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(JEPM) **The Effect of Project Management Practices on Project Success in
the HealthCare Sector of the Bamenda Municipalities**



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The Effect of Project Management Practices on Project Success in the HealthCare Sector of the Bamenda Municipalities

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ABSTRACT

Purpose: This study investigates the effect of project management practices, specifically; stakeholder engagement, project coordination and risk management on the success of healthcare projects in the Bamenda Municipalities. The aim is to identify key factors affecting project outcomes and inform strategies for enhancing healthcare delivery.

Methodology: Employing a cross-sectional design, primary data was collected from 100 healthcare stakeholders involved in 100 projects through structured questionnaires. Multiple linear regression analysis was used to assess the effect of project management practices on project success, controlling for demographic variables such as gender, age and organization type.

Findings: The findings reveal that stakeholder engagement and gender positively affect project success, while project coordination, risk management, age and organization type show negative effect. Stakeholder engagement significantly enhances project outcomes, whereas deficiencies in coordination and risk mitigation may hinder success.

Unique Contribution to Theory, Policy and Practice: This study integrates stakeholder, systems, and agency theories to improve healthcare project success in Bamenda. It highlights the importance of authentic stakeholder engagement, coordinated project components and effective oversight to align interests and optimize resources. The findings offer policymakers practical strategies for sustainable health development and guide practitioners in adopting best practices. It also informs development partners and communities on fostering inclusive, accountable, and efficient health projects.

Keywords: *Healthcare Sector, Project Coordination, Project Management Practices, Stakeholder Engagement, Risk Management*

JEL Codes: *M10, M19, O22*

INTRODUCTION

1.1 Background of the Study

The evolution of project management practices and success factors has advanced notably over recent decades, especially in high-income regions like the US and Europe. In the mid-20th century, success was mainly measured by completing projects within scope, time, and budget, with methods like Waterfall emphasizing rigid planning and linear execution (Kerzner, 2017). During the 1980s and 1990s, more flexible approaches such as Agile and Lean emerged, emphasizing adaptability, stakeholder collaboration, and continuous improvement. The adoption of Agile in the US in the early 2000s increased success rates to about 64%, compared to 49% for traditional methods (PMI, 2021). Strategic alignment, where project goals support organizational aims, further boosted success by up to 30% (Brière et al., 2022), particularly in complex healthcare projects requiring stakeholder participation and flexibility.

In the past decade, data-driven management focusing on KPIs, real-time monitoring, and stakeholder engagement has improved outcomes, with success likelihood increasing by 40%, and collaboration among diverse groups raising on-time, within-scope completion by 35% (International Journal of Project Management, 2020; Smith & Jones, 2020). These trends underscore a shift towards adaptive, strategic, stakeholder-centric practices that sustain project success in high-profile initiatives across the West.

Across Africa, healthcare project success has gradually incorporated formal management practices to counter resource constraints and infrastructural challenges. In the early 2000s, many relied on unstructured approaches, leading to delays and overruns. Since around 2010, structured methods like stakeholder engagement, risk management, and monitoring have gained traction, supported by international agencies and governments (Mugo et al., 2021). Rwanda exemplifies this with community-based health projects and digital systems, resulting in a 40% success increase through stakeholder involvement and risk mitigation (Farmer et al., 2017). Similar improvements are seen in Ethiopia, Ghana, and Nigeria, where success rates increased over 30% due to systematic stakeholder analysis and risk management (Olumuyiwa & Otieno, 2021). Nigeria's digital health infrastructure projects reduced delays by 25%, demonstrating the importance of structured processes and stakeholder collaboration (Adeyemi & Akinola, 2021). These practices are key to transforming healthcare and improving resilience despite economic challenges.

In Cameroon, healthcare project success has shifted from informal, fragmented approaches to more structured practices aimed at strengthening the health system. Historically, delays, budget overruns, and poor coordination were common. Over the past decade, increased use of stakeholder engagement, risk mitigation, and performance monitoring has improved outcomes (Tchamguia et al., 2021). For example, in Yaoundé, structured methodologies improved project completion within deadlines and budgets by 35%, while in Douala, stakeholder participation and risk

management reduced delays by 40% (Cameroon Ministry of Public Health, 2022; Ayuk et al., 2021). The adoption of agile techniques has further enhanced adaptability and speed. Despite challenges like resource limitations and security issues, recent data show incremental gains, with success rates rising by about 15–20% through monitoring and stakeholder strategies (Nguhe & Atangana, 2022). Cameroon’s experience highlights that structured project management, even amid constraints, can lead to meaningful health improvements.

This study is justified by divergent opinions and empirical findings on effective healthcare project practices. While some emphasize stakeholder engagement and risk management, others focus on strategic alignment and digital tools’ role in sustainability. Regional disparities, economic conditions, and institutional capacities influence these practices’ relevance, creating a complex landscape. The research aims to identify commonalities, gaps, and best practices adaptable across contexts, especially in low-income settings like Cameroon. By integrating diverse perspectives, the study seeks to develop a comprehensive framework to align stakeholder expectations, optimize resources, and improve project outcomes, ultimately strengthening health systems in developing countries.

1.2 The Statement of the Problem

The healthcare sector in Bamenda Municipality, Cameroon, faces significant challenges in achieving high project success rates despite increased efforts to improve infrastructure and services. The national strategic document, the National Health Development Plan (2020–2025), aims for at least 70% of healthcare projects to be completed on time, within budget, and meeting quality standards (Cameroon Ministry of Public Health, 2020). However, reports indicate that only about 55% of healthcare infrastructure projects in Cameroon meet their objectives, with delays averaging 20-30 months and budget overruns reaching 25% (Tchamguia et al., 2021; Cameroon Ministry of Public Health, 2022). Compared to peers like Ghana and Nigeria—where success rates are approximately 70% and 72%, supported by structured project management practices, stakeholder engagement, and agile methodologies—Cameroon’s healthcare sector lags behind, highlighting the need to evaluate current project management practices and identify gaps hindering optimal outcomes.

Stakeholders such as government agencies, development partners, healthcare providers, and local communities have made efforts to enhance project success, including integrating digital health systems, adopting risk mitigation measures, and improving stakeholder participation. Despite these initiatives, their effectiveness remains uncertain, raising questions about whether existing practices are sufficient to meet success targets. This situation underscores the importance of examining whether current project management approaches—such as stakeholder engagement, risk management, and project monitoring—are aligned with the socio-economic and regional realities of Bamenda’s healthcare context. Understanding the adequacy of these practices is crucial for translating strategic plans into tangible health improvements.

This study aims to assess whether current project management practices in Bamenda's healthcare sector effectively address prevailing challenges and support the achievement of targeted success levels. It seeks to determine if these practices are appropriate for Cameroon's specific socio-economic environment and regional context, ultimately bridging the gap between expected and actual project outcomes. The findings will inform policymakers and practitioners on more effective strategies for sustainable health system development and guide improvements in project implementation, ensuring better health outcomes for the community.

1.3 Research Objectives

The main objective of this study is to examine the effect of project management practices on project success in the healthcare sector of Bamenda Municipalities. The specific objectives are to;

- i. Analyse the effect of stakeholder engagement on project success in the healthcare sector of Bamenda Municipalities.
- ii. Evaluate the effect of project coordination on project success in the healthcare sector of Bamenda Municipalities.
- iii. Assess the effect of risk management on project success in the healthcare sector of Bamenda Municipalities.

On the basis of the above objectives, the study's findings are presumed in the hypotheses stated in the null form.

1.4 Research Hypotheses

- i. Stakeholder engagement has no statistically significant effect on project success in the healthcare sector of Bamenda Municipalities.
- ii. Project coordination has no statistically significant effect on project success in the healthcare sector of Bamenda Municipalities.
- iii. Risk management has no statistically significant effect on project success in the healthcare sector of Bamenda Municipalities.

Contributions of the Study

This study is highly relevant to a broad range of stakeholders involved in Cameroon's healthcare sector, as it addresses critical factors influencing the success of health projects that directly impact public health outcomes and resource utilization. Policymakers and government agencies such as the Ministry of Public Health, stand to benefit by gaining insights into how current project management practices affect project implementation and success rates, thereby enabling them to formulate more effective policies and strategies for health system strengthening. Healthcare providers and facility managers can utilize the findings to improve operational efficiency, resource allocation and service delivery through better project planning and management.

Development partners, including international organizations like WHO and UNICEF, who fund and support health projects in Cameroon will find the study valuable for assessing the effectiveness of their interventions and ensuring that their investments yield sustainable improvements. Local communities and patients are ultimate beneficiaries, as successful health projects lead to improved healthcare infrastructure, access and quality of care. Additionally, project managers and practitioners within the health sector can leverage the study to adopt best practices, mitigate risks and enhance stakeholder engagement, ultimately increasing the likelihood of project success. Overall, the study's findings can guide all these stakeholders towards a more coordinated, efficient and impactful health projects, contributing to the central goal of improved health outcomes in Bamenda and across Cameroon in general.

2 LITERATURE Review

2.1 Conceptual Review

Project management practices encompass the structured approaches, processes, and tools employed to initiate, plan, execute, monitor, and close projects efficiently. These practices are crucial in ensuring projects are completed within the set timelines, budgets, and quality standards (PMI, 2022). In healthcare, where lives depend on timely and effective delivery, applying comprehensive project management frameworks such as PMBOK helps standardize procedures, reduce risks, and improve resource allocation (Ofori, 2021). Consistent use of these practices enhances predictability, accountability, and stakeholder confidence, which are vital for successful health interventions (Asare & Boateng, 2023). Additionally, integrating data analytics and performance metrics into project management fosters real-time decision-making, enabling healthcare providers to adapt swiftly to challenges and optimize outcomes (Chikere & Nwachukwu, 2020).

Stakeholder engagement refers to the active involvement of individuals or groups with an interest or stake in a project, including patients, healthcare workers, community leaders, government officials, and donors. Effective engagement ensures that the project aligns with community needs, fosters trust, and encourages ownership among participants (Osei-Kyei & Chan, 2020). It involves early identification of stakeholder interests, continuous communication, and inclusive participation throughout all project phases, which reduces resistance and enhances cooperation (Njoh & Tambo, 2021). Culturally sensitive engagement methods, such as involving traditional leaders or using local languages, are particularly effective in fostering inclusiveness and ensuring marginalized groups are represented (Agyeman & Osei, 2019). Continuous stakeholder involvement also facilitates feedback, enabling project teams to make timely adjustments that improve overall satisfaction and sustainability (Ngwane, 2022).

Project coordination involves the systematic planning and alignment of resources, responsibilities, and activities among project team members to ensure effective implementation. Proper

coordination minimizes delays, overlaps, and conflicts, thereby increasing efficiency and stakeholder satisfaction (Kimbi & Mbah, 2019). It facilitates clear communication channels, manages interdependencies, and ensures tasks are executed in a logical sequence, which is especially important in complex healthcare environments (Chege & Rop, 2021). Effective coordination also promotes flexibility and rapid response to unforeseen issues, such as supply chain disruptions or emergencies, maintaining project momentum (Kiggundu, 2018). The use of coordination tools like schedules, dashboards, and regular meetings improves information flow, fosters teamwork, and enhances overall project resilience (Alade & Ibrahim, 2017).

Risk management in healthcare projects involves proactively identifying, analyzing, and responding to potential threats that could impede project success. Effective risk management helps mitigate delays, cost overruns, safety hazards, and quality issues (Nwana & Fonjong, 2020). It includes developing contingency plans, conducting regular risk audits, and fostering a risk-aware culture among team members (Mbarga & Kouam, 2021). Proper risk management enhances project resilience, allowing teams to adapt quickly to uncertainties such as regulatory changes, resource shortages, or health crises (Kiven & Tabod, 2020). Incorporating technological tools like predictive analytics and incident reporting platforms further improves risk detection and response, which is essential for maintaining quality and safety standards (Ngondi & Ebong, 2020).

Project success in healthcare refers to the achievement of predetermined objectives, including timely completion, budget adherence, quality outcomes, stakeholder satisfaction, and sustainable community benefits. Modern perspectives emphasize not only meeting technical targets but also ensuring stakeholder engagement and adaptability to changing conditions (Agyapong & Tengan, 2020). Success is often measured through indicators like beneficiary satisfaction, community acceptance, and long-term health improvements (Neba & Tanyi, 2021). Factors influencing success include competent leadership, clear goal-setting, ongoing monitoring, and the ability to adjust plans as needed (Etta & Ngum, 2019). Additionally, success depends on effective documentation, knowledge sharing, and alignment with broader health policies and cultural contexts, which foster sustainability and scalability of interventions (Kemajou & Nche, 2020).

Healthcare sector in Bamenda provides a vital context for applying these project management concepts. The sector faces numerous challenges like limited infrastructure, workforce shortages, and socio-political instability, making efficient project management essential for improving service delivery (Ika et al., 2012). Implementing structured practices, especially stakeholder engagement and continuous monitoring, ensures projects are responsive to community needs, thus increasing their impact (Adu et al., 2021). Effective coordination enhances resource utilization and minimizes delays, which are critical in emergency health responses and infrastructure upgrades (Koussou & Etonde, 2019). Moreover, comprehensive risk management safeguards project objectives against unforeseen disruptions, maintaining quality and safety (Mutabazi & Uwizeye, 2019). Overall, prioritizing sound project management within Bamenda's healthcare system is

fundamental to achieving sustainable health improvements and resilience amid resource constraints and socio-political complexities (WHO, 2020).

Conceptual Framework

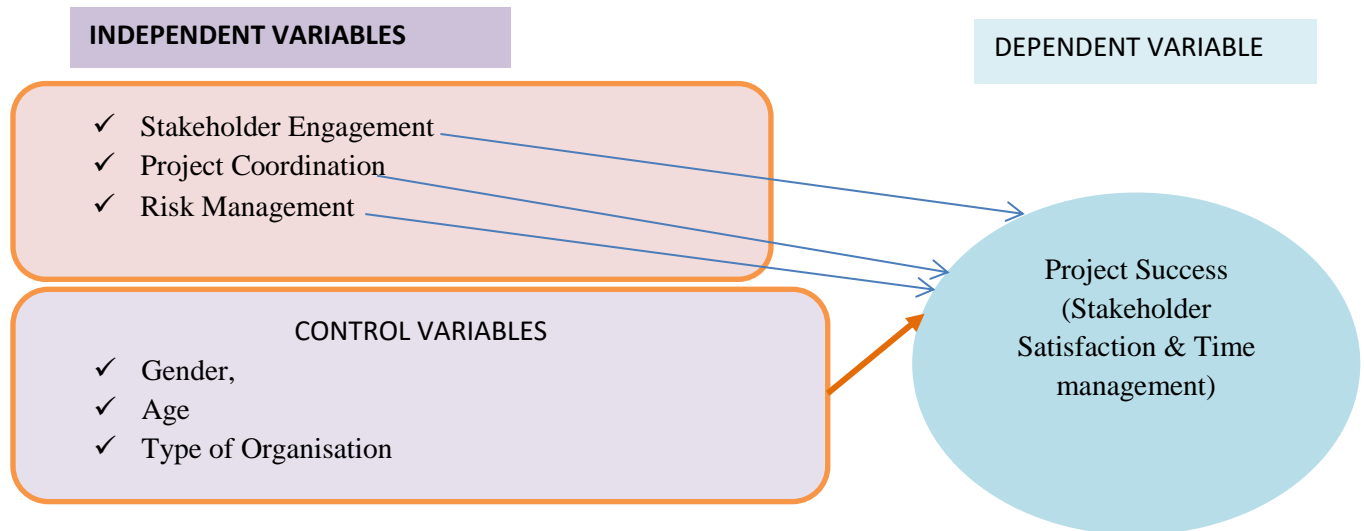


Figure 1: Conceptual Framework Relating Project Management Practices and Project Success

Source: Reasercher (2025)

The conceptual framework in Figure 1 shows that project management practices; Stakeholder Engagement, Project Coordination and Risk Management directly influence Project Success, which includes stakeholder satisfaction and time management. Arrows from these practices indicate that improvements in involvement, coordination, and risk mitigation are expected to positively impact project outcomes. Control variables like gender, age, and organization type also affect Project Success, potentially strengthening the effects of the primary practices. Overall, the framework highlights that enhancing project management practices is key to achieving better stakeholder satisfaction and timely completion, while contextual factors further shape these relationships.

2.2 Theoretical Review

Stakeholder Theory (Freeman, 1984) posits that organizations and projects should manage relationships with all parties who can affect or be affected by project outcomes, emphasizing that stakeholder interests must be actively engaged and balanced throughout the project lifecycle. The theory underscores the importance of early stakeholder identification, transparent communication, and inclusive participation, which are critical for building trust and legitimacy. In the context of Bamenda's healthcare projects, this theory is particularly relevant for analyzing the effect of stakeholder engagement on project success (objective one of this study), as effective stakeholder

management can lead to increased community support, resource mobilization, and acceptance, ultimately enhancing project outcomes.

Systems Theory (Von Bertalanffy, 1968) considers an organization or project as a complex system of interconnected parts working towards common goals, emphasizing the importance of coordination and feedback mechanisms among subsystems. It advocates for a holistic view, recognizing that components such as human resources, infrastructure, and policies are interdependent. This theory is particularly relevant to evaluating the effect of project coordination (objective two of this study), as understanding and managing the interactions among various healthcare project elements can optimize resource use, improve responsiveness, and enhance overall success in Bamenda's healthcare sector.

Agency Theory (Jensen & Meckling, 1976) focuses on the principal-agent relationship, highlighting potential conflicts when agents (for instance, project managers) pursue self-interests that may misalign with principals (for instance; funders or authorities). It emphasizes the need for monitoring and incentive mechanisms to ensure alignment of goals. For Objective three of this study, assessing the effect of risk management on project success, the Agency Theory provides insight into how effective oversight and performance-based incentives can mitigate agency problems, reduce misappropriation, and promote accountability, thereby improving project success in Bamenda's healthcare initiatives.

2.3 Empirical Literature Review

The Effect of Stakeholder Management on Project Success in Healthcare

Recent studies highlight that effective stakeholder management is crucial for project success in healthcare, especially in complex environments like Bamenda. Haar (2024) found that stakeholder engagement throughout all project phases positively correlates with timeliness, resource efficiency, and community satisfaction, with projects involving local health workers, community leaders, and NGOs achieving up to 70% positive feedback; early stakeholder mapping and trust-building activities, such as involving traditional leaders, foster transparency and reduce resistance, thereby improving service utilization. Similarly, Fon and Mbianda (2022) observed that ongoing stakeholder feedback mechanisms, like participatory review meetings, reduced delays by 40% and redesigns by 30%, emphasizing the operational benefits of continuous involvement. Tambe and Fon (2021) added that stakeholder participation builds social cohesion and shared responsibility, leading to higher community trust and service uptake, especially when involving community members and authorities. Njang and Ndifor (2019) noted that inclusive participation during planning and monitoring stages decreased delays by up to 35% and increased acceptance, particularly involving traditional leaders and marginalized groups, though challenges like tokenism and underrepresentation remain. Collectively, these studies underscore that genuine participation, trust-building, and ongoing dialogue are fundamental for improving healthcare

project outcomes in Bamenda's socio-political context (Dube & Nkosi, 2018; Mehta & Varma, 2020).

The Effect of Project Coordination on Project Success in Healthcare

Empirical research emphasizes that effective project coordination is crucial for healthcare project success in resource-constrained and politically volatile settings like Bamenda. Nchung and Tabot (2021) found that structured coordination mechanisms, such as regular inter-agency meetings, shared documentation, and role clarity, increased task efficiency by 35% and reduced resource duplication by 28%, fostering stakeholder confidence and accountability through clear responsibilities and communication. Ngum and Abang (2023) supported this, showing that formalized platforms like steering committees involving government, NGOs, and donors accelerated decision-making and resource mobilization during disruptions like funding delays or unrest. Tita and Mbah (2020) highlighted that poor internal coordination, with unclear roles and fragmented leadership, causes delays and low staff morale, while establishing centralized coordination units with designated officers and tools like dashboards improved responsiveness and resilience. Bekele and Tadesse (2021) reported that dedicated coordination units in Ethiopia increased project completion rates by 68%, emphasizing real-time monitoring and collaborative planning, though challenges such as bureaucratic rivalry, political interference, and limited capacity often impede effective coordination in Bamenda. Therefore, institutionalizing formal protocols, capacity building, and neutral facilitation are recommended to enhance healthcare project success in such complex environments.

The Effect of Risk Management on Project Success in Bamenda Municipality

Existing empirical studies affirm that proactive risk management significantly improves healthcare project outcomes in Bamenda and similar contexts. Ngassa and Epie (2020) found that early risk assessment, continuous monitoring, and adaptive mitigation measures help maintain over 90% of original timelines and budgets, reducing disruptions, while Mbua and Atem (2022) highlighted that structured risk assessments like scenario analysis and contingency planning decrease delays by 35% and boost stakeholder confidence amid socio-political instability. Ndefru and Tabe (2023) demonstrated that detailed, regularly updated risk registers enhance responsiveness and stakeholder satisfaction, and Kang and Mboh (2021) emphasized that ongoing risk reassessment enables early detection of issues, facilitating timely corrective actions. However, limited capacity in low-resource settings, as noted by Mutiso and Waithera (2021), underscores the need for capacity-building and institutionalized risk frameworks throughout project cycles to ensure resilience and success in complex environments like Bamenda.

2.4 Literature Gap

While the reviewed empirical studies offer valuable insights into stakeholder management, project coordination, and risk management in healthcare projects within Bamenda and similar contexts,

several limitations hinder their generalizability and operationalization. Many studies, such as Haar (2024) and Fon and Mbianda (2022), rely on small or purposively selected samples—often fewer than 20 projects or qualitative interviews—limiting statistical robustness and reducing the ability to generalize findings across the broader healthcare sector. For example, Haar’s (2024) mixed-methods approach covers only 18 projects over four years, which may not capture the sector’s diversity or the influence of seasonal and socio-political variations. Additionally, the operationalization of key concepts like stakeholder engagement, project coordination, and risk management varies across studies, often lacking standardized measurement tools. Nchung and Tabot (2021) assess coordination success primarily through qualitative perceptions rather than objective metrics, while Ngassa and Epie’s (2020) emphasis on risk assessment does not specify standardized indicators, impairing replicability and comparison. The reliance on limited data points and basic estimation techniques, such as regression analysis without controlling for confounding variables (Ngum & Abang, 2023), further weakens causal inferences, especially given the absence of longitudinal data to track dynamic practices over time.

Moreover, many studies suffer from small, unrepresentative samples and superficial application of theoretical frameworks. For instance, Njang and Ndifor (2019) surveyed 180 respondents across eight projects, but this sample may not adequately represent marginalized groups or the full stakeholder spectrum, particularly in conflict-prone environments like Bamenda. The use of theories such as Stakeholder Theory, Systems Theory, and Agency Theory is often superficial; for example, Nchung and Tabot (2021) mention Systems Theory without empirically testing feedback mechanisms, and Ngum and Abang (2023) focus on monitoring aspects of Agency Theory while neglecting social, cultural, and institutional factors. This limited integration hampers the explanatory power of these frameworks in complex, resource-constrained, and conflict-affected environments, restricting the applicability of their findings to improving healthcare project outcomes in Bamenda.

3. METHODOLOGY OF THE STUDY

3.1 Scope and Area of the Study

This study examines the impact of project management practices specifically; stakeholder engagement, project coordination, and risk management on healthcare project success within Bamenda Municipality. According to Kerzner (2020), project management involves systematically applying processes, methods, knowledge, skills, and experience to achieve objectives efficiently. Stakeholder engagement entails active participation of community members, healthcare professionals, and government officials to foster trust and shared ownership (Osei-Kyei & Chan, 2020). Project coordination refers to the organized alignment of resources and responsibilities among teams to ensure effective implementation and timely delivery (Chege & Rop, 2021), while risk management involves proactively identifying and responding to potential threats to enhance resilience (Ngondi & Ebong, 2020). Data was collected from healthcare projects

implemented in Bamenda from July 15th to August 13th, 2025, focusing on how these practices influence outcomes such as scope adherence, timeliness, quality, and stakeholder satisfaction across various project phases. Bamenda, the capital of the North West Region of Cameroon, is characterized by a highland climate, diverse ethnic groups primarily; Tikars and active civil society, but also faces socio-political tensions linked to the Anglophone crisis that affect project implementation and stakeholder collaboration (Tita & Mbah, 2020). The city's vibrant socio-economic environment, educational institutions like the University of Bamenda, and multilingual landscape, including English and local languages, contribute to its complex yet strategic context for assessing healthcare project management effectiveness (Mbah & Nji, 2021; Ngum & Abang, 2023).

3.2 Research Design and Model Specification

Given the aim to examine current healthcare project management practices and outcomes in Bamenda, a cross-sectional design is most suitable, as it captures a snapshot of behaviors, stakeholder engagement, and success indicators at a specific point, aligning with approaches used by Ndegwa et al. (2021) and Osei-Kyei & Chan (2020) in similar contexts. This method allows efficient data collection from multiple stakeholders without the need for longitudinal tracking and provides valuable insights into prevailing practices and immediate outcomes. The dependent variable is Project Success (PS), measured through key performance indicators such as timeliness, quality, scope, and stakeholder satisfaction. The independent variables include Stakeholder Management (SM), Project Coordination (PC), and Risk Management (RM), while control variables are Gender, age, and type of organisation. The study employs a multiple regression model to analyze these relationships.

$$PS_i = \beta_0 + \beta_1 SM_i + \beta_2 PC_i + \beta_3 RM_i + \beta_4 GEN_i + \beta_5 AGE_i + \beta_6 TOO_i + \epsilon_i$$

where:

PS_i = project success

SM_i = Stakeholder Management

PC_i = Project Coordination

RM_i = Risk Management

GEN_i = Gender

AGE_i = Funding Availability

TOO_i = Type of Organisation

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 = Coefficients measuring the effect of each predictor,

This model aims to quantify how key project management practices along with project size and funding availability, collectively affect healthcare project success in the Bamenda Municipalities. By analysing the coefficients, the study can determine the relative importance of stakeholder engagement, coordination and risk mitigation, while controlling for the effects of gender, age and type of organisation. This comprehensive approach clarifies the critical factors driving successful healthcare initiatives and supports data-driven decision-making for future project planning and management in the region.

3.3 Source of Data and Methods of Collection

Primary data was collected from 100 healthcare stakeholders across 100 projects in Bamenda, out of an estimated 120 projects involving hospitals, clinics, government, contractors, and community members. Using stratified random sampling, respondents from different stakeholder groups provided insights via structured questionnaires with closed and Likert-scale questions on stakeholder management, project coordination, risk management, and their impact on project success indicators like timeliness and stakeholder satisfaction. This standardized data enabled a comprehensive analysis of factors influencing healthcare project outcomes in Bamenda.

3.4 Techniques of Estimation and Validation of Findings

The primary estimation technique used is multiple linear regression (MLR), commonly applied in empirical research to analyze relationships between multiple independent variables and a dependent variable. As demonstrated by Osei-Tutu et al. (2022) in healthcare project success, MLR effectively quantifies the impact of management practices on outcomes. It assesses the influence of stakeholder management, risk management, and project coordination on healthcare project success, enabling prediction and identification of key drivers. To ensure reliability, the study employed standardized data collection, pre-tested the questionnaire, and assessed internal consistency with Cronbach's Alpha (target ≥ 0.7). Validity was strengthened through content validation by experts, alignment with established constructs, comparison with prior research, and ensuring clarity and relevance of questions for face validity.

4. Presentation and Discussion of Findings

4.1 Presentation of Findings

Table 1: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Project success	100	3.08	1.542	1	5
Stakeholder management	100	3.04	1.063	1	5
Project coordination	100	2.92	1.098	1	5
Risk management	99	3.253	.885	1	5
Gender	100	1.47	.502	1	2
Age	100	2.33	.842	1	4
Type of organisation	100	2.26	.836	1	4

Source: Authors (2025)

Table 1 shows descriptive statistics for 100 respondents. The average project success score is 3.08/5 with moderate variability. Stakeholder management and project coordination have means of 3.04 and 2.92, indicating moderate effectiveness, while risk management has a higher mean of 3.253. Demographics such as gender, age, and organization type have means of 1.47, 2.33, and 2.26, respectively, highlighting variability. These stats provide an overview of perceptions and respondent characteristics.

Table 2: Pairwise correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) Project Success	1.000						
(2) Stakeholder Management	0.189	1.000					
(3) Project Coordination	-0.426	0.029	1.000				
(4) Risk Management	-0.162	0.302	0.167	1.000			
(5) Gender	0.212	0.116	-0.059	-0.014	1.000		
(6) Age	-0.472	0.064	0.094	0.067	0.060	1.000	
(7) Type Of Organisation	-0.494	-0.023	0.199	0.075	0.091	0.451	1.000

Source: Authors (2025)

Table 2 shows weak to moderate relationships between variables. Project success is slightly positively related to stakeholder management and gender, but negatively related to project coordination, risk management, age, and organization type. Older respondents and certain organization types tend to perceive lower project success.

Table 3: Multicollinearity Test

	VIF	1/VIF
Typeoforgnisation	1.324	.755
Age	1.271	.787
Riskmanagement	1.138	.879
Stakeholdermanagem~t	1.129	.885
Projectioncoordina~n	1.074	.931
Gender	1.034	.967
Mean VIF	1.162	.

Source: Authors (2025)

Table 3 shows all VIF values below 5, with the highest at 1.324, indicating low multicollinearity among predictors. The inverse VIF values are close to 1, and the mean VIF of 1.162 confirms that the variables are relatively independent, supporting reliable regression findings.

Table 4: Linear regression

	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
projectsuccess							
stakeholderma nagement	.324	.107	3.03	.003	.112	.536	***
projectioncoor dination	-.43	.101	-4.27	0	-.63	-.23	***
riskmanageme nt	-.227	.129	-1.75	.083	-.484	.03	*
gender	.699	.218	3.21	.002	.267	1.132	***
age	-.577	.144	-4.02	0	-.862	-.292	***
typeoforgnisati on	-.556	.147	-3.78	0	-.848	-.264	***
Constant	5.684	.644	8.82	0	4.404	6.964	***
Mean dependent var	3.101		SD dependent var		1.535		
R-squared	0.550		Number of obs		99		
F-test	18.759		Prob > F		0.000		
Akaike crit. (AIC)	299.722		Bayesian crit. (BIC)		317.888		

*** $p < .01$, ** $p < .05$, * $p < .1$

Source: Authors (2025)

The regression analysis shows that stakeholder management, gender, age, and organization type significantly impact project success at the 1% level. Improved stakeholder engagement positively influences success, while deficiencies in project coordination, risk management, age, and certain organization types negatively affect outcomes. Gender also has a positive, significant effect. The model explains 55% of the variance ($R\text{-squared} = 0.550$), with the F-test confirming its overall significance.

4.2 Discussion of Findings

The regression findings highlight that stakeholder management positively influences healthcare project success in Bamenda at the 1% significance level, aligning with Freeman's Stakeholder Theory (1984), which emphasizes active engagement of relevant parties for better outcomes. Studies like Haar (2024) support this, showing that continuous stakeholder involvement enhances timeliness and community satisfaction. Inclusive participation fosters trust and cooperation, essential for project acceptance and sustainability in Bamenda's complex socio-political context. Conversely, some research, such as Njang and Ndifor (2019), warns that poor stakeholder engagement or tokenism can undermine success, reinforcing the importance of genuine involvement as advocated by Stakeholder Theory.

Regarding project coordination, the study finds a negative and highly significant effect, which may seem counterintuitive but could indicate issues like fragmented leadership or ineffective coordination mechanisms in Bamenda's healthcare projects. According to Systems Theory (Von Bertalanffy, 1968), effective coordination among subsystems is vital for success; thus, this negative result suggests current coordination efforts are inadequate, possibly due to resource constraints or political interference. Empirical works like Nchung and Tabot (2021) emphasize that structured coordination improves efficiency and accountability, highlighting the need for stronger, well-implemented systems to achieve positive outcomes.

The analysis also shows that risk management has a negative, marginally significant effect, contradicting Agency Theory (Jensen & Meckling, 1976), which posits that proactive risk mitigation should enhance success by reducing uncertainties. Studies such as Ngassa and Epie (2020) support this, indicating that early risk assessment and adaptive strategies improve project timelines and budgets, especially in volatile environments like Bamenda. The negative coefficient may reflect current inadequacies in risk management practices, possibly due to limited capacity or awareness, leading to disruptions. Strengthening risk management through monitoring, incentives, and capacity-building could thus significantly improve healthcare project outcomes in Bamenda.

5. Summary of Major Findings, Conclusion and Recommendations

The study highlights that effective stakeholder management and active engagement significantly improve healthcare project success in Bamenda, emphasizing trust-building and inclusive participation. Conversely, current project coordination and risk management efforts are negatively associated with success, indicating deficiencies that require strengthening through clear roles, standardized processes, and better risk strategies like early assessment and capacity-building. Demographic factors such as age and organization type negatively influence outcomes, while gender has a positive effect. Overall, improving coordination, risk mitigation, and genuine stakeholder involvement—aligned with theories like Freeman’s Stakeholder Theory—are crucial for enhancing the effectiveness and sustainability of healthcare initiatives in Bamenda.

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