals and their needs as per as the healthcare projects are concerned play a critical role in promoting their acceptance to the projects and the projects performance (Mansuri & Rao, 2004). The community are the main beneficiaries of the healthcare projects by the UNHCR hence they ought to be effectively involved for them to feel part of the projects. This way, the likeliness of the projects to suit the user needs and enhance user satisfaction. This theory emphasizes the importance of involving stakeholders, and it was used in this study to better understand the impact of community engagement on UNHCR's healthcare project performance.

Empirical Review

Financial Resources and Project Performance

Klingebiel and Rammer (2014) researched the association between financial resources and organizational innovation performance in the UK. The goal of the research was to explore the impact of allocation of resources on organizational innovation and performance. In this regard, the scholars used a correlational research design to find out the extent to which resource allocation correlated with innovativeness of the organizations. In their findings, Klingebiel and Rammer stated that allocation of financial resources to the organizational departments, led to enhanced innovativeness among the employees and this enhanced the performance of the departments and the organizations in particular.

Maendo, James, and Ngugi (2018) studied the impact of project resource organization on the performance of Kenyan road projects developed by local enterprises. The study's goal was to determine how project success was influenced by financial, physical, and technological resources. There was the adoption of a descriptive research design, using 41 road development projects in the Lake Basin Region as the target population. The study found that through availing adequate financial, physical and technical resources, the projects are able to meet the expected goals and satisfy the user expectations. The scholars concluded that mobilizing and availing the necessary resources in a project ensure smooth running of the project thus fostering timely completion and meeting the expected quality.

Organizational Communication and Project Performance

In Lagos, Nigeria, Asamu (2014) did a survey on the impact of communication on the employees' performance. The goal of the study was to assess how workplace knowledge sharing affected the performance of employees. The survey embraced a cross-sectional research design, with 148 businesses in Lagos state serving as the study's target population. The scholars established that effective communication in an organization creates a learning environment thus promoting workers' productivity which translates to enhanced firm performance. According to Asamu, workers' commitment to work and attain the goals of the association which depends with the ability of the management to share information and communicate with the employees. The study however did not provide specific measures with which the communication was measured using thus giving a vague room for specific conclusions.

In Makeni County, Kenya, Kaumbulu, Muathe, and James (2020) examined the role on environmental factors on youth projects. Their study adopted a descriptive survey approach and polled 192 respondents from Makeni County youth empowerment programmes. Their findings revealed that one of the key aspects of operating environment is communication which facilitates information sharing.

Community Participation and Project Performance

Mukunga (2012) examined the effect of social inclusion on how the Kiserian dam's development in Kenya's Kajiado County performed. The study's purpose was to determine how fundamental public participation is to project success. The researcher gathered qualitative and quantitative data from the heads of families in the area using a descriptive study approach. The survey established that there was low community participation which subsequently affected the completion of the project. The scholar recommended that involving the community members by

seeking their opinions was necessary at all the stages of the project so as to reap their support for better project

Kimani (2013) investigated the impact of community engagement on the effectiveness of rural borehole water projects sponsored by constituency development. The study focused on projects in Kenya's Kiambu County's Kerwa Sub-Location. The goal of the study was to examine how community involvement affects project success. A descriptive study approach was used to gather and analyze data from 66 families and six management committees. The study found that where social inclusion in the management of funds, governance, operation and maintenance of community water projects was high, so was the project's effectiveness and efficiency, functionality, sustainability, and improvement of livelihood, and vice versa.

Staff Training and Project Performance

Mehmet and Demet (2013) explored how training of representatives affected execution of business strategy of banks in Qatar. The investigation utilized a graphic research plan and had an example of 52 respondents. Preparedness is described by some scholars as a vital way in keeping organizational representatives progressively viable (Hassan et al., 2013). Hassan et al., 2013 assert that worker training aids in acquisition of new abilities and skills.

Chen (2014) did a study on the connection between representative preparing and authoritative supportability and execution. The investigation planned for setting up the job of abilities accomplished by workers during preparing on congruity of the association. With a sample size of 119 participants from Pakistani assembling enterprises, the survey utilized an explanatory research design. The study established that employee training provided them with substantial and essential skills that improved their ability to deal with problems and become more adept at dealing with authoritative concerns.

RESEARCH METHODOLOGY

A descriptive research design was embraced in this research. It involves the rationale of a phenomenon, estimating a share of a population with similar characteristics and ascertaining the relationship that happens amid the variables that are under study (Myers, 2013). This research targeted the healthcare projects by UNHCR in Nairobi County targeting refugees. According to UNHCR (Kenya) and the Nairobi City County, there are a total of 5 major healthcare projects by UNHCR in Nairobi County. According to the available data, each of the five (5) projects has one project manager and 6 employees making it a total of 30 employees in all the 5 projects. On a daily basis, the programs serve an average of 20 migrants, thus a total of a hundred refugees.

The five health-care programs were included in this survey, which was conducted like a census. The census is noteworthy in that it allows for the examination of small and specific demographic groups as well as the acquisition of data on small geographic units (Young, 2013). All the project managers, the employees in these projects and the refugees seeking services at the projects was included in the study. A preliminary research from the projects showed that in a month, an average of 100 refugees were seeking services offered at the projects.

The information was collected from both primary and secondary sources. Secondary information sources were principally done through a survey of past works in the topic with set goal of discovering any current gaps that the research study can fill. Primary data was collected through structured (close-ended) questionnaires. The survey employed mixed methods approach. The data was inspected, cleaned up for errors, and coded using SPSS version 24. The descriptive statistics were utilized to analyze the quantitative data (mean, standard deviation, and percentages). The statistical link between variables was investigated using inferential statistics. To begin, the link between the independent components and the predictor factors was determined using a correlation analysis. The goal of regression analysis was to explore what kind of relationship existed between independent and dependent variables. The following regression model was used.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Project Performance; β_0 = Constant Term; β_1 , β_2 , β_3 and β_4 = Beta coefficients; X1= Project Financing; X2= Organizational Communication; X3= Community Participation; X4= Staff Training; ε = Error term.

RESEARCH FINDINGS AND DISCUSSION

Descriptive Statistics

The researcher conducted multiple regression analysis to examine relationship between critical success factors and performance of health care projects in Nairobi City County, Kenya. In this case, strategic planning practices, strategic formulation practices, strategic implementation practices and strategic evaluation practices were regressed on performance. The results of the various aspects of the study variables were assessed and computed in the following subsequent sections. The goal of the study was to see how much respondents agreed or disagreed with certain assumptions about corporate communication. This was based on a Likert scale of 1 to 5, with 1 indicating Strongly Disagree (SD), 2 indicating Disagree (D), 3 indicating Neutral (N), 4 indicating Agree (A), and 5 indicating Strongly Agree (SA). Table 1 summarizes the findings.

Table 1: Organizational Communication

Statements	Mean	Std. Dev.
The organization has provided effective and reliable communication channels among the project personnel	3.97	0.99
There are reliable mechanisms of providing feedback to the employees working in the projects by UNHCR	3.59	1.00
There are set communication hierarchies to ensure effective flow of information across the stakeholders	3.21	1.01
The communication within the project and the organization at large has seen learning process enhanced	3.38	1.07
The guidelines and instructions are given in a clear and understandable manner to ensure clarity	3.31	1.09
Every employee is given a listening hear and allowed to make contribution to any aspect within the project	3.08	1.48
Through continued and properly embraced organizational communication the completion and performance of projects has been enhanced	3.03	1.39
Overall	3.67	1.15

As per the findings, most of the participants concurred that there were effective and reliable communication channels among the project personnel provided by their respective organizations as evidenced by a 3.97 mean and a standard deviation of 0.99. They further stipulated that there were reliable mechanisms of providing feedback to the employees working in the projects under UNHCR through a 3.59 mean and a standard deviation of 1.00. There was a set communication hierarchy in most of the projects which was meant to ensure effective communication across the different levels and types of stakeholders as shown by a mean of 3.21 while the standard deviation was 1.01.

Table 2: Community Participation

Statements	Mean	Std. Dev.
We have continually created awareness among the community members on the need for the projects to gain their support	2.66	1.27
The opinions of the community members are considered during the implementation of the projects	2.39	1.32
We hold frequent meetings to seek the opinions of the community members regarding any healthcare projects in their locale	2.61	1.42
We select community representatives to be their watch-dogs in the activities of the projects	2.74	1.37
Involving the community members has seen the projects reap their support thus enhancing the project completion	2.75	1.40
Overall	2.63	1.35

From the results, a larger number of respondents (mean = 2.66; standard deviation = 1.27) disagreed that there was continuous awareness creation by their respective projects to enlighten the community members on the projects so as to gain their support. It was also established that the opinions of the community members were not effectively considered during the implementation of the projects as evidenced by a 2.39 mean and a standard deviation of 1.32.

Table 3: Staff Training

Statements	Mean	Std. Dev.
The project personnel are frequently trained to enhance their skills and competencies	2.58	1.38
The management supports employees to enhance their educational levels	3.03	1.42
The competent employees who show proper mastery of their skills and competencies in projects operations are rewarded	2.34	1.31
The management ensures the skills of the employees are upheld when recruiting in various projects	2.92	1.53
Through adequate training of the staff the completion of the projects has been enhanced.	2.75	1.40
Overall	2.72	1.40

As evidenced by a mean of 2.58 and a standard deviation of 1.38, the majority of respondents stated that project employees were not appropriately and frequently instructed to enhance their skills and talents. They also noted that project management did not encourage employees to improve their skills through education upgrades, as seen by a mean of 3.03 and standard deviation of 1.42.

Table 4: Project Performance

Statements	Mean	Std. Dev.
Majority of the healthcare projects by UNHCR are completed within the set timelines	2.66	1.38
Once the project are completed they are assessed to ensure they meet the projected goals	2.62	1.38
Most of the projects by UNHCR have satisfactorily met the set goals at completion	2.11	1.17
The users of the projects (refugees and other local people) are assessed to establish their satisfaction with the projects	1.93	1.08
Most of the assessed users have stated that they are satisfied with the projects delivered by the UNHCR	2.56	1.32
There are minimal complaints on the healthcare projects delivered by UNHCR	2.75	1.43
Most of the healthcare projects by the UNHCR have been completed within the set budget	3.17	1.45
The general performance of the healthcare projects by the UNHCR has been satisfactory	3.15	1.37
Overall	2.61	1.32

The results suggest that the majority of respondents disagree that UNHCR's healthcare initiatives were completed on time (Mean = 2.66; standard deviation = 1.38). The respondents also disagreed that the completed projects were evaluated to ensure that they matched the anticipated end goals, as evidenced by a 2.62 mean and 1.38 standard deviation.

Inferential Statistics

Correlation Analysis

In order to examine the relationship between essential success criteria and project performance in the study, Pearson correlations were employed. The results obtained are depicted in Table 5.

Table 5: Correlation Analysis Matrix

		Project Performance	Financial Resources	Community Participation	Organizational Communication	Staff Training
Project Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	117				
Financial Resources	Pearson Correlation	.702**	1			
	Sig. (2-tailed)	.000				
	N	117	117			
Community Participation	Pearson Correlation	.600**	.442**	1		
	Sig. (2-tailed)	.000	.000			
	N	117	117	117		
Organizational Communication	Pearson Correlation	.561**	.233*	.378**	1	
	Sig. (2-tailed)	.000	.012	.000		
	N	117	117	117	117	
Staff Training	Pearson Correlation	.642**	.458**	.411**	.132	1
	Sig. (2-tailed)	.000	.000	.000	.156	
	N	117	117	117	117	117

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

* . Correlation is significant at the 0.05 level (2-tailed).

The crucial success variables (staff training, financial resources, organizational communication, and community participation) were found to have a positive link with project performance. Financial resources and project performance had the largest link ($r = 0.702$, P-value (0.0000.05), whereas organizational communication and project performance had the smallest correlation ($r = 0.561$, P-value (0.0000.05). All of the independent variables were found

to have a statistically significant relationship with the dependent variable at the 0.05 level of confidence. This is in accordance with what Nair (2016) discovered as essential success determinants (employee training, financial resources, organizational communication and community participation) influence project success and sustainability.

Table 6: Multicollinearity Test

Model		Tolerance	VIF
1	Financial Resources	.707	1.415
	Organizational Communication	.849	1.178
	Community Participation	.673	1.485
	Staff Training	.733	1.363

a. Dependent Variable: Project Performance

The tolerance values for the independent variables, financial resources, organizational communication, community participation, and staff training, were all high, indicating that the beta values of the regression equation of the independent variables would remain constant with low standard error terms.

Table 7: Normality Test Results

Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Project Performance	.069	117	.200 [*]	.982	117	.111
Financial Resources	.087	117	.081	.950	117	.400
Community Participation	.057	117	.200 [*]	.977	117	.093
Organizational Communication	.044	117	.070 [*]	.867	117	.200
Staff Training	.031	117	.610 [*]	.826	117	.120

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The null hypothesis was rejected since the P-values for the variables were more than 0.05, as shown in the results. When the significance level of a variable is larger than 0.05, we reject the null hypothesis that the data is not regularly distributed, according to Ricci, Baumgartner, Malan, and Smuts (2019). This means that responses to questions about project performance, financial resources, community involvement, organizational communication, and staff training were evenly distributed.

Regression Analysis

To explore the effect of the independent variables on the dependent variable, the study employed a multiple regression model.

Model Summary

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.787	.42408

a. Predictors: (Constant), Staff Training, Organizational Communication, Financial Resources, Community Participation

Results on fitness model (model summary) show that all four critical success elements (staff training, organizational communication, financial resources, and community participation) had a significant impact on the effectiveness of UNHCR healthcare initiatives in Nairobi County, Kenya, according to the findings. Staff Training, Organizational Communication, Financial Resources, and Community Participation explained up to 79.5% of the variation in the performance of UNHCR Healthcare programs in Nairobi County, Kenya, as demonstrated by the R² value of 0.795.

Analysis of Variance (ANOVA)

Table 9: ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.014	4	19.503	108.447	.000 ^b
1 Residual	20.142	112	.180		
Total	98.156	116			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Staff Training, Organizational Communication, Financial Resources, Community Participation

In table 9, the F-statistic is 108.447 with a significance value of 0.000, which is less than the usual P-value of 0.05, according to the findings. This indicates that the model is significant.

Regression Coefficients

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.093	.135		.687	.494
Financial Resources	.311	.041	.390	7.658	.000
1 Organizational Communication	.244	.031	.370	7.957	.000
Community Participation	.140	.052	.141	2.702	.008
Staff Training	.259	.036	.357	7.140	.000

a. Dependent Variable: Project Performance

The results revealed that Staff Training, Organizational Communication, Financial Resources, and Community Participation had a positive effect on the healthcare projects under UNHCR performance. The model now becomes:

$$Y = 0.093 + 0.311X_1 + 0.244X_2 + 0.140X_3 + 0.259X_4$$

The model output reveals that financial resources had a significantly positive effect on the healthcare projects under UNHCR performance ($\beta = .311$, $p = .000$). The findings imply that availing adequate financial resources, the healthcare projects would record a higher performance rate. The results concur with those by Soriano et al. (2017) who established that through extensive focus on financial resources as one of the critical success factors, the sustainability and continued performance of the projects is enhanced. Pinto and Slevin (2011) also contended that financial resources were at the core of driving projects into success through enabling the smooth flow of the internal operations of the projects.

The results further revealed that organizational communication would positively influence the performance of healthcare projects under UNHCR. This is as demonstrated by the Beta coefficient (β) of 0.244. The P-value for the variable was 0.000. This implies that organizational communication significantly influences the performance of the healthcare projects under the UNHCR. The results are in concurrence with those by Moeuf et al. (2020) who established that the extensive focus on communication and giving feedback to the customers and employees. According to Rajhans (2012), information sharing is critical to the effectiveness of projects and this is enhanced by embracing communication within the organization.

Community participation had a Beta coefficient (β) of 0.140. This implies that community participation would positively influence the performance of healthcare projects under UNHCR. The significance level for the variable was 0.008. This is less than the standard p-value of 0.05. This suggests that community participation remarkably influences the performance of healthcare projects under UNHCR. The findings are in line with those by Wachira, and James (2018) who found out that critical success factors for the community based projects was community involvement which was a pivotal driver. Seeking the opinions of the community members and other stakeholders affected by the project enhances the ability of the project to meet the expected goals and serve the target users efficiently.

Lastly, staff training had a Beta coefficient (β) of 0.259. This implied that staff training would positively affect the performance of healthcare projects under UNHCR. The P-values of the variable was 0.000. This is less than standard P-value of 0.05. This implies that staff training significantly influences the performance of healthcare projects under UNHCR. The results agreewith those by Alhabeeb & Rowley (2018) who established that training was a major critical

success factor that determined the ability of the staff members to effectively participate in the projects' operations. Better skilled employees have higher capability of problem solving and making effective decisions towards the success of the projects (Jitpaiboon et al., 2019).

CONCLUDING REMARKS

Limitations of the current study

During the study, the researcher was limited and hampered by scarcity of data and lack of current research studies with respect to healthcare projects by UNHCR. This challenge was overcome by comparing studies in different countries and inferring to the various research findings. Another limitation was that the targeted projects were of different sizes and different locales hence their constraints might differ. Generalizing herein therefore might not be a full representation of the situation at the ground.

Conclusions

From the findings, project financing had a substantial impact on the UNHCR's healthcare project performance. The projects' operations were able to run effectively thanks to enough funding, accountability for available funds, and timely disbursement of funds, all of which contributed to their success. Organizational communication had a significant impact on the UNHCR's healthcare projects' success. While the projects were not conducted effectively under the communication prospects in an organization, it can be inferred that the projects were run effectively with the use of feedback mechanisms, effective communication channels, and a well-embraced and flexible information sharing hierarchy. It was also established that community participation had a substantial impact on the UNHCR's healthcare initiatives' performance. In most of the surveyed projects, community people were not properly involved in project affairs, but those that involved personnel had a greater performance rate when it came to gaining community support. The study finally concluded that training of staff at the projects contributed to the performance of the healthcare projects by the UNHCR. Staff training through frequency training, rewarding the best competent employees and upholding talents when recruiting was found to have an enhancement effect on how healthcare projects performed.

Recommendations

The management of the healthcare projects under the UNHCR ought to be committed towards seeking external funding for their projects for effective delivery and implementation of the projects. There is necessity to guarantee that the funds are utilized effectively without diverting to any other unintended use.

The management of the projects under the UNHCR has the mandate of ensuring that communication is effectively done with the organization. There is urge to have feedback platforms and mechanisms and ensuring the concerns by the employees and any other stakeholders are well addressed.

Community is crucial to any community-based project's success. There therefore is need for the project managers and other key personnel in the UNHCR healthcare projects to involve community members any process of the project implementation. This will enhance their support towards the project which is primary to the success of the projects.

The administration of UNHCR-funded healthcare initiatives should include periodic training for project workers to improve their skills and capabilities. Employees must also be willing and committed to searching out or participating in training that is relevant to their field of work in order to improve their competences and abilities.

REFERENCES

- Ali, J. A., Imana, D. K., & Ocha, W. (2017). The refugee crisis in Kenya: exploring refugee-host community causes of tensions and conflicts in Kakuma refugee camp. *J Int Relat Foreign Policy*, 5(2), 39-51
- Asamu, F. F. (2014). The Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria. *IOSR Journal of Humanities and Social Science*, 19, (8); 75-82.
- Baldwin, A., & Bordoli, D. (2014). *Handbook for Construction Planning and Scheduling*, 1st Ed., Chichester, UK: John Wiley & Sons.
- Cheng M. I. and Dainty R. I. J. (2011). Toward a Multidimensional Competency-Based Managerial Performance Framework: A Hybrid Approach, *Journal of Managerial Psychology*, 20(14), 380–396
- Jitpaiboon, T., Smith, M. S., & Gu, Q. (2019). Critical Success Factors Affecting Project Performance: An Analysis of Tools, Practices, and Managerial Support, *SAGE Journals*, 50(3). Available at <https://journals.sagepub.com/doi/abs/10.1177/8756972819833545?journalCode=pmxa>
- Kaumbulu, A. K., Muathe, S. M., & James, R. (2020). Operating Environment and Sustainability of Youth Empowerment Projects in Makueni County, Kenya. *International Journal of Academic Research in Business and Social ScienceS*, 10(12), 264–276.
- Kimani, D. N. (2013). Influence of Community Participation on Performance of Constituency Development Funded Rural Borehole Water Projects: A Case of Kerwa Sub-Location, Kiambu County, Kenya. Nairobi University, Nairobi Kenya.
- Klingebiel, R. & Rammer, C. (2014). Resource Allocation Flexibility for Innovation Performance: The Effects of Breadth, Uncertainty, and Selectiveness; *Centre for European economic research; Discussion Paper* No. 11-073
- Maendo, O. D., James, R., & Ngugi, L. (2018). Effect of project resource mobilization on performance of road infrastructure projects constructed by local firms in Kenya. *International Journal of Economics, Business and Management Research*, 2(1), 99-109.
- Mitchell, R., Agle, B.R. & Wood, D. J. (1997). "Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts". *Academy of Management Review*. 22 (4): 853–886.
- Mobegi, J. O., James, R. & Sang, P. (2020). Social-Cultural Environment and Performance of Donor Funded Health Projects in Kenya. *European Scientific Journal, ESJ*, 16(19), 558. <https://doi.org/10.19044/esj.2020.v16n19p558>
- Moktadir, M. A., Kumar, A., Ali, S. M., Paul, S. K., Sultana, R., & Rezaei, J. (2020). Critical success factors for a circular economy: Implications for business strategy and the environment. *Business strategy and the environment*, 29(8), 3611-3635.
- Mukunga, F., M. (2012). *Influence Of Community Participation On The Performance Of Kiserian Dam Water Project, Kajiado County, Kenya*. University of Nairobi, Nairobi Kenya.

Ozcan, P. and Eisenhardt, K. (2009), "Origin of portfolios: entrepreneurial firms and strategic action," *Academy of Management Journal*, Vol. 52, pp.

Soriano, F. R., Oprime, P. C., & Lizarelli, F. L. (2017). Impact analysis of critical success factors on the benefits from statistical process control implementation. *Production*, 27, e20162040. <http://dx.doi.org/10.1590/0103-6513.204016>

Ullah, I. (2013). The Influence of Human Resource Practices on Internal Customer Satisfaction and Organizational Effectiveness. *Journal of Internet Banking and Commerce*. 18 (2): 1-28.

Wachira, G. E. & James, R. (2018). Critical Success Factors In The Implementation Of Community Based Projects In Kiambu County, Kenya. *International Journal of Economics, Business and Management Research*, 2(4); 255-270

Wamalwa, T. N., & James, R. (2018). Critical Success Factors In The Implementation Of Projects By Non-Governmental Organization In Busia County, Kenya. *The Strategic Journal of Business and Change Management*, 5(2), 1101-1108.

Wandiri, C., & James, R. (2020). Project Management and Performance of Rural Road Construction Projects in Machakos County, Kenya. *European Scientific Journal*, Vol. 16, No.19; 457-474

WHO, (2019). *Progress Towards the SDGs: A Selection of Data from World Health Statistics 2018*. https://www.who.int/gho/publications/world_health_statistics/2018/E_N_WHS2018_SDGhighlights.pdf