

**PROJECT MANAGEMENT STRATEGIES AND
IMPLEMENTATION OF DONOR FUNDED HEALTH
CARE PROJECTS IN MATHARE CONSTITUENCY,
KENYA.**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
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DECLARATION

I hereby confirm that this research project is entirely my own work and has not been submitted for academic credit to any other academic institution or university.

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DEDICATION

The research project report is dedicated to my parents, Mr. Cosmas Mussebe Makokha and Mrs. Jane Adhiambo and my children, Jayden and Kenji, for their valuable and immeasurable support, prayers and understanding towards this academic trajectory.

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ABSTRACT

Donor funded projects have played a significant role in uplifting the lives of the vulnerable people globally particularly in least developed countries. They however have faced both implementation and sustainability challenges. In Kenya, both local and international donor have invested in healthcare projects. Several projects have been implemented in Mathare constituency by donors but unfortunately majority do not end up achieving their objectives. Several factors have been attributed to the failure but little is known on the influence of project management strategies. This study assessed the influence of project management strategies on the implementation of donor funded healthcare projects in Mathare constituency, with particular focus on the influence of stakeholder management, monitoring and evaluation, risk management, and resource management on implementation of health care projects. The study was anchored on resource dependency and systems theories. Pragmatic paradigm and mixed methods research design were applied. The study targeted three healthcare projects with a population of 137,470. A sample of 100 was obtained using the Yamane formula. Stratified simple random sampling was used in selection of project beneficiaries while project managers, project accountant, and the donor representatives were selected purposively. Data collection was by use of semi-structured questionnaires and interview guides. Normality test was checked by use of Kolmogorov-Smirnov test with all the variables returning p-values greater than 0.05 implying they satisfy the normality condition. Multicollinearity was checked by use of the variance inflation factor with all variables giving values less than 5, indicating lack of multicollinearity. Stakeholder management had a moderate positive (0.539, 0.000) association with implementation, monitoring and evaluation had a strong positive (0.669, 0.000) association with implementation, risk management a moderate positive (0.551, 0.000) association with implementation, and lastly, resource management had a strong positive (0.618, 0.000) association with implementation. The study recommends that project managers should foster effective stakeholder participation by conducting regular project meetings, workshops, and consultations to gather diverse perspectives and ensure community ownership, allocate sufficient resources for M&E activities, including budget and technical expertise, to enhance project oversight and stakeholder engagement, and consider diverse sources of project resources and ensure their predetermined identification to secure consistent funding throughout the project lifecycle.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Donor-funded projects have gained significance worldwide (Holsapple, 2016). The first documented donor-funded project was implemented in Bolivia in 1936 and funded by the Rockefeller Foundation. Donor-funded projects in Africa began in the early to mid-20th century, particularly after many countries gained independence in the 1950s and 1960s. Effective project management strategies are key for project success (Poli & Shenhar, 2003; Chan & Kumaraswamy, 2018). Project implementation involves executing plans and managing risks (Schwalbe, 2020). Key strategies include stakeholder management, monitoring, resource allocation, and risk assessment (Kerzner, 2017). Poor project management leads to implementation failure (Macheridis, 2006). Strategies that influence implementation include, stakeholder management (Liu, Gao, & Xia, 2017), risk management (Dehaghani & Reihani, 2019; Wang & Wang, 2020), resource allocation (Turner & Muller, 2003), and monitoring and evaluation (Saïd & Tounsi, 2017).

This study draws on the systems and the resource dependency theories. The systems theory suggests that organizations are complex systems with interdependent components working towards a common goal (Von Bertalanffy, 2019). Success of healthcare projects depends on interactions among subsystems like risk management, stakeholder management, resource management, and monitoring and evaluation (Luhman et al., 2013). Resource dependency theory emphasizes the need for external resources for a project to be successful, thus the management of project strategies is subject to availability of resources (Kumaran, 2012; Halaychik, 2016).

Donor-funded projects sometimes fail due to various challenges. Inadequate project management and resource scarcity contribute to project abandonment (Shah et al., 2021). Effective project management is crucial for success, especially in complex donor-funded projects with multiple stakeholders and limited resources (PMI, 2017). Challenges include; lack of coordination among stakeholders (Dick-Sagoe et al., 2023), conflicts

(Borter & Malik, 2023), insufficient local involvement (Ilesanmi et al., 2022), poor planning, communication, and monitoring (Gamil et al., 2019).

1.1.1. Project Management Strategies

Project management strategies are essential for project success. Various definitions exist, emphasizing the tools, methods, and techniques used to plan, organize, and control projects within defined constraints (Wang & Gbadamosi, 2018; Schwalbe, 2015). These strategies encompass project planning, execution, monitoring, control, risk management, quality management, resource management, and stakeholder management (Schwalbe, 2015; Larson & Gray, 2018; Heagney, 2016). For donor-funded projects, project management strategies aim to achieve success through stakeholder management, monitoring and evaluation, resource management, and risk management (Heagney, 2016).

Project management has evolved into a comprehensive set of methodologies and tools to ensure timely, budget-compliant, and high-quality project completion (Pellerin & Perrier, 2019). Project management strategies are pivotal in project execution, but developing effective strategies is challenging due to complexity and uncertainty (Pace, 2019). Recent studies have explored aspects of management strategies. Liu and Le (2022) found a positive connection between quality management strategy and project performance. Sarmiento, Arciniegas, and Rocha (2021) found a positive nexus between project management strategies and performance, while Kim and Shin (2021) found a positive link between communication strategy and project management strategy. However, the nexus between project management strategy and implementation in healthcare is relatively elusive.

Different scholars have studied project management strategies. Kim and Shin (2021) focused on communication management, Menezes and Lopes (2021) considered risk management, Sarmiento, Arciniegas, and Rocha (2021) explored resource management, Njuguna and Mulwa (2020) considered resource management, stakeholder management, and project planning, while Liu and Le (2022) delved into quality management strategy. In this research, project management strategy will consider; stakeholder management, monitoring and evaluation, risk management, and resource management.

1.1.2. Implementation of Projects

Project implementation is the stage in a project where the plan is put into action. It involves practical application, resource management, stakeholder coordination, and adherence to project parameters (Hass, 2018), and executing project activities, coordinating resources, monitoring progress, and resolving issues to obtain project goals (Kwak & Anbari, 2016). Effective implementation requires clear objectives, defined deliverables, resource allocation, and communication mechanisms (Kerzner, 2017). In this research, project implementation involves executing planned activities, managing stakeholders, utilizing resources, mitigating risks, and monitoring progress to achieve project goals.

Implementation of projects is a complex process that is dependent on multiple factors. Challenges to implementation of projects, include limited funding (Lee & Kim, 2017), failure to implement a robust risk management strategy (Kerzner, 2018; Smith et al., 2022), ineffective communication (Johnson et al., 2019), lack of proper monitoring and evaluation (Brown and Johnson, 2020). In general, project implementation is a multifaceted process that requires careful planning, efficient management of resources, and effective coordination among various stakeholders.

Project performance measurement involves tracking and evaluating KPIs aligned with project objectives (Kerzner, 2017; Pinto & Slevin, 2019). Earned Value Management integrates scope, schedule, and cost measures (Fleming & Koppelman, 2020). Project scorecards provide visual representations of project performance (Atkinson, 2018). Stakeholder surveys offer insights into satisfaction and perceptions (Whelan-Berry, 2021). Social Network Analysis maps communication and collaboration patterns (Borgatti et al., 2018). This study focuses on timeliness, quality compliance, stakeholder satisfaction, and budget compliance during project implementation.

1.1.3. Project Management Strategies and Implementation of Projects

Project management strategies involve techniques used to plan, execute, and control projects. The implementation of good strategies is crucial for project success. Kerzner (2017) highlights the importance of comprehensive planning, including defining objectives, creating a work breakdown structure, estimating resources and timeframes,

and establishing milestones. These planning activities provide a roadmap for implementation and promote coordination among team members.

A risk management strategy helps identify, assess, and mitigate risks, allowing managers to develop contingency plans and allocate resources effectively (Hillson & Murray-Webster, 2017). Engaging stakeholder fosters ownership and improves decision-making (Verzuh, 2019). Kerzner (2017) underscores the role of monitoring and control in identifying deviations, taking corrective actions, and ensuring alignment with objectives.

Empirical studies show that risk management positively impacts the implementation of healthcare projects. Hsieh et al. (2019) found that hospitals with higher risk management levels had better performance. In Kenya, donor-funded projects have faced challenges in management, including poor planning, inadequate risk management, weak governance, and stakeholder engagement (Ahmed, 2022). Wolfram et al. (2023) reported significant delays and budget overruns in donor-funded projects in Kenya, with limited success in achieving outcomes. These findings highlight the importance of effective risk management and project governance in healthcare project implementation.

1.1.4. Healthcare Projects in Mathare Constituency, Nairobi County

Several projects have been implemented in Nairobi with the support of donors, they include; the USAID Afya Halisi health project, Bill and Melinda Gates Malaria project, Girls Education challenge by the UK, Tusome Early Grade reading programme, World Bank Nairobi Metropolitan Services (NMS) project, and many more. Some have achieved their objectives but majority have not. In Mathare Constituency, donors have invested heavily in projects aiming at improving the lives of the locals, some include; The Mathare Valley Upgrading Programme (MVUP) which began in 2000 was funded by the World Bank aimed at improving living conditions of locals. The project did not achieve all of its goals and had limited impact and was officially closed in 2008. Researchers have attributed the failures in implementation to several factors, but little is known on the influence of project management strategies in Mathare constituency.

1.2.Statement of the Problem

Donor-funded projects have played a crucial role in assisting communities in developing and underdeveloped countries. Mathare constituency is home to Mathare slums, with

limited access to basic services, and has been targeted by donor projects. Despite the substantial foreign funding over the past two decades, there have been limited visible results. The reasons behind this situation cannot be attributed to a single factor. Further analysis is needed to understand the issues that hinder the implementation of these projects.

Despite donors financing healthcare projects, HIV programmes reported reduction of 56% in the uptake of services and 48% reduction in the individuals starting ARV treatment (Muhulu et al., 2021). Mathare is characterized by lack formal sanitation facilities, leading to open defecation, 'flying toilets,' and unsanitary conditions, posing health challenges, whereas the government and non-governmental organisations have invested heavily in sanitation. Little information is available on the interaction between strategies for management of health projects and their implementation. This study purposed at establishing the influence of project management strategies on the implementation of donor funded healthcare projects in Mathare constituency, by answering the following research question, what is the influence of stakeholder management strategy, monitoring and evaluation strategy, risk management strategy, and resources management strategy on the implementation of donor-funded healthcare projects in Mathare constituency, Kenya?

1.3.Objectives of the Study

The study sought to achieve the following objectives:

- i. To examine the influence of stakeholder management strategy on the implementation of donor- funded health care projects in Mathare constituency, Kenya.
- ii. To assess the influence of monitoring and evaluation strategy on the implementation of donor- funded health care projects in Mathare constituency, Kenya.
- iii. To examine the influence of risk management strategy on the implementation of donor- funded health care projects in Mathare constituency, Kenya.

- iv. To assess the influence of resources management strategy on the implementation of donor- funded health care projects in Mathare constituency, Kenya.

1.4.Value of the Study

The study holds the potential to serve as a reference for future research. Researchers can derive immense value from this study as it imparts knowledge and facilitates further investigations into project management strategies pertaining to project implementation. Moreover, it is poised to enrich future discussions concerning project management strategy implementation by pinpointing areas that require more research attention, allowing future scholars to focus on these deficiencies. Consequently, this research will expand the application of theoretical frameworks and concepts across diverse contexts.

To policy, the findings of this study be valuable for policymakers by providing evidence-based insights to inform policy development, resource allocation, risk management, monitoring and evaluation frameworks, collaboration models, sustainability approaches, and evidence-based advocacy. By leveraging this knowledge, policymakers can enhance the effectiveness and impact of donor-funded health care projects and improve healthcare services for communities in need.

To practice, the findings of this study can significantly enhance project planning, execution, risk management, stakeholder engagement, and decision-making in practice. This knowledge can lead to improved project outcomes, increased efficiency, and greater effectiveness in delivering essential healthcare services to communities in need.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter discusses literature that relates to project management strategy and how it relates to implementation of projects. A theoretical review is presented. In addition, a review of literature regarding project management strategy and project implementation is done. Conceptual framework is presented in addition to a summary of literature and knowledge gaps.

2.2. Theoretical Review

This resource-based view and the systems theory are used in the study. These theories try to explain the association between project management strategy and project implementation.

2.2.1. Resource Dependency Theory

Resource Dependency Theory (RDT) emerged in the 1970s to address organizations' reliance on external resources (Pfeffer, 1982). RDT posits that organizations depend on external resources for their existence and achievement of goals (Pfeffer & Salancik, 1978). Organizations seek to reduce uncertainty through resource acquisition and management, facing trade-offs between autonomy and efficiency (Cyert & March, 1963; Pfeffer & Salancik, 1978). RDT highlights the significance of managing external dependencies and resource allocation in organizations.

Resource dependency theory (RDT) can be applied to analyze the influence of resource availability and accessibility on project implementation. RDT suggests that organizations will seek relationships with external resources critical to project success. It can be used to examine effective risk management practices, resource allocation optimization, monitoring and evaluation, and stakeholder management. Applying RDT enhances project implementation by understanding and managing external resource dependencies.

2.2.2. Systems Theory

The Systems theory by Ludwig von Bertalanffy, provides a framework for understanding complex systems across disciplines. It emphasizes the interdependence of components in

achieving a common goal. Norbert and Forrester further contributed to the theory by focusing on feedback loops and system dynamics. In the context of donor-funded healthcare projects, systems theory helps analyze the interactions and feedback loops among components such as risk management, stakeholder management, resource management, and monitoring and evaluation, influencing project success (Von Bertalanffy, 2019; Luhman et al., 2013).

Systems theory views the different management aspects of donor-funded healthcare projects as subsystems that must work harmoniously to achieve project success. Effective coordination and integration of activities among risk management, stakeholder management, resource management, and monitoring and evaluation are crucial. The theory emphasizes the significance of feedback loops, where the monitoring and evaluation subsystem provides feedback to other subsystems, leading to adjustments and improvements in the project implementation process.

2.3. Determinants of Project Implementation

Implementation of projects relies on addressing barriers while leveraging facilitators. Factors influencing project implementation can be categorized as organizational, environmental, and project-specific. Organizational factors, including leadership support, organizational structure, and communication. Studies suggest that effective project leadership, clear objectives, and defined roles contribute to successful implementation. Organizational structure that promotes collaboration and innovation, along with open communication channels, improves coordination and minimizes conflicts during implementation (Kern & Wimmer, 2014; Aaltonen & Kujala, 2010; Elverdam & Ika, 2019; Gareis, 2015).

Environmental factors, including regulatory frameworks, political stability, market conditions, and technological advancements. Market changes, economic factors, and customer preferences require adaptability. Technological advancements can enable or hinder projects depending on integration (Raz & Michael, 2016; Shenhar et al., 2018). Regulatory compliance is crucial in sectors like healthcare, construction, and finance (Hwang, 2017). Political stability and government support affect timelines and resource

availability (Walker & Lloyd-Walker, 2017). Project teams must consider these external factors to ensure successful implementation.

Project-specific factors, such as project complexity, scope definition, monitoring and evaluation, resource allocation, and stakeholder engagement, directly influence project implementation. Effective communication and collaboration with stakeholders increases project success (Kerzner, 2017). Complex projects require careful planning, risk assessment, and contingency strategies (Walker et al., 2019). A clear project scope avoids scope creep and resource wastage (Kloppenborg et al., 2019). Efficient resource allocation is crucial for progress and deliverable quality (Kerzner, 2017). Monitoring and evaluation provide feedback for necessary adjustments and ensure project objectives and sustainability (Sun et al., 2016). Considering these project-specific factors enhances implementation outcomes.

2.4. Project Management Strategies and Project Implementation

Project management strategies have mixed influence on the performance of projects. This section reviews literature on the influence of chosen strategies, that is, stakeholder management, monitoring and evaluation, risk management, and resource management on the implementation of projects.

2.4.1. Stakeholder Management Strategy and Implementation of Projects

Stakeholder management is among the key components influencing the implementation of project (Bal et al., 2013). A good understanding of stakeholder engagement helps managers of projects in making knowledgeable decisions and take appropriate approaches that guarantee success. Unegbu et al., (2022) applied survey research method in establishing the nexus between stakeholder management and project success in Nigeria construction projects, a sample of 250 respondents was used, and testing a hypothetical SEM model, they found a high association between SM and project success. Similarly, Saad et al (2022) looked at the association between stakeholder management and success of projects in Pakistani construction industry. Using a sample of 300 respondents and applying SEM, they found a positive association between project success and management of stakeholders.

Ahmed (2022) conducted a mixed-methods study to determine the influence of stakeholder involvement on success of water projects in Garissa. Using a sample of 153, they found a strong positive association. Chebichii (2021) in an explanatory case study on a sample of 220 respondents in civil authority automation projects in Kenya, found a positive association between stakeholder involvement and project success. Ruwa (2016) carried out a descriptive study in Kwale and found a negative correlation between engagement of stakeholder in planning of donor-funded agriculture projects and their performance. This study seeks to establish the association between management of stakeholder and implementation of healthcare projects.

2.4.2. Monitoring and Evaluation Strategy and Implementation of Projects

Monitoring and evaluation is a critical component of projects execution. According to Callistus and Clinton (2017), monitoring and evaluation is the only practice that runs through the entire lifecycle of a project and some projects have the practices transcending project closure. Biwott, Egesah, and Ngeywo (2017) in their desk review established that M&E is an important component of project success. Umwari and Kamuhanda (2021) did a mixed methods study using a sample of 102 respondents and found a positive nexus between monitoring and evaluation practices of horticulture projects in Rwanda and their performance. Njeru and Luketero (2018) found that monitoring and evaluation and performance of medical projects were associated. Nkurunziza, Kamuhanda, and Onsoti (2022) found a strong positive connection between M&E and sustainability of the adult literacy projects in Rwanda. Aromorach (2022) using bivariate analysis found a positive association between monitoring and evaluation and project performance.

Mwango (2022) in her master's project found a positive association between sustainability of water projects and monitoring and evaluation. Masengeli (2020) also found a positive significant association between sustainability of chicken projects and monitoring and evaluation. In conclusion, all the reviewed studies, though with various indicators across them, established a positive nexus between performance or sustainability of projects and monitoring and evaluation. A paucity of studies have explored the association between monitoring and evaluation practices and project implementation with particular focus in healthcare projects, this study aims at plugging this gap in knowledge.

2.4.3. Risk Management Strategy and Implementation of Donor-Funded Projects

Risk management is an iterative process according to Viswanathan, Tripahi, and Jha (2020), which begins with identification of project risks, then assessment of the risk, and lastly, formulation of risk mitigation measures. Amouh and Pretorius (2020) did a study in South Africa and established that management of risk in projects of construction nature minimizes the chances of project failure. Zwikael and Ahn (2011) did a study Japan, Israel, and New Zealand, they suggested that management of risk has a significant association with success of projects. Urbański, Haque, and Oino (2019) looked at the moderation role of risk management on the association between project planning and success of projects. They found that management of risk significantly moderated the association between success of projects and project planning.

Bukar and Ibrahim (2021) in their research in Nigeria found a strong positive association between risk management and success of projects. Kallow et al., (2022) established that management of risks positively enhances the chances of project success. Chin et al., (2022) also found a significant positive association between performance of construction projects and risk management in Malaysia. Lodhi, Khan, and Zia (2019) while looking at the association between management of risk and success of projects in the engineering sector in Pakistan, found a positive and significant association between risk reporting, risk control, risk monitoring, and success of projects, while assessment of risks and identification of risks were found not to have a significant influence on the success of projects. Little research has been carried out to establish the association between risk management and implementation of healthcare projects, this study seeks to bridge this gap in research.

2.4.4. Resource Management Strategy and Implementation of Donor-Funded Projects

The project implementation phase of a project utilizes several types of resources, they include human and financial resources. Akbar and Shahid (2023) found that management of human resource positively moderates the association between management of risk and success of projects. Jennifer and Gachengo (2022) found that management of resources was significantly associated with performance of road projects in a positive way.

Similarly, Ghattas, Bassioni, and Gaid (2022), found that human resource management was not a governing factor in performance of construction projects in Egypt.

Elahi, Ahmad, and Aamir (2020) looked at the nexus between project success and resource management and a significant positive connection. Umulisa, Mbabazize and, Shukla (2015) did a study in Rwanda and found a significant link existed between the management of resources and project performance. These findings are in tandem with those of Ogogo et al., (2018) that determined that resource management increases the likelihood of construction projects being successful in implementation. Abdi (2020) studied the association between resource management practices and road infrastructural projects performance in Wajir and found that an important benefit to resource planning is that it aids the management of the project to meet the specifications of a task in the project efficiently.

Kipchirchir (2022) also looked at the nexus between road construction projects performance and management of resources and found that it had a positive influence on performance. Chin et al., (2022) found a positive association between project performance and knowledge management which is an aspect of resource management in their study on construction companies in Malaysia. Studies reviewed indicate the existence of an association between resource management and performance of projects, but due to methodological and contextual differences, those findings cannot be generalized to other setting.

2.5. Conceptual Framework

This section presents the connection between the independent factors (stakeholder management, monitoring and evaluation, risk management, and resource management) and dependent factor (implementation of donor-funded projects). It is hypothesized that a multi-linear relationship exists between the independent variable, that is, project management strategies, and the dependent variable, which is project implementation. The study further hypothesizes that a simple linear association exists between each indicator of project management strategy, that is, stakeholder management, monitoring and evaluation, risk management, and resource management and project implementation. The

association between project management strategy and project implementation is hypothesized to be moderated by government policy.

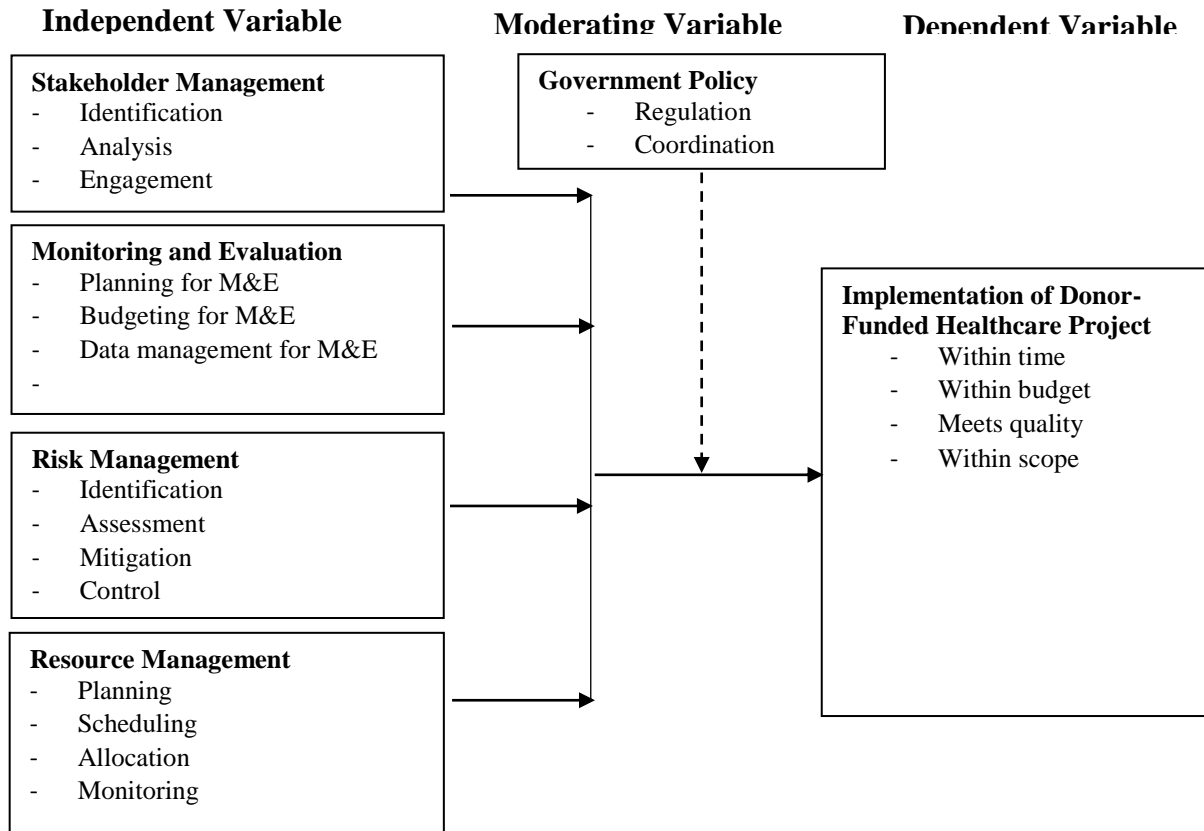


Figure 1: Conceptual Framework

2.6. Summary of Literature Review and Knowledge Gaps

The study seeks to establish the nexus between project management strategies and project implementation in the context of healthcare projects. Project management strategies has been conceptualized in terms of stakeholder management, monitoring and evaluation, risk management, and resource management. Stakeholder management’s influence of implementation of projects has been looked at by several researchers, they include; Schonebeck and Pöllinger (2020), Unegbu et al., (2020), Saad et al (2022), Githinji et al., (2020), Demirkesen and Reinhardt (2021), Ruwa (2016), indicating mixed association. On the association between M&E and project implementation all the reviewed studies, though with various indicators across them, established the existences of a positive nexus between the variables (Masengeli, 2020; Mwambeo et.al., 2022; Kissi et al., 2019; Aromorach, 2022). The association between risk management and project implementation was found to be mixed. This was evidenced on the conceptualization of

risk management, where aspects of risk management such as risk reporting, risk control, and risk monitoring, were found to have a direct significant nexus with project success, while risk identification did not have any influence (Lodhi et.al., 2019). Studies which found a positive association between all indicators of risk management and success of projects include; Bukar and Ibrahim (2021), Kallow et al., (2022), Chin et al., (2022), and Amouh and Pretorius (2020). Some other studies were based on a chi-square technique, hence only reported an association but not the direction and strength of association. Lastly, resource management was also found to have a direct significant nexus with project success, (Chin et al., 2022; Kipchirchir, 2022; Ogogo et.al., 2018) but due to methodological and contextual differences, those findings cannot be generalized to healthcare projects.

Table 2. 1: Knowledge Gaps

| Variable | Author (year) | Study title | Methodology used | Findings | Knowledge Gaps | Focus of Current Study |
|---------------------------|----------------------------------|--|--|---|--|---|
| Stakeholder management | Unegbu et al., (2020) | Project management practices and Project performance measures in Nigerian construction projects | Mixed-methods design | Strong association between stakeholder management and project performance | The study context is different from that of Mathare. Secondly, the magnitude of influence was not given, and lastly, the project was on construction projects which are different from health-care projects. | The study found a moderate positive association (0.539, 0.000) between stakeholder management and project implementation in the context of donor funded healthcare projects. It was also established that 29.1% of the variance in implementation can be attributed to stakeholder management |
| Monitoring and Evaluation | Ocharo, Rambo, and Ojwang (2020) | Influence of Programme Monitoring on Performance of Agricultural Projects in Galana Kilifi County, Kenya | Pragmatic pattern coupled with mixed methods approach. | Performance of the selected agricultural projects was seen to be influenced by M&E | This study was on agricultural projects which are different from healthcare projects. In addition, the prediction effect of monitoring and evaluation practices was not established. | The study found a strong positive association (0.669, 0.000) between monitoring and evaluation and project implementation in the context of donor funded healthcare projects. It was also established that 44.9% of the variations in implementation are explained by monitoring and evaluation |
| Risk Management | Lodhi, Khan, and Zia (2019) | Risk management and success of engineering projects in Pakistan | The study adopted the deductive approach | They found a positive significant association between risk and success of projects. | The study was conducted in Pakistan in construction projects, this means the findings cannot be generalised to healthcare projects in Mathare constituency, Kenya | The study found a moderate positive association (0.551, 0.000) between risk management and implementation of healthcare projects. In addition, 30.4% of the changes in implementation of healthcare projects could be attributed to risk management |
| Resource management | Jennifer and Gachengo (2022) | Stakeholders' Resource Management and Performance of Road Construction Projects in Siaya County, Kenya | Explanatory research design | Management of resources was significantly associated with performance of road projects in a positive way. | Road construction projects differ from healthcare needs in terms of the resources required. In addition, the researchers did not give the magnitude and direction of influence. | The study found a strong positive association (0.618, 0.000) between resource management and healthcare projects implementation. It was further found that 38.2% of the changes in implementation of healthcare projects are due to resource management |

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter focused on the philosophy and design of research; target population, sample and sampling technique; data collection instruments and data analysis.

3.2. Research Philosophy

Pragmatic paradigm was adopted. Feilzer (2010) claims that the pragmatic paradigm puts aside the qualitative vs quantitative war by suggesting that the focus should be on whether the research helps the researcher answer the research questions.

3.3. Research Design

A mixed methods design of convergent nature was implemented. Dawadi et al., (2021) claim that mixed-methods research design has several benefits, it puts together the frameworks of interpretivism and post-positivism.

3.4. Target Population

The study targeted three healthcare projects implemented by donors, they are; Mathare Community Outreach (MCO), Mathare North Health Project, and Mathare Mental Health Project. The target population shown in Table 3.1.

Table 3. 1: Target Population

| Project | Category | Population |
|----------------------------------|-----------------------|-------------------|
| Mathare Community Outreach (MCO) | Project Manager | 1 |
| | Project Accountant | 1 |
| | Donor Representative | 1 |
| | Project Beneficiaries | 77,346 |
| Mathare North Health Project | Project Manager | 1 |
| | Project Accountant | 1 |
| | Donor Representative | 1 |
| | Project Beneficiaries | 42,821 |
| Mathare Mental Health Project | Project Manager | 1 |
| | Project Accountant | 1 |
| | Donor Representative | 1 |
| | Project Beneficiaries | 17,294 |
| Total | | 137,470 |

3.5. Sample size and Sampling Techniques

This section provides the methods for computation of sample size and the techniques of sampling.

3.5.1. Sample Size

The study used a sample of 100 individuals. Using the Taro Yamane (1967) formula, we have;

$$n = \frac{N}{1 + Ne^2} = \frac{137,470}{1 + 137,470 * 0.1^2} = 99.9$$

Where n is the size of sample

N denotes the size of the target population

e denotes the error term, taken at 10%

This sample size of 100 will be allocated proportionally to the different strata.

3.5.2. Sampling Technique

This study used random sampling of simple nature for selecting project beneficiaries while the project managers, project accountant, and the donor representatives were selected purposively.

3.6. Data Collection Instruments

Research instruments refer to any data collection device (Orodho, 2003). The study used semi-structured questionnaires and interviews. Questionnaires that are semi-structured contain questions that are open and closed. Interviews only have questions that are open-ended.

3.7. Data Analysis

This section provides a description of how data was tested and then analyzed.

3.7.1. Diagnostic Tests

Normality and multicollinearity were checked. Normality which is key in parametric tests will be examined by use of Kolmogorov-Smirnov (KS-test). Multicollinearity which looks at correlation between independent variables will be examined by use of variance inflation factor (VIF).

3.7.2. Analytical Model

Descriptive and inferential analysis were carried out, and a regression model was generated, it is of the form;

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \epsilon$$

| | | |
|-----------------------|---|---|
| Where Y | = | implementation of donor-funded projects |
| α_0 | = | constant |
| $\alpha_1 - \alpha_4$ | = | coefficients |
| X_1 | = | stakeholder involvement |
| X_2 | = | monitoring and evaluation |
| X_3 | = | risk management |
| X_4 | = | resource management |

3.7.3. Significance Tests

Significance tests, also known as hypothesis tests, are statistical procedures used to determine whether observed data provides enough evidence to reject or fail to reject a null hypothesis. Tests will be based on p-values as shown in table 3.2.

Table 3. 2: Summary of Statistical Test

| Objective | Hypothesis | Model | Test | When to reject or fail to reject H_0 |
|--|--|--|-------|--|
| To examine the influence of stakeholder management on the implementation of health projects in Mathare constituency, Nairobi County. | There is no significant connection between stakeholder management and implementation of healthcare projects in Mathare Constituency, Nairobi County, Kenya. | $Y = \beta_0 + \beta_1 X_1 + \epsilon$ | ANOVA | Rejection if $p \leq 0.05$ Non-rejection $p > 0.05$ |
| To assess the influence of stakeholder management on the implementation of health projects in Mathare constituency, Nairobi County. | There is no significant connection between monitoring and evaluation and implementation of healthcare projects in Mathare Constituency, Nairobi County, Kenya. | $Y = \beta_0 + \beta_2 X_2 + \epsilon$ | ANOVA | Rejection if $p \leq 0.05$ Non-rejection $p > 0.05$ |
| To examine the influence of stakeholder management on the implementation of health projects in Mathare constituency, Nairobi County. | There is no significant connection between risk management and implementation of healthcare projects in Mathare Constituency, Nairobi County, Kenya. | $Y = \beta_0 + \beta_3 X_3 + \epsilon$ | ANOVA | Rejection if $p \leq 0.05$ Non-rejection $p > 0.05$ |
| To assess the influence of stakeholder management on the implementation of health projects in Mathare constituency, Nairobi County. | There is no significant connection between resource management and implementation of healthcare projects in Mathare Constituency, Nairobi County, Kenya. | $Y = \beta_0 + \beta_4 X_4 + \epsilon$ | ANOVA | Rejection if $p \leq 0.05$ Non-rejection $p > 0.05$ |

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter gives a presentation of the findings of the data analyzed as well as an interpretation of the research findings. It has been put into sections, which are; response rate of the questionnaires, respondents' demographic characteristics, presentation of the research findings, findings discussion and interpretation. Inferential statistics on the association between the variables is also presented. The chapter provides the main findings and results of the study as obtained from the questionnaire. This information is then grouped based on the objectives of the research and results then presented through tables and cross tabulations.

4.2. Questionnaire Response Rate

A total of 100 semi-structured questionnaires were issued by the researcher to the research participants. Out of which, 86 were duly filled and useable for research. This was a return of 86%. Mugenda and Mugenda (2012) claim that a rate of response rate is considered adequate if it 50% or more, they further add that a rate of response that is 70% or greater is considered excellent. Having attained a rate of response that was greater than 70%, the analysis proceeded since this was considered excellent. The excellent return rate was realized after the researcher and the assistants applied the drop and pick method in addition to explaining to the respondents the reason as to why the research is being carried out, in addition to showing them how to correctly do the filling of the questionnaires.

4.3. Background Information

This intended to establish some of the demographics of the research respondents with the aim of ascertaining their capability to comprehend and respond appropriately to the statements in the questionnaire as well getting the general composition of the respondents

in Mathare Constituency. This was done in sections as follows; age of respondent, gender of respondent, highest education level attained by the respondents, and the period worked in implementation of healthcare projects.

4.3.1. Age of Respondents

Table 4.1 presents the distribution of respondents based on their age groups, as required for the research.

Table 4. 1: Age of Respondents

| Age (Years) | Frequency | Percent |
|--------------------|------------------|----------------|
| 18 - 30 | 29 | 33.7 |
| 31 - 40 | 43 | 50.0 |
| Over 40 | 14 | 16.3 |
| Total | 86 | 100.0 |

The results of the age analysis in table 4.1 indicate that 33.7% of the research respondents were in the age group 18 – 30 years, those in the age group 31 – 40 years were the majority represented by 50.0%, while those who were aged over 40 years were 16.3%. Understanding the age distribution allows researchers to assess whether the sample adequately represents different age groups in the population under study. This information helps in generalizing the research findings to a broader population.

4.3.2. Gender of Respondent

Data on the gender of the respondents was collected and the findings indicated in table 4.2.

Table 4. 2: Gender of Respondents

| Gender | Frequency | Percent |
|-----------------------|------------------|----------------|
| Female | 52 | 60.5 |
| Male | 30 | 34.9 |
| Prefer not to mention | 4 | 4.6 |
| Total | 86 | 100.0 |

The results shown in table 4.2 indicate that 60.5% of the sampled research respondents were female, 34.9% were male, while the remaining 4.6% preferred not to indicate their

gender. According to CoK (2012), it is recommended that any grouping of individuals should not have more than two-thirds of one gender. Hence the composition of respondents for the research was representatives of both genders.

4.3.3. Education Level of Respondents

The study collected data on the highest education level attained by the respondents and the results are presented in Table 4.3.

Table 4. 3: Education Level

| Education Level | Frequency | Percent |
|------------------------|------------------|----------------|
| Primary Level | 26 | 30.2 |
| Secondary Level | 40 | 46.6 |
| Tertiary | 18 | 20.9 |
| Others | 2 | 2.3 |
| Total | 86 | 100.0 |

Table 4.3 reveals that a significant majority of the survey respondents possessed a secondary level of education, accounting for 46.6% of the total participants. Those with primary level education were the second largest group, that is, 30.2%. Respondents possessing tertiary level education were 20.9% while the remaining 2.3% indicated others. These findings carry significant implications, suggesting that the majority of respondents were equipped with the necessary educational background to comprehend the questionnaire thoroughly. Consequently, their ability to comprehend and respond to the survey items in a meaningful manner enhances the research's validity and increases the likelihood of accomplishing the intended research objectives effectively.

4.4. Tests for Statistical Assumptions and Analysis of Likert Type of Data

In this part, an explanation is given on how normality and multicollinearity tests were done. Additionally, a justification for the use of the Likert-type items in the research instruments and subsequent analysis is given. These are further discussed in subsequent subthemes:

4.4.1. Tests for Normality

Ensuring the conformity to assumptions of normality holds significant importance when engaging in parametric testing with a dataset. Failure to satisfy these assumptions can lead to erroneous inferential conclusions. The assessment of normality is carried out through visual examinations involving density plots or by performing hypothesis tests like the Kolmogorov-Smirnov (KS) test or the Shapiro-Wilk's test (SW-test) (Ghasemi & Zahediasl, 2012). In this particular investigation, the K-S test was utilized to verify normality, and the outcomes are depicted in Table 4.4, furnishing valuable insights into the distributional traits of the data. This process ensures the integrity of subsequent parametric analyses.

Table 4. 4: Test for Normality

| | Kolmogorov-Smirnov ^a | | |
|--|---------------------------------|----|--------|
| | Statistic | df | Sig. |
| Implementation of donor funded healthcare projects | 0.103 | 86 | 0.121* |
| Stakeholder Management | 0.181 | 86 | 0.193* |
| Monitoring and Evaluation | 0.259 | 86 | 0.217* |
| Risk Management | 0.164 | 86 | 0.202* |
| Resource Management | 0.172 | 86 | 0.133* |

According to the results in table 4.4 the p-value for the Kolmogorov-Smirnov test for all the five variables was greater than 0.05. According to the K-S test, if the p-value is less than or equal to the significance level, that is, 0.05, you reject the null hypothesis and conclude that the data does not follow a normal distribution. Otherwise, if the p-value is greater than the significance level, you fail to reject the null hypothesis, indicating that there is not enough evidence to suggest a departure from normality. In this case, we conclude that all the variables considered followed a normal distribution.

4.4.2. Tests for Multicollinearity

Multicollinearity refers to the aspect of strong correlation between the indicators of independent variable, in this case; stakeholder management, monitoring and evaluation, risk management, and resources management. Variance Inflation Factor (VIF) and the

tolerance tests were done to test for multicollinearity and the values for the test indicated in table 4.5.

Table 4. 5: Test for Multicollinearity

| Variables | Collinearity Statistics | |
|---------------------------|--------------------------------|------------|
| | Tolerance | VIF |
| Stakeholder management | 0.941 | 1.771 |
| Monitoring and Evaluation | 0.912 | 1.485 |
| Risk Management | 0.897 | 1.627 |
| Resources Management | 0.964 | 1.793 |

The outcome in table 4.5 gives that the VIF values all the four variables. According to Hair Jr, Hult, Ringle and Sarstedt (2016), VIF values greater than 5 indicate multicollinearity in the variable. Since all the four variables had VIF values that were not more than 5, it was concluded that there was no existence of multicollinearity among the study variables.

4.4.3. Analysis of Likert Type Data

Likert scale type of items were applied to five sections of the questionnaire. The scale was made up of 5 – point Likert items defined as; 5 = strongly agree, 4 = agree, 3 = Neutral, 2 = disagree and 1 = strongly disagree. According to Carifio and Rocco (2007) when analyzing Likert-type items, the following intervals are supposed to be used as guiding principles when making conclusions; Strongly Agree (SA) lies in the interval 4.2 – 5.0, Agree (A) is in the interval 3.4 – 4.2, Neutral (N) lies in the interval 2.6 – 3.4, Disagree (D) lies in the interval 1.8 – 2.6; and Strongly Disagree (SD) ranges between 1 and 1.8, thus giving an equal distance of 0.8. This condition was followed through the analysis stage as well as when interpreting outcomes of the Likert type data.

4.5. Implementation of Donor Funded Healthcare Projects

In this research, implementation of donor funded healthcare projects was the dependent variable. Questionnaires and interview guides were used for data collections. In the semi-structured questionnaires, respondents were required to indicate by ticking an appropriate

box that indicates their level of agreement with several statements regarding donor funded healthcare project implementation. The statements were based on the constructs of implementation of donor funded healthcare project which were, projects being completed within the planned time, projects being completed within the planned budget, projects meeting the quality specification, and within scope. The measurement of the level of agreement was centered on a Likert scale made up of 5 – points ranging that were defined as 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D) and 1 = Strongly Disagree (SD). The mean and standard deviation of the statements were computed. In addition, the composite mean and standard deviation were computed and the results presented in Table 4.6.

Table 4. 6: Implementation of donor funded healthcare projects

| Statements | SA | A | N | D | SD | Mean | Std. Dev |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 Implementing of this project is within the planned time schedule | 18 20.9% | 21 24.4% | 11 12.8% | 28 32.6% | 8 9.3% | 3.17 | 0.72 |
| 2 Implementing of this project is within the planned budget schedule | 13 15.1% | 19 22.1% | 10 11.6% | 33 38.4% | 11 12.8% | 2.93 | 0.83 |
| 3 Implementing of this project is within the planned scope | 26 30.2% | 40 45.1% | 0 0.0% | 8 9.3% | 2 2.3% | 4.37 | 0.21 |
| 4 Implementing of this project is within the planned quality specification | 14 16.3% | 28 32.6% | 10 11.6% | 34 39.5% | 0 0.0% | 3.52 | 0.79 |
| 5 The process of implementing this project is satisfactory | 9 10.5% | 23 26.7% | 41 47.7% | 10 11.6% | 3 3.5% | 3.27 | 0.86 |
| Composite Mean and Std. Dev. | | | | | | 3.45 | 0.66 |

Table 4.6 gives feedback from respondents on their agreement level with items that measure the implementation of donor funded healthcare projects. These results are described item-wise as follows;

The first statement focused on appraising the project's adherence to its predetermined timeline. Gathering insights from 86 participants, the results unveiled a spectrum of opinions. A notable 20.9% displayed strong agreement in affirming that the project indeed adhered to its stipulated time limit. An additional 24.4% expressed agreement with this sentiment, signifying a collective recognition of the project's temporal success. Conversely, 32.6% voiced disagreement, highlighting perceived shortcomings in timeline adherence, while 9.3% vehemently contested the project's punctuality. Within this

discourse, a noteworthy 12.8% assumed a neutral stance, indicating a lack of strong conviction either way. Computation of the item's mean score yielded 3.17, suggestive of this neutrality, as it positioned close to the midpoint of the assessment scale. This was further substantiated by a standard deviation of 0.72, denoting the degree of dispersion in responses. In essence, the data implied a prevailing equipoise among respondents concerning the project's compliance with its temporal constraints. This comprehensive analysis underscores the complex interplay of opinions regarding the project's timeliness, painting a holistic picture of stakeholders' perspectives.

The second parameter under scrutiny pertained to the project's alignment with its allocated financial resources. Drawing insights from 86 participants, a diversified range of viewpoints emerged. Notably, 15.1% of respondents unequivocally supported the notion that the project adhered to its intended budget, with an additional 22.1% concurring with this assessment. Conversely, 38.4% expressed dissent, suggesting perceived fiscal overruns, while 12.8% vehemently contested the project's financial compliance. Concurrently, 11.6% maintained a neutral perspective, signaling a lack of pronounced inclination. The quantitative assessment revealed a mean score of 2.93, indicating a prevailing stance of neutrality that closely approached the midpoint of the evaluation scale. This sentiment was further underpinned by a standard deviation of 0.83, representing the extent of variability in responses. This collective analysis underscored a balanced equilibrium in respondent opinions concerning the project's adherence to its budgetary constraints. The findings illuminated the intricate tapestry of perceptions surrounding the project's fiscal alignment, capturing the diverse viewpoints of stakeholders. By scrutinizing these insights, a comprehensive understanding of how the project was perceived in relation to its financial parameters was revealed.

The assessment's third facet revolved around the project's alignment with its predetermined scope. Gathered from 86 respondents, a diverse spectrum of opinions came to light. Remarkably, 30.2% of participants ardently concurred that the project meticulously adhered to its intended scope, while a substantial 45.1% also affirmed this alignment. Intriguingly, no respondents assumed a neutral stance on this matter, indicating a clear and categorical sentiment among the participants. In contrast, a mere 9.3%

expressed disagreement with the project's scope, with an even smaller 2.3% vehemently opposing it. The numerical exploration disclosed an average score of 4.37, illustrating an overwhelming consensus of strong agreement. This was further corroborated by a low standard deviation of 0.21, signifying a tight clustering of responses around the mean. Collectively, the analysis illuminated a resounding harmony in participant perspectives regarding the project's alignment with its scope. The data effectively showcased the project's impressive adherence to its intended scope, a sentiment echoed consistently among the majority of respondents. This highlighted the project's successful execution within its prescribed boundaries, reflecting a shared appreciation for its achieved objectives.

The fourth evaluation parameter revolved around the project's adherence to its designated quality standards. Information gleaned from 86 participants showcased a diverse panorama of viewpoints. Impressively, 16.3% of respondents displayed unwavering affirmation that the project impeccably met its intended quality benchmarks. An additional 32.6% shared this view, underlining a widespread recognition of the project's quality fulfillment. Intriguingly, no respondents adopted a strong opposing stance on this matter, with 0.0% strongly disagreeing. Conversely, 39.5% expressed reservations about the project's quality, constituting a significant portion of the participants. Meanwhile, 11.6% adopted a neutral stance, implying a lack of pronounced inclination. Through quantitative analysis, an average score of 3.52 emerged, indicating a prevailing sentiment of agreement. This consensus was further reinforced by a standard deviation of 0.79, demonstrating the extent of variance in responses. Together, these findings underscored a substantial accord among respondents regarding the project's alignment with its quality specifications. The data illuminated a shared acknowledgment of the project's quality attainment, albeit with discernible pockets of skepticism.

The fifth assessment parameter centered on gauging the satisfaction with the project's implementation process. Drawing insights from 86 participants, a diverse array of opinions surfaced. Notably, 10.5% of respondents expressed unwavering support in strongly agreeing that the project's implementation process was satisfactory. An additional 26.7% echoed this sentiment with agreement, reflecting a significant portion

acknowledging the process's effectiveness. Intriguingly, nearly half of the respondents, totaling 47.7%, assumed a neutral standpoint, indicating a lack of strong sentiment towards the implementation process. Conversely, 11.6% voiced disagreement with the process, while 3.5% held a strong opposing stance. Quantitative analysis revealed an average score of 3.27, signaling a prevailing tone of neutrality in participants' perceptions. This was reinforced by a standard deviation of 0.86, signifying the extent of variability in responses. Collectively, these findings highlighted a noteworthy balance in participant viewpoints regarding the project's implementation process. While some affirmed satisfaction, a substantial number adopted a neutral stance, showcasing the multifaceted nature of stakeholder opinions. The comprehensive evaluation shed light on the intricate interplay of sentiments surrounding the project's implementation process, capturing the diversity of perspectives held by stakeholders.

Lastly, a composite mean of 3.45 and standard deviation of 0.66 were computed. This implies that the respondents collectively agreed with the statements. Hence it can be inferred that the implementation of the donor funded healthcare projects was satisfactory. To further supplement the quantitative findings, interviews were conducted and the respondents were asked to give their opinion on the entire process of implementing the project, with regard to time, budget, quality, satisfaction, and scope. One of the respondents said;

“The implementation of this project followed a carefully orchestrated process that considered time, budget, quality, and scope as pivotal aspects. Our team embarked on a comprehensive timeline, adhering to a meticulously planned schedule. We closely monitored milestones, ensuring timely completion and minimizing any potential delays. In terms of budget, we meticulously allocated resources to align with the project's financial parameters. Regular financial assessments were conducted to control expenditures and ensure efficient resource utilization throughout the project lifecycle. Quality was a paramount focus. We established stringent quality standards right from the outset and rigorously adhered to them. Regular quality checks and evaluations were integrated into each phase, guaranteeing that the end result met or exceeded predefined

benchmarks. Scope management was another cornerstone. We began by meticulously defining the project's scope, and any proposed changes were meticulously evaluated against their potential impact. This approach prevented scope creep and maintained alignment with the project's original objectives.

Throughout the process, effective communication and collaboration were maintained among all stakeholders. This ensured that everyone was aligned with the project's progress and any deviations or challenges were promptly addressed. In summary, the project was executed within its designated timeline and adhered closely to the budget, underpinned by a steadfast commitment to maintaining high quality and scope integrity. Effective coordination and vigilance across all fronts facilitated the successful implementation of the project.”

It is therefore concluded that the implementation of the projects were done in a satisfactory manner that adhered to the time, budget, scope, satisfaction of users, and quality needs.

4.6. Stakeholder Management Strategy and Implementation of Donor Funded Healthcare Projects.

The first objective of the study was to assess the influence of stakeholder management strategy on the implementation of donor funded healthcare projects. To achieve this, the researchers collected both quantitative and qualitative data. The collected data underwent analysis, and the findings were subsequently presented in a convergent manner, combining both data types to provide a comprehensive and holistic understanding of the research subject. Respondents were required to respond to items constructed on a Likert scale and the findings are presented in table 4.7.

Table 4. 7: Stakeholder Management Strategy

| Statements | SA | A | N | D | SD | Mean | SD |
|--|-------------|-------------|------------|-------------|-------------|-------------|-----------|
| 1 Stakeholder identification was done | 0 0.0% | 16 18.6% | 4 4.6% | 56 65.2% | 10 11.6% | 2.71 | 0.51 |
| 2 Stakeholder were involved in initiation of the project | 9 10.5% | 11 12.8% | 8 9.3% | 48 55.8% | 10 11.6% | 2.79 | 0.62 |
| 3 Stakeholder were involved in planning of the project | 18 20.9% | 26 30.2% | 9 10.5% | 31 36.0% | 2 2.3% | 2.93 | 0.49 |
| 4 Stakeholder were involved in execution of the project | 28 32.6% | 39 45.3% | 0 0.0% | 19 22.1% | 0 0.0% | 4.31 | 0.27 |

| | | | | | | | | |
|-------------------------------------|---|-------------|-------------|-----------|-------------|-----------|-------------|-------------|
| 5 | Stakeholder were involved in making decision of the project | 10 11.6% | 33 38.4% | 7 8.1% | 36 41.9% | 0 0.0% | 3.27 | 0.56 |
| Composite Mean and Std. Dev. | | | | | | | 3.20 | 0.58 |

Table 4.7 presents feedback received from participants regarding their perception on items measuring monitoring and evaluation design approach. The ensuing section elaborates on these outcomes on a per-item basis:

The first item was to assess the extent to which stakeholder identification had been carried out effectively. The survey responses revealed varying degrees of agreement among participants. A mere 0.0% indicated strong agreement, while 18.6% expressed agreement. A small fraction, 4.6%, remained neutral in their stance, suggesting a lack of strong opinion. On the other hand, a substantial 65.2% disagreed, and 11.6% strongly disagreed with the effectiveness of stakeholder identification. The calculated average score of 2.71, coupled with a standard deviation of 0.51, pointed to a prevailing sense of neutrality within the collected responses. This statistical representation suggested that the participants' opinions were dispersed across the spectrum, without any distinct leaning towards agreement or disagreement. This outcome implies that the process of stakeholder identification might require further scrutiny and improvements. While a significant portion of participants expressed reservations, the lack of a strong consensus indicates the complexity and potentially multifaceted nature of stakeholder involvement. The study results could serve as a foundation for refining stakeholder engagement strategies to ensure more cohesive and well-informed decision-making processes in the future.

The second aspect under investigation aimed to ascertain the extent of stakeholder involvement during project initiation. Analysis of participant responses unveiled a diverse range of perspectives. Approximately 10.5% of respondents strongly agreed, while 12.8% agreed that stakeholders were engaged at this stage. Meanwhile, 9.3% maintained a neutral stance, implying a lack of clear inclination. Contrarily, a substantial 55.8% disagreed, with an additional 11.6% strongly disagreeing regarding stakeholder involvement in project initiation. With an average score of 2.79 and a standard deviation of 0.62, the data indicated a prevalent state of neutrality across the participant cohort. This statistical pattern suggests that opinions were dispersed without a strong bias

towards either agreement or disagreement. This outcome implies that the level of stakeholder engagement during project initiation may necessitate attention and improvement. The notable percentage of respondents expressing disagreement highlights potential gaps in incorporating stakeholder perspectives early in the project lifecycle.

The analysis of the third item, which focused on the engagement of stakeholders in project planning, revealed a diverse range of perspectives. Of the respondents, 20.9% showed a strong agreement, and a larger segment of 30.2% expressed agreement with stakeholders' involvement in project planning. Meanwhile, 10.5% adopted a neutral stance, indicating an absence of strong inclination. On the contrary, a notable 36.0% disagreed, with a minor 2.3% strongly disagreeing regarding stakeholder participation in project planning. The calculated average score of 2.93, accompanied by a standard deviation of 0.49, pointed to a state of neutrality among the collected responses. This statistical pattern suggests that opinions were distributed across the spectrum without a distinct tendency towards agreement or disagreement. These findings suggest that the extent of stakeholder engagement in project planning warrants closer examination and potential improvement.

The fourth item aimed at ascertaining stakeholder involvement in project planning, revealed a notable consensus among participants. A significant 32.6% expressed strong agreement, and a larger majority of 45.3% agreed with the notion of stakeholders being engaged in project planning. Remarkably, no respondents adopted a neutral stance, indicating a clear leaning towards agreement. Conversely, 22.1% disagreed with the involvement of stakeholders, and no respondents strongly disagreed. With an average score of 4.31 and a narrow standard deviation of 0.27, the data indicated a strong alignment of responses towards agreement. This statistical pattern signifies a robust consensus among participants. These findings strongly suggest that stakeholders' participation in project planning is well-established and embraced. The substantial combined percentage of agreement highlights a unified perspective on the significance of stakeholder involvement during planning. The absence of neutral or strong disagreement positions emphasizes the shared understanding of stakeholders' value in shaping project planning processes.

The analysis of the fifth item, which aimed to assess stakeholder involvement in decision-making, revealed diverse perspectives among participants. About 11.6% strongly agreed, and a significant portion of 38.4% agreed that stakeholders were indeed engaged in decision-making processes. Meanwhile, 8.1% adopted a neutral stance, indicating a modest lack of clear inclination. On the other hand, 41.9% disagreed with the involvement of stakeholders in decision-making, and no respondents strongly disagreed. The calculated average score of 3.27, along with a standard deviation of 0.56, indicated a notable alignment of responses towards agreement. This statistical distribution suggests a prevailing consensus among participants. These results imply that there is a generally positive perception of stakeholder involvement in decision-making processes. The combined percentage of agreement underscores a shared understanding of the importance of incorporating stakeholder perspectives in shaping project decisions. The lack of strong disagreement further supports the notion that stakeholders do play a role in the decision-making processes, even if there are some dissenting opinions. Lastly, a combined mean of 3.20 and a standard deviation of 0.58 were found indicating that the respondents were generally neutral on the items.

Interviews with key persons in the project were also carried out to supplement the quantitative data. The study through interviews sought to determine if stakeholders had been involved at any stage of the implementation of the project. Additionally, they were required to indicate if they thought stakeholder implementation was significant in project implementation. One of the respondents said.

“Yes, stakeholder involvement has been pivotal in our project's implementation. We recognized its significance from the outset as a key driver of success. Their perspectives and expertise have guided us in crucial decision-making. In terms of involvement, stakeholders played a role across various phases. During project planning, we actively sought their insights to refine our strategies. Their input in decision-making ensured alignment with their expectations. Additionally, they've been part of the monitoring process, providing valuable feedback for necessary adjustments. As for the importance of stakeholder management, it's undeniable. Stakeholders bring diverse viewpoints that uncover blind spots, reduce risks, and

enhance outcomes. Their engagement cultivates a sense of ownership, minimizing resistance and facilitating smoother implementation. Their feedback serves as a compass for informed decisions, ensuring our project meets their needs. In essence, effective stakeholder management is synonymous with project success, fostering collaboration, better outcomes, and sustained achievement.”

These results from quantitative and qualitative analysis indicate that stakeholder management is key and played a role in the implementation of donor funded healthcare projects.

4.6.1. Correlational Analysis of Stakeholder Management Strategy and Implementation of Donor Funded Healthcare Projects.

To assess the level of correlation between stakeholder management strategy and the implementation of donor funded healthcare projects, a more in-depth investigation was conducted using inferential techniques. This involved performing a correlational analysis utilizing the Karl Pearson method. The outcomes of this analysis are detailed in Table 4.8.

Table 4. 8: Correlation between Stakeholder Management Strategy and Implementation of Donor Funded Healthcare Projects.

| Variable | | Stakeholder Management Strategy |
|----------------------------|---------------------|---------------------------------|
| Implementation of Donor | Pearson Correlation | 0.539* |
| Funded Healthcare Projects | Sig. (2-tailed) | 0.000 |
| | n | 86 |

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

The findings presented in Table 4.8 reveal a moderate positive correlation of 0.539 between stakeholder management strategy and implementation of donor funded healthcare projects. Importantly, the significance of this correlation coefficient is underscored by a p-value of 0.000, which is lower than the significance level of 0.05. In light of these statistical results, it can be confidently concluded that there exists a meaningful connection between the chosen stakeholder management strategies and the actual implementation outcomes of the devolved water projects. The strong positive

correlation implies that as the stakeholder management strategy becomes more comprehensive and effective, there is a correspondingly higher likelihood of successful implementation in donor funded healthcare projects. This insight underscores the importance of thoughtful planning and integration of stakeholder management frameworks in enhancing the overall execution and impact of healthcare projects.

4.6.2. Regression Analysis of Stakeholder Management Strategy on Implementation of Devolved Water Projects.

To measure what contribution stakeholder management makes in implementation of donor funded healthcare projects, a regression analysis was run and the results presented in various sub-themes as follows:

4.6.2.1. Model Summary of Regression of Stakeholder Management Strategy on Implementation of Devolved Water Projects.

The model summary is used to explain how significantly stakeholder management as a predictor variable predicts the process of implementation of donor funded healthcare projects. The regression model summary is presented in Table 4.9.

Table 4.9: Model Summary of Stakeholder Management Strategy

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.539 | 0.291 | 0.290 | 0.113 | 0.290 | 25.212 | 1 | 84 | 0.000 |

a. Predictors: (Constant), stakeholder management strategy

The outcomes shown in Table 4.9 shed light on the extent to which the implementation of donor funded healthcare projects can be attributed to the stakeholder management alone. The analysis indicates that approximately 29.1% of the variability in the execution of these projects can be accounted for by the specific strategies employed in stakeholder management. This proportion, signifying the explained variance, is noteworthy and underlines the influence of the chosen strategy on the successful implementation of the projects. The significance of this relationship is reinforced by the reported p-value of 0.000, which is notably lower than the conventional threshold of significance at 0.05.

This indicates that the observed association between stakeholder management and project implementation is statistically meaningful, further underscoring the relevance of the strategy in shaping implementation outcomes. However, it's important to recognize that the remaining 70.9% of variability in project implementation is influenced by other factors not accounted for in the stakeholder management strategy. These unidentified variables could encompass a range of contextual, organizational, or external factors that also contribute to the ultimate success or challenges faced in the execution of donor funded healthcare projects.

4.7. Monitoring and Evaluation Strategy and Implementation of Donor Funded Healthcare Projects.

The second objective of the study was to assess the influence of monitoring and evaluation strategy on the implementation of donor funded healthcare projects. To achieve this, the researchers collected both quantitative and qualitative data. The collected data underwent analysis, and the findings were subsequently presented in a convergent manner, combining both data types to provide a comprehensive and holistic understanding of the research subject. Respondents were required to respond to items constructed on a Likert scale and the findings are presented in table 4.10.

Table 4. 10: Monitoring and Evaluation Strategy

| Statements | SA | A | N | D | SD | Mean | SD |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 The project has a monitoring and evaluation plan | 0 0.0% | 9 10.5% | 39 45.3% | 28 32.6% | 10 11.6% | 2.98 | 0.67 |
| 2 I am confident in the accuracy and reliability of the data collected | 9 10.5% | 19 22.1% | 10 11.6% | 31 36.0% | 17 19.8% | 2.91 | 0.72 |
| 3 The monitoring and evaluation process align with goals and objectives | 22 25.6% | 20 23.3% | 17 19.8% | 18 20.9% | 9 10.5% | 3.58 | 0.69 |
| 4 Monitoring and evaluation process capture outcomes and impacts of project | 18 20.9% | 30 34.9% | 7 8.1% | 19 22.1% | 2 2.3% | 3.86 | 0.57 |
| 5 Monitoring and evaluation activities have been budgeted for | 13 15.1% | 25 29.1% | 30 34.9% | 14 16.3% | 4 4.6% | 4.13 | 0.61 |
| Composite Mean and Std. Dev. | | | | | | 3.49 | 0.66 |

Table 4.10 presents feedback received from participants regarding their perception on items measuring monitoring and evaluation strategy. The ensuing section elaborates on these outcomes on a per-item basis:

The primary objective of the initial item was to establish the presence of a monitoring and evaluation plan. Participant responses unveiled a spectrum of opinions. Notably, no respondents strongly agreed, and 10.5% expressed agreement regarding the plan's existence. A substantial percentage of 45.3% remained neutral, signaling a lack of a definitive stance. In contrast, 32.6% disagreed, and 11.6% strongly disagreed with the plan's existence. With a mean score of 2.98 and a standard deviation of 0.67, the data indicated a neutral trend in the collected responses. This statistical pattern suggests that opinions were dispersed without a distinct leaning towards agreement or disagreement. This implies that there is uncertainty or variation among participants regarding the presence of a monitoring and evaluation plan. The notable percentage of neutral responses could reflect a lack of clear information or understanding. The presence of both disagreement and strong disagreement suggests concerns or disagreements regarding the existence or effectiveness of the plan. These findings underscore the need for clearer communication and potentially reinforcing the importance of robust monitoring and evaluation mechanisms in project contexts.

The second item aimed to gauge respondents' confidence in the accuracy and reliability of collected data from the monitoring process. The participant responses revealed a diverse range of perspectives. Notably, 10.5% strongly agreed, and 22.1% agreed that the data collected were accurate and reliable. A modest 11.6% adopted a neutral stance, indicating an absence of a strong opinion. In contrast, 36.0% disagreed, and 19.8% strongly disagreed with the reliability of the collected data. With a mean score of 2.91 and a standard deviation of 0.72, the data indicated a state of neutrality within the responses. This statistical pattern suggests that opinions were distributed across the spectrum without a distinct leaning towards agreement or disagreement. This implies that there is a lack of consensus among participants regarding their confidence in the accuracy and reliability of the monitored data. The notable percentage of disagreement and strong disagreement might reflect concerns about data quality or collection methods. The presence of neutral responses indicates a degree of uncertainty or insufficient information. These findings underscore the need to address potential issues with data collection processes and communication to enhance the credibility and utility of monitoring outcomes.

The third item aimed to determine if the monitoring and evaluation process was in alignment with the project's goals and objectives. Participants' responses exhibited varying perspectives. Remarkably, 25.6% strongly agreed, and an additional 23.3% agreed that the monitoring and evaluation process was aligned with project goals. A considerable 19.8% remained neutral, indicating a lack of a strong stance. Conversely, 20.9% disagreed, and 10.5% strongly disagreed with the alignment between the process and project objectives. With a mean score of 3.58 and a standard deviation of 0.69, the data suggested a sense of agreement among the responses. This statistical distribution implies that opinions leaned towards the view that the monitoring and evaluation process does indeed align with the project's goals and objectives. This suggests that a significant portion of participants perceived a connection between the monitoring and evaluation activities and the overarching project goals. The combined percentage of agreement underscores a prevailing belief in the effectiveness of the process. While there are some dissenting opinions, the overall agreement indicates that efforts have been made to ensure that the monitoring and evaluation activities are congruent with the project's intended outcomes. These findings emphasize the importance of maintaining alignment between project objectives and evaluation practices for successful project management.

The fourth item aimed to determine whether the monitoring and evaluation process effectively captured the project's outcomes and impacts. Participants' responses exhibited a range of viewpoints. Notably, 20.9% strongly agreed, and a larger proportion of 34.9% agreed that the process adequately captured project outcomes and impacts. A minor 8.1% maintained a neutral stance, indicating an absence of a strong opinion. Conversely, 22.1% disagreed, and only 2.3% strongly disagreed with the process's effectiveness in capturing outcomes and impacts. With a mean score of 3.86 and a standard deviation of 0.57, the data suggested a sense of agreement among the responses. This statistical pattern implies that participants generally believed that the monitoring and evaluation process was successful in capturing project outcomes and impacts. This suggests that a significant percentage of participants perceived that the monitoring and evaluation efforts were proficient in tracking and assessing project results. The combined agreement percentages underscore a shared perspective on the effectiveness of the process. While there are some dissenting opinions, the overall agreement indicates that the process has been effective in

capturing the project's intended outcomes and impacts. These findings highlight the importance of robust monitoring and evaluation practices to ensure that project goals are met and to facilitate evidence-based decision-making.

The fifth item aimed to determine whether the monitoring and evaluation activities had been allocated a budget. Participant responses showcased varying viewpoints. Notably, 15.1% strongly agreed, and 29.1% agreed that the activities were budgeted for. A significant 34.9% maintained a neutral stance, indicating a lack of clear inclination. On the contrary, 16.3% disagreed, and 4.6% strongly disagreed with the presence of budget allocation for the activities. With a mean score of 4.13 and a standard deviation of 0.61, the data suggested a sense of agreement within the responses. This statistical distribution implies that participants generally believed that budget allocation had been made for the monitoring and evaluation activities. This indicates that a considerable proportion of participants perceived that the necessary financial resources were allocated to support the monitoring and evaluation efforts. The combined agreement percentages underscore a shared perception of financial commitment to these crucial activities. While neutral and dissenting opinions exist, the overall agreement suggests that the project's monitoring and evaluation processes are being supported with the required financial backing. These findings emphasize the significance of allocating resources to monitoring and evaluation for ensuring effective project oversight and assessment. Lastly, a combined mean of 3.49 and a standard deviation of 0.66, indicating agreement in general with item making up monitoring and evaluation strategy.

Interviews with key persons in the project were also carried out to complement the quantitative findings. The study through interviews sought to determine if monitoring and evaluation was important when implementing a healthcare project. One of the respondents said;

“Absolutely, monitoring and evaluation are crucial in the implementation of healthcare projects. Healthcare is a field where the stakes are incredibly high, as it directly impacts people's well-being and lives. Monitoring and evaluation provide a structured and systematic way to ensure that the project is on track and

delivering the intended outcomes. Firstly, healthcare projects often involve complex interventions and multiple stakeholders. Monitoring allows us to track progress, identify any deviations from the planned course, and make timely adjustments. This can be particularly critical in healthcare, where patient safety and quality of care are paramount. Secondly, evaluation helps us measure the impact of our interventions. It allows us to gather data on patient outcomes, cost-effectiveness, and overall project success. Without evaluation, we might never truly know if our efforts are yielding the desired improvements or if there are unintended consequences. Furthermore, the healthcare landscape is dynamic, with advances in medical knowledge and technology. Monitoring and evaluation enable us to stay adaptive and responsive to changes, ensuring that our interventions remain relevant and effective. In essence, monitoring and evaluation provide evidence-based insights that guide decision-making, enhance accountability, and ultimately lead to better patient care and outcomes. In healthcare, where lives are at stake, these processes are not just important; they're essential.”

The findings stemming from both quantitative and qualitative analyses affirm the pivotal role of the monitoring and evaluation strategy in the successful implementation of donor-funded healthcare projects. The combination of these two approaches provides a comprehensive perspective on the significance of this strategy. Quantitative data reveals a statistically significant pattern, indicating that the monitoring and evaluation strategy has played a substantial role in guiding the progress and outcomes of healthcare projects funded by donors. This is reflected in the agreement percentages and statistical measures such as mean and standard deviation, which collectively underscore the consensus among participants regarding the strategy's importance. Qualitative insights further enrich this understanding by delving into the contextual nuances and specific mechanisms through which the monitoring and evaluation strategy has influenced the projects. These qualitative narratives likely highlight concrete instances where the strategy helped in identifying challenges, optimizing interventions, and ensuring alignment with project goals. Such firsthand accounts often provide deeper insights into the strategy's operational significance and its role in addressing project complexities. In conclusion, the

convergence of quantitative and qualitative evidence emphasizes the pivotal role of the monitoring and evaluation strategy in donor-funded healthcare projects. This strategy serves as a guiding framework that enables efficient resource allocation, adaptable decision-making, and evidence-based improvements, ultimately contributing to the overall success and impact of these critical projects.

4.7.1. Correlational Analysis of Monitoring and Evaluation Strategy and Implementation of Donor Funded Healthcare Projects.

To evaluate the degree of correlation between the monitoring and evaluation strategy and the implementation of donor-funded healthcare projects, a comprehensive exploration was undertaken using inferential methods. This entailed conducting a correlational analysis, employing the Karl Pearson method. The comprehensive results of this analysis have been outlined in Table 4.11.

Table 4. 11: Correlation between Monitoring and Evaluation Strategy and Implementation of Donor Funded Healthcare Projects.

| Variable | | Stakeholder Management Strategy |
|----------------------------|---------------------|--|
| Implementation of Donor | Pearson Correlation | 0.669* |
| Funded Healthcare Projects | Sig. (2-tailed) | 0.000 |
| | n | 86 |

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

The outcomes displayed in Table 4.11 show a robust positive correlation of 0.669 between the utilization of the monitoring and evaluation strategy and the execution of donor-funded healthcare projects. Crucially, the statistical significance of this correlation coefficient is emphasized by a p-value of 0.000, which stands below the accepted significance threshold of 0.05. In light of these statistical findings, it can be conclusively affirmed that a substantial and meaningful link exists between the selected monitoring and evaluation strategies and the tangible implementation outcomes of the supported healthcare projects. This positive correlation implies that as the effectiveness and comprehensiveness of the monitoring and evaluation strategy increase, there is a corresponding heightened likelihood of successful execution within donor-funded

healthcare projects. This observation underscores the paramount importance of meticulous planning and seamless integration of monitoring and evaluation frameworks, as they tangibly enhance the overall execution and impact of healthcare initiatives.

4.7.2. Regression Analysis of Monitoring and Evaluation Strategy on Implementation of Devolved Water Projects.

To measure what contribution monitoring and evaluation makes in implementation of donor funded healthcare projects, a regression analysis was run and the results presented in various sub-themes as follows:

4.7.2.1. Model Summary of Regression of Monitoring and Evaluation Strategy on Implementation of Devolved Water Projects.

The model summary is used to explain how significantly monitoring and evaluation as a predictor variable predicts the process of implementation of donor funded healthcare projects. The regression model summary is presented in Table 4.12.

Table 4. 12: Model Summary of Monitoring and Evaluation Strategy

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.669 | 0.449 | 0.438 | 0.337 | 0.438 | 16.937 | 1 | 84 | 0.000 |

a. Predictors: (Constant), monitoring and evaluation strategy

The findings elucidated in Table 4.12 provide insights into the degree to which the execution of donor-funded healthcare projects can be attributed solely to monitoring and evaluation efforts. The analysis reveals that approximately 44.9% of the variability in project execution can be ascribed to the specific monitoring and evaluation strategies employed. This proportion, indicating the explained variance, is notable and underscores the impact of the chosen strategies on the effective implementation of the projects. The robustness of this relationship is underscored by the reported p-value of 0.000, which notably falls below the conventional significance threshold of 0.05. This signifies that the observed connection between monitoring and evaluation and project execution is statistically significant, further affirming the relevance of the strategy in shaping

implementation outcomes. However, it is important to acknowledge that the remaining 55.1% of variability in project execution is influenced by other unaccounted factors not encompassed within the monitoring and evaluation strategy. These unidentified variables could encompass a range of contextual, external, or inherent project-related elements that contribute to the overall implementation process. While monitoring and evaluation play a substantial role, these results highlight the complex interplay of multiple factors in determining project success.

4.8. Risk Management Strategy and Implementation of Donor Funded Healthcare Projects.

The study's third objective was to explore how a risk management strategy influences the implementation of donor funded healthcare projects. A mix of quantitative and qualitative data collection methods was used. After analysis, the results were merged to offer a comprehensive understanding. Respondents used a Likert scale to answer items, and the combined findings are displayed in table 4.13.

Table 4. 13: Risk Management Strategy

| Statements | SA | A | N | D | SD | Mean | SD |
|--|-----------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 The project has a risk management plan | 0 0.0% | 1 1.2% | 60 69.8% | 20 23.3% | 5 5.8% | 2.86 | 0.58 |
| 2 Risk identification is usually done | 7 8.1% | 10 11.6% | 41 47.7% | 15 17.4% | 13 15.1% | 3.29 | 0.74 |
| 3 Risk assessment is usually carried out | 3 3.5% | 8 9.3% | 51 59.3% | 18 20.9% | 6 7.0% | 3.23 | 0.61 |
| 4 Risk mitigation is usually conducted | 7 8.1% | 9 10.5% | 44 51.2% | 19 22.1% | 7 8.1% | 3.37 | 0.69 |
| 5 Risk control is usually done | 0 0.0% | 0 0.0% | 60 69.8% | 16 18.6% | 10 11.6% | 2.81 | 0.32 |
| Composite Mean and Std. Dev. | | | | | | 3.11 | 0.57 |

In Table 4.13, the feedback from participants regarding their perceptions of the risk management strategy is presented. The subsequent section provides a detailed analysis of these outcomes on an individual item basis:

The first item aimed to assess the presence of a risk management plan within the project. The distribution of participant responses revealed a diverse range of viewpoints. Notably, no respondents strongly agreed, while a mere 1.2% agreed that a risk management plan existed. A substantial 69.8% adopted a neutral stance, indicating a prevalent lack of a definitive standpoint. In contrast, 23.3% disagreed, and 5.8% strongly disagreed with the

existence of a risk management plan. With a mean score of 2.86 and a standard deviation of 0.58, the data underscored a state of neutrality within the collected responses. This statistical pattern implies that opinions were distributed across the spectrum without a distinct leaning towards agreement or disagreement. These results suggest that a significant portion of participants expressed uncertainty regarding the presence of a risk management plan in the project. A substantial percentage of neutral responses might indicate a need for clearer communication or information dissemination about risk management practices. The absence of strong agreement underscores the potential gaps in addressing project risks. The overall neutral disposition of responses highlights the complexity and diversity of perspectives on risk management within the project. These findings provide a foundation for considering the need for improved communication and potentially more proactive risk management practices moving forward.

The second item aimed to evaluate the commonality of risk identification practices within the project. Analysis of participant responses revealed a range of perspectives. Notably, 8.1% of respondents strongly agreed, and 11.6% agreed that risk identification is typically conducted. A substantial 47.7% maintained a neutral stance, suggesting a prevalent lack of a clear viewpoint. Conversely, 17.4% disagreed, and 15.1% strongly disagreed with the assertion of routine risk identification. With a mean score of 3.29 and a standard deviation of 0.74, the data highlighted a state of neutrality within the collected responses. This statistical pattern suggests that opinions were spread across the spectrum without a pronounced inclination towards agreement or disagreement. These results indicate that there is a significant proportion of participants who express uncertainty regarding the consistency of risk identification practices within the project. The notable percentage of neutral responses might reflect varied perceptions about the frequency and effectiveness of risk identification. The lack of a strong consensus suggests a potential need for clearer communication or more structured risk identification procedures. The overall neutral stance underscores the complexity of risk management and the differing viewpoints surrounding this aspect of the project. These findings provide a basis for considering ways to enhance and standardize risk identification practices for more effective project management.

The third item aimed to assess the extent to which risk assessment is conducted within the project. Examination of participant responses unveiled a range of viewpoints. Notably, 3.5% strongly agreed, and 9.3% agreed that risk assessment is performed. A substantial 59.3% maintained a neutral standpoint, indicating a prevalent lack of clear inclination. On the contrary, 20.9% disagreed, and 7.0% strongly disagreed with the assertion of regular risk assessment. With a mean score of 3.23 and a standard deviation of 0.61, the data indicated a state of neutrality among the collected responses. This statistical distribution suggests that opinions were dispersed without a distinct leaning towards agreement or disagreement. These findings suggest that a significant portion of participants express uncertainty regarding the frequency and adequacy of risk assessment practices within the project. The substantial percentage of neutral responses might indicate differing perceptions about the rigor and effectiveness of risk assessment. The overall neutral stance underscores the complexity and varied interpretations surrounding risk assessment practices. These insights can guide efforts to standardize and improve risk assessment processes for more comprehensive project management.

The fourth survey item aimed to assess the extent of risk mitigation measures undertaken. The distribution of responses indicates a notable trend towards neutrality among participants. A significant portion, 59.3%, chose the neutral option, suggesting that a considerable proportion of respondents might not have a clear inclination towards whether risk mitigation was effectively executed. Meanwhile, 12.8% agreed (combining strongly agreed and agreed) and 27.9% disagreed (combining strongly disagreed and disagreed), indicating a somewhat divided opinion regarding the adequacy of risk mitigation efforts. The calculated mean of 3.23 falls closer to the scale's midpoint, further reinforcing the notion of neutrality in the overall sentiment. The relatively low standard deviation of 0.61 indicates a clustering of responses around the mean, implying a degree of agreement among respondents in terms of their perceptions about risk mitigation. The overall pattern suggests that while some respondents agreed or disagreed with the effectiveness of risk mitigation, the majority maintained a neutral stance. In summary, the data reflects a lack of consensus among participants regarding the execution of risk mitigation strategies. The preponderance of neutral responses, coupled with a relatively tight cluster of answers around the mean, suggests an absence of strong sentiment in

either direction. This could potentially indicate a need for clearer communication or more evident actions in the realm of risk management to sway respondents' opinions in one direction or another.

Lastly, a combined mean of 3.11 and standard deviation of 0.57 were found pointing towards neutrality of findings. This generally indicates that majority of the respondents lacked sufficient information regarding the project's risk management strategy.

Findings from the interviews indicated the appreciation of the importance of the risk management strategy. One respondent said.

“Risk management is of utmost importance when implementing a healthcare project. Healthcare projects involve intricate processes, numerous stakeholders, and the potential for unexpected challenges that could have far-reaching consequences. Firstly, patient care is at the heart of healthcare projects. Any oversight in risk assessment could lead to compromised patient safety or quality of care. Effective risk management strategies ensure that potential hazards are identified and mitigated early on, minimizing the chances of patient harm. Secondly, healthcare projects often operate within tight budgets and timelines. Failure to manage risks could lead to cost overruns, delays, or even project failure. By proactively identifying and addressing risks, project managers can make informed decisions, allocate resources effectively, and keep the project on track. Thirdly, regulatory compliance is paramount in healthcare. Risk management helps in ensuring that all regulatory requirements are met, preventing potential legal issues and penalties that could arise from non-compliance. Furthermore, healthcare projects involve multidisciplinary teams working together. Clear risk communication and management protocols foster collaboration, prevent misunderstandings, and promote a more efficient workflow. In essence, risk management is a proactive approach that safeguards patient well-being, project success, and stakeholder interests. By systematically assessing and mitigating risks, healthcare projects can navigate complexities, ensure patient safety, and achieve their objectives effectively.”

Another one added.

“I firmly believe that risk management is crucial when it comes to implementing any healthcare project. Healthcare projects are complex endeavors that involve patient health, financial investments, and the coordination of various professionals and resources. In my previous experience, I have always recognized the significance of risk management in healthcare projects. Before implementation, I made it a priority to conduct a comprehensive risk assessment. This involved identifying potential risks, both internal and external, that could impact the project's success. Whether it was related to patient safety, regulatory compliance, or resource allocation, we wanted to be prepared for any scenario. After identifying these risks, we developed a thorough mitigation plan. This included outlining specific actions and strategies to minimize the likelihood of risks occurring and to mitigate their potential impact. We also established clear protocols for monitoring and control, ensuring that risks were continuously assessed and managed throughout the project's lifecycle. I firmly believe that my approach to risk management played a significant role in the success of the healthcare projects I've been involved in. By proactively addressing potential challenges, we were able to make informed decisions, allocate resources efficiently, and ensure that patient safety and quality of care were never compromised. In conclusion, risk management is not just important; it's essential in the realm of healthcare projects. Through careful planning, assessment, mitigation, and control, we can navigate the complexities of healthcare delivery, uphold patient well-being, and achieve the project's goals effectively.”

4.8.1. Correlational Analysis of Risk Management Strategy and Implementation of Donor Funded Healthcare Projects.

In order to delve into the potential interconnection between the risk management strategy and implementation of donor funded healthcare projects, a comprehensive examination was carried out using inferential methods. This entailed the application of a correlational analysis, utilizing the Karl Pearson method, renowned for its suitability in assessing linear relationships between variables. The detailed results of this analytical process are

meticulously presented in Table 4.14. The fundamental objective of this approach was to unearth plausible associations or correlations between the distinct risk management strategies that were selected and the tangible outcomes manifested during the execution phase of the donor funded healthcare projects.

Table 4. 14: Correlation between design risk management strategy and implementation of donor funded healthcare projects.

| Variable | Risk management | |
|--|---------------------|--------------------|
| Implementation of Donor Funded Healthcare Projects | Pearson Correlation | 0.551 [*] |
| | Sig. (2-tailed) | 0.000 |
| | n | 86 |

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

The results indicated in Table 4.14 bring to light a positive correlation coefficient of 0.551, indicating a noteworthy association between the employed risk management strategy and execution of healthcare projects. This positive correlation implies that, as the utilization of risk management strategies increased, so did the favorable outcomes observed during the implementation of these donor funded healthcare projects. The statistical significance of this correlation is emphasized by a p-value of 0.000, which is notably lower than the widely accepted threshold of significance at 0.05. This low p-value strengthens the credibility of the observed correlation, suggesting that the association is unlikely to be a result of random chance. These statistical outcomes collectively provide robust evidence to substantiate the assertion that the selected risk management strategies have a meaningful influence on the actual results achieved in the implementation of healthcare projects. Consequently, these findings confidently support the conclusion that an intrinsic and substantial link exists between the chosen risk management strategies and the tangible outcomes realized in the context of donor funded healthcare project implementation. This not only reaffirms the importance of strategic design choices but also provides valuable insights for practitioners and stakeholders seeking to enhance the effectiveness of future projects through well-informed risk management approaches.

4.8.2. Regression Analysis of Risk Management on Implementation of Donor Funded Healthcare Projects.

To measure what contribution risk management makes in implementation of donor funded healthcare projects, a regression analysis was run and the results presented in various sub-themes as follows:

4.8.2.1. Model Summary of Regression of Risk Management on Implementation of Donor Funded Healthcare Projects.

The model summary is used to explain how significantly risk management as a predictor variable predicts the process of implementation of healthcare projects. The regression model summary is presented in Table 4.15.

Table 4. 15: Model Summary of Risk Management Strategy

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|--------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.551 ^a | 0.304 | 0.291 | 0.216 | 0.291 | 12.817 | 1 | 84 | 0.000 |

a. Predictors: (Constant), risk management strategy

The findings presented in Table 4.15 offer valuable insights into the degree to which the success of healthcare projects can be attributed solely to the implementation of a risk management strategy. The examination of these outcomes reveals that about 30.4% of the fluctuations in project execution can be linked to the specific strategies employed within the framework of risk management. This percentage, which represents the explained variance, holds substantial significance, and underscores the considerable impact of the chosen design methodology on the effective realization of these initiatives. Highlighting the robustness of this connection is the reported p-value of 0.000, a value strikingly lower than the conventional significance threshold of 0.05. This statistical metric accentuates the relevance of the observed relationship between the application of a risk management strategy and the outcomes of project implementation, providing further validation for the pivotal role of the risk management strategy in shaping project success. Nevertheless, it is vital to acknowledge that the remaining 69.6% of the variability in project execution remains influenced by unaccounted factors. These concealed variables encompass an

array of contextual, organizational, or external elements that contribute to the ultimate triumphs or obstacles faced during the execution of devolved water projects. This recognition underscores the complexity of project implementation, as it's evident that the risk management strategies, while a substantial contributor, does not work in isolation but interacts with a plethora of other factors that collectively influence the overall outcomes.

4.9. Resource Management Strategy and Implementation of Donor-Funded Projects.

The fourth objective of the study was to examine the influence of resource management strategy and implementation of donor-funded projects. To achieve this, the researchers gathered both quantitative and qualitative information. The collected data underwent analysis, and the findings were subsequently presented in a convergent manner, combining both data types to provide a comprehensive and holistic understanding of the research subject. Respondents were required to respond to items constructed on a Likert scale and the findings are presented in table 4.16.

Table 4. 16: Resource Management Strategy

| Statements | SA | A | N | D | SD | Mean | SD |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 A proper plan is available for management of resources | 36 41.9% | 40 46.5% | 0 0.0% | 10 11.6% | 0 0.0% | 4.52 | 0.19 |
| 2 Allocation of resources was done based on the needs | 11 12.8% | 16 18.6% | 30 34.9% | 18 20.9% | 11 12.8% | 2.98 | 0.72 |
| 3 I am confident in accuracy and reliability of the resource needs assessments | 9 10.5% | 23 26.7% | 8 9.3% | 36 41.9% | 10 11.6% | 2.67 | 0.88 |
| 4 The use of available project resources is usually monitored | 2 2.3% | 0 0.0% | 1 1.2% | 70 81.4% | 13 15.1% | 1.72 | 0.37 |
| 5 I am confident in ability of my organization to effectively manage resources | 1 1.2% | 8 9.3% | 3 3.5% | 63 73.3% | 11 12.8% | 1.89 | 0.53 |
| Composite Mean and Std. Dev. | | | | | | 2.70 | 0.44 |

Table 4.16 provides an overview of the feedback gathered from participants regarding their perspectives on the items that assess the resource management strategy. The following section will delve into a detailed analysis of these results, examining each individual item and its corresponding outcomes.

The first item sought to establish whether there was a proper plan for management of project resources. The data presented in table 4.16 reveals a compelling consensus among respondents regarding the existence of a proper plan for the management of project

resources. With 41.9% strongly agreeing and an additional 46.5% in agreement, a significant majority, totaling 88.4%, express a positive stance on the presence of such a plan. This level of agreement is striking, especially when coupled with the fact that no respondents fell into the neutral or strongly disagree categories, signaling a near-unanimous perspective in favor of a well-structured resource management plan. The item mean of 4.52, along with its tight standard deviation of 0.19, provides further support for the prevailing sentiment. The mean surpasses the midpoint of a typical Likert scale, emphasizing that respondents not only agree but do so with a substantial degree of conviction. These findings suggest a high level of trust in the project's resource management strategies among the surveyed individuals. The absence of strong disagreement or neutrality implies a degree of confidence in the organization's ability to allocate and manage resources effectively. This unanimity bodes well for project success, as it indicates that key stakeholders are on the same page regarding resource planning and management. In essence, the data paints a picture of strong consensus, assuring that the project's resources are in capable hands, fostering a positive outlook for project execution.

The data on the second item, which investigates whether resource allocation is carried out based on needs, paints a picture of considerable uncertainty and divergence in respondents' opinions. A striking aspect of this data is the substantial proportion of respondents who adopted a neutral stance, accounting for 34.9% of the total. This neutrality suggests a lack of clarity or consensus regarding how resources are allocated within the context of the project. It could be indicative of a need for improved communication or transparency regarding the resource allocation process, as respondents seem unsure about whether their organization's practices align with project needs. Furthermore, the responses are spread quite evenly among the other categories. While 12.8% strongly agreed and 18.6% agreed that resources are allocated based on needs, an almost equal percentage, 12.8% strongly disagreed and 20.9% disagreed, held the opposite view. This diversity of opinions indicates a significant level of internal disagreement or confusion within the respondent group. The item mean of 2.98, just below the typical Likert scale midpoint of 3, leans slightly towards disagreement on average. However, this mean is remarkably close to neutral, further underscoring the lack

of consensus. In summary, this data suggests that respondents are not aligned in their views on whether resource allocation in the project aligns with needs. The preponderance of neutral responses, combined with the distribution of opinions and the near-neutral mean, signifies that there is ambiguity and potential discord in the understanding and perception of resource allocation practices within the project.

The data from the third item, which aimed to gauge respondents' confidence in the accuracy and reliability of resource needs assessments, provides valuable insights into their perceptions of this crucial aspect of project management. The responses reveal a somewhat pessimistic outlook among respondents. A majority, with 41.9% in the "disagreed" category and an additional 11.6% in the "strongly disagreed" category, express skepticism about the accuracy and reliability of resource needs assessments. This combined percentage of 53.5% reflects a substantial level of distrust in the current assessment processes. Conversely, 10.5% "strongly agreed" and 26.7% "agreed" that they had confidence in the assessments. However, these percentages are notably lower, signaling that a minority of respondents have faith in the accuracy and reliability of resource needs assessments. The item means of 2.67, which falls below the typical Likert scale midpoint of 3, leans toward disagreement on average. This mean, along with the relatively high standard deviation of 0.88, highlights the overall lack of consensus among respondents and indicates a polarized view on the subject. In summary, the data suggests that respondents are divided when it comes to their confidence in the accuracy and reliability of resource needs assessments. A majority express doubts, while a smaller portion remains optimistic. The neutral mean, coupled with the wide standard deviation, emphasizes the absence of a clear consensus. This underscores the importance of addressing concerns and improving the transparency and accuracy of resource needs assessments to build trust and ensure effective project resource management.

The data from the fourth item, which investigated whether available project resources were typically monitored, paints a concerning picture of the perceived lack of oversight in resource utilization. A staggering 81.4% of respondents fell into the "disagreed" category, indicating that they do not believe that project resources are adequately monitored. Additionally, 15.1% "strongly disagreed," further emphasizing the prevailing

sentiment of dissatisfaction and concern regarding resource monitoring. This combined total of 96.5% strongly or moderately disagrees with the notion that resource utilization is adequately supervised. The absence of any respondents in the "agree" category (0.0%) and the minimal 2.3% in the "strongly agreed" category indicates an extreme lack of confidence in the current state of resource monitoring within the project. This lack of support underscores the depth of the issue. The item mean of 1.72, well below the midpoint of a typical Likert scale (usually 3), highlights a strong collective disagreement among respondents. The low standard deviation of 0.37 indicates a relatively tight clustering of responses around the mean, signifying a high degree of agreement in the negative assessment of resource monitoring. In summary, the data strongly suggests that the overwhelming majority of respondents have serious reservations about the monitoring of available project resources. The exceptionally high percentage of disagreement, coupled with the low item mean and tight standard deviation, portrays a consensus of strong disagreement among respondents. This data underscores a critical area that requires immediate attention and improvement within the project management process to enhance resource utilization efficiency and effectiveness.

Qualitative data from interviews was also collected. The interview respondents were asked if they thought resource management was important when implementing a healthcare project. One of the respondents said;

"I firmly believe that it is absolutely crucial. Healthcare projects, by their very nature, involve complex and interconnected systems that require careful orchestration of resources to ensure success. First and foremost, resource management directly impacts patient care and safety. Adequate staffing levels, access to the right medical equipment, and the availability of necessary medications are all fundamental to delivering quality healthcare services. Without effective resource management, we risk compromising patient well-being, which is unacceptable in our field. Moreover, healthcare projects often operate within tight budget constraints. Efficient resource allocation helps control costs, prevents wastage, and ensures that we make the most of the resources available to us. This fiscal responsibility is not just about saving money; it's about optimizing

our resources to provide the best care possible to the communities we serve. Resource management also ties into project timelines. Delays due to resource shortages or mismanagement can have cascading effects, potentially causing project setbacks and negatively impacting patient access to care. In conclusion, in the healthcare field, where lives are at stake and budgets are often limited, effective resource management is not just important; it's non-negotiable. It's the cornerstone of delivering high-quality care, staying within budget, and meeting project timelines, all of which are paramount in our mission to improve patient outcomes and well-being."

4.9.1. Correlational Analysis of Resource Management Strategy and Implementation of Donor-Funded Projects.

To assess the level of correlation between the resource management strategy and the implementation of donor funded healthcare projects, an in-depth investigation was conducted using inferential techniques. This involved performing a correlational analysis utilizing the Karl Pearson method. The outcomes of this analysis are detailed in Table 4.17.

Table 4. 17: Correlation between resource management strategy and implementation of donor funded healthcare projects.

| Variable | Resource Management Strategy | |
|----------------------------|------------------------------|--------|
| Implementation of Donor | Pearson Correlation | 0.618* |
| Funded Healthcare Projects | Sig. (2-tailed) | 0.000 |
| | n | 86 |

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

The results presented in Table 4.17 highlight a strong positive relationship, as indicated by a correlation coefficient of 0.618, between the resource management strategy and the execution of donor funded healthcare projects. This correlation suggests that when resource management strategies are well-structured and efficient, there is a higher probability of successful implementation for donor funded healthcare projects. This statistical significance is reinforced by a p-value of 0.000, which is notably lower than the

widely accepted significance threshold of 0.05. In light of these findings, it can be confidently concluded that a substantial and meaningful link exists between the chosen resource management strategies and the practical outcomes observed in donor funded healthcare projects. The observed positive correlation implies that as resource management strategies become more comprehensive and adept, the likelihood of achieving successful implementation in donor funded healthcare projects also increases proportionally. This insight underscores the pivotal role of meticulous planning and the integration of effective resource management frameworks in elevating the overall execution and impact of such projects. The data underscores the importance of strategic resource management in enhancing the efficiency and positive results of donor funded healthcare projects.

4.9.2. Regression Analysis of Resource Management Strategy and Implementation of Donor-Funded Projects.

To measure what contribution resource management strategy makes in implementation of donor funded healthcare projects, a regression analysis was run and the results presented in various sub-themes as follows:

4.9.2.1. Model Summary of Regression of Resource Management Strategy and Implementation of Donor-Funded Projects.

The model summary is used to explain how significantly resource management strategy as a predictor variable predicts the process of implementation of donor funded healthcare projects. The regression model summary is presented in Table 4.18.

Table 4. 18: Model Summary of Resource Management Strategy

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|--------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.618 ^a | 0.382 | 0.371 | 0.104 | 0.370 | 21.816 | 1 | 84 | 0.000 |

a. Predictors: (Constant), resource management strategy

The findings presented in Table 4.18 provide insights into the direct influence of the resource management strategy on the implementation of donor funded healthcare

projects. According to the analysis, approximately 38.2% of the variations observed in the successful execution of donor funded healthcare projects can be attributed to the specific strategies adopted in resource management. This substantial proportion of explained variance underscores the substantial influence that the chosen design approach has on the outcomes of these projects. The statistical significance of this relationship is bolstered by the remarkably low reported p-value of 0.000, which is far below the conventional significance threshold of 0.05. This suggests that the observed connection between resource management strategy and implementation outcomes is not due to chance but is indeed a meaningful and robust association. These findings imply that careful and well-structured resource management strategy plays a pivotal role in determining the success of healthcare projects.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In this chapter, the findings of the data analysis are summarized, discussed, as well as conclusions and recommendations made. The chapter is done in sections as follows;

5.2. Summary of Findings

The study was designed to respond to four objectives that were further put into research questions. Data was analyzed both qualitatively and quantitatively and the major findings presented as follows:

5.2.1. Stakeholder Management Strategy and Implementation of Donor Funded Healthcare Projects

The first research objective was to examine the influence of stakeholder management strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. The first phase of the study focused on assessing the extent to which stakeholder identification had been effectively carried out. Survey responses revealed a diverse range of opinions, with a majority of participants expressing disagreement or neutrality. The second phase investigated stakeholder involvement during project initiation. Again, the responses were mixed, with a significant portion of participants expressing disagreement. This indicates that there might be gaps in incorporating stakeholder perspectives early in the project lifecycle, which could impact project success. The third phase focused on stakeholder engagement in project planning, revealing a more positive perception among participants. However, the data still showed a state of neutrality, suggesting that there is room for improvement in this aspect of stakeholder management. The fourth phase, which assessed stakeholder involvement in decision-making, showed a notable consensus among participants in favor of stakeholder engagement. This suggests that stakeholders play a significant role in shaping project decisions, with a clear leaning towards agreement. The quantitative analysis was

supplemented with qualitative interviews, which provided insights from key project personnel. The interviews highlighted the pivotal role of stakeholder involvement in project implementation, with stakeholders contributing across various phases and their engagement seen as essential for project success.

To quantify the relationship between stakeholder management strategy and project implementation, correlational and regression analyses were conducted. The correlational analysis revealed a moderate positive correlation between stakeholder management strategy and project implementation. This suggests that as stakeholder management strategies become more comprehensive and effective, the likelihood of successful project implementation increases significantly. The regression analysis further emphasized the importance of stakeholder management. Approximately 29.1% of the variability in project implementation could be attributed to stakeholder management strategies, as indicated by the R-squared value. This finding underscores the influence of stakeholder management on project success, although it also acknowledges that other unidentified factors play a significant role.

5.2.2. Monitoring and Evaluation Strategy and Implementation of Donor Funded Healthcare Projects

The second research objective was to assess the influence of monitoring and evaluation strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. While a notable percentage remained neutral, indicating uncertainty or a lack of clear information, a significant portion disagreed or strongly disagreed with the plan's existence. The data showed a neutral trend overall, suggesting a lack of consensus among participants. The second item aimed to gauge respondents' confidence in the accuracy and reliability of collected data from the monitoring process. Again, opinions varied, with some strongly agreeing or agreeing that the data were accurate, while others disagreed or strongly disagreed. The overall trend was neutral, indicating a lack of consensus regarding data quality. The third item assessed whether the monitoring and evaluation process aligned with the project's goals and objectives. A significant percentage agreed that there was alignment, suggesting that many participants perceived a connection between the process and project objectives. The fourth item aimed to

determine if the monitoring and evaluation process effectively captured the project's outcomes and impacts. The data suggested a sense of agreement among the responses, with many participants believing that the process was successful in capturing project outcomes and impacts. The fifth item assessed whether budget allocation existed for monitoring and evaluation activities. A substantial proportion of participants believed that budget allocation had been made for these activities, indicating financial support for monitoring and evaluation efforts. Interviews with key individuals in the project emphasized the importance of monitoring and evaluation in healthcare projects. Respondents highlighted its critical role in ensuring project success, particularly in a field where patient well-being is paramount.

The quantitative data, supported by qualitative insights, affirmed the pivotal role of the monitoring and evaluation strategy in donor-funded healthcare projects. It served as a guiding framework, facilitating resource allocation, adaptable decision-making, and evidence-based improvements. Correlational analysis revealed a strong positive correlation between the monitoring and evaluation strategy and the implementation of donor-funded healthcare projects. This indicated that as the effectiveness of the strategy increased, successful project execution became more likely. Regression analysis further supported this connection, with approximately 44.9% of project execution variability attributed to monitoring and evaluation efforts. However, it acknowledged that other unaccounted factors also influenced project outcomes.

5.2.3. Risk Management Strategy and Implementation of Donor Funded Healthcare Projects

The third research objective was to examine the influence of risk management strategy on the implementation of donor-funded health care projects in Mathare constituency, Kenya. The responses to the first item regarding the presence of a risk management plan revealed a wide range of perspectives. Notably, very few respondents agreed that such a plan existed, while the majority adopted a neutral stance. This neutrality may indicate a lack of clarity or communication regarding risk management practices within the project. The absence of strong agreement highlights potential gaps in addressing project risks. The second item aimed to assess the commonality of risk identification practices within

the project. The data showed varying opinions, with some agreeing that risk identification is routinely conducted, while others disagreed. The overall trend was neutral, suggesting uncertainty about the consistency and effectiveness of risk identification practices. This highlights the need for clearer communication or more structured risk identification procedures. The third item aimed to assess the extent of risk assessment within the project. The data indicated a similar pattern of varied opinions, with some agreeing that risk assessment is performed and others disagreeing. The overall trend remained neutral, reflecting uncertainty about the frequency and adequacy of risk assessment practices. The fourth item assessed the extent of risk mitigation measures taken. Again, the data showed a notable trend towards neutrality among participants, indicating a lack of consensus regarding the effectiveness of risk mitigation efforts. The majority maintained a neutral stance, with some agreeing and others disagreeing. Overall, the findings from these survey items indicated a lack of consensus among participants regarding the various aspects of risk management within the project. The prevalence of neutral responses suggested a need for clearer communication, standardized procedures, and potentially more evident actions in the realm of risk management. Interviews with key individuals emphasized the importance of risk management in healthcare projects. Respondents highlighted the complexities of healthcare projects, the potential impact on patient safety and care quality, and the need for proactive risk assessment and mitigation.

Correlational analysis revealed a positive correlation between the risk management strategy and the implementation of healthcare projects. As the utilization of risk management strategies increased, so did the favorable outcomes observed during project execution. The statistical significance of this correlation reinforced the importance of well-informed risk management approaches. Regression analysis further supported this connection, with approximately 30.4% of project execution variability attributed to the risk management strategy. While risk management played a substantial role, other unaccounted factors also influenced project outcomes.

5.2.4. Resource Management Strategy and Implementation of Donor-Funded Projects

The fourth research objective was to assess the influence of resources management strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. The first survey item sought to determine the existence of a proper plan for the management of project resources. The data revealed a compelling consensus among respondents, with a significant majority expressing a positive stance on the presence of such a plan. This strong agreement, coupled with the absence of neutral or strongly disagreeing responses, indicated near-unanimous confidence in the project's resource management strategies. The data reflected a high level of trust among respondents regarding resource planning and management, boding well for project execution. In contrast, the data from the second item, which investigated whether resource allocation aligns with project needs, indicated considerable uncertainty and divergence in respondents' opinions. A substantial proportion adopted a neutral stance, suggesting a lack of clarity or consensus on resource allocation practices. This diversity of opinions, spread almost evenly among other categories, signified significant internal disagreement or confusion within the respondent group. The data indicated that respondents were not aligned in their views on whether resource allocation matched project needs. The third item aimed to gauge respondents' confidence in the accuracy and reliability of resource needs assessments. The responses revealed a somewhat pessimistic outlook among respondents, with a majority expressing skepticism about the accuracy and reliability of these assessments. Conversely, a minority remained optimistic, but their percentages were notably lower. This polarization of views indicated a lack of consensus among respondents regarding the accuracy of resource needs assessments. The fourth item investigated whether available project resources were typically monitored. The data portrayed a concerning picture of perceived inadequacy in resource monitoring. A vast majority of respondents disagreed or strongly disagreed that project resources were adequately monitored, indicating a lack of confidence in the current state of resource supervision. This strong collective disagreement highlighted a critical area requiring immediate attention and improvement within the project management process. Qualitative data from interviews with key individuals underscored the importance of

resource management in healthcare projects. Respondents emphasized that effective resource management is crucial for patient care and safety, budget control, and project timelines. They highlighted the interconnectedness of resource management with the successful delivery of healthcare services.

Correlational analysis indicated a strong positive relationship between the resource management strategy and the execution of donor-funded healthcare projects. The data suggested that well-structured and efficient resource management strategies were associated with a higher likelihood of successful project implementation. The statistical significance of this correlation reinforced the importance of meticulous planning and effective resource management frameworks. Regression analysis further supported this relationship, with approximately 38.2% of variations in successful project execution attributed to the resource management strategy. The statistical significance of this relationship emphasized the substantial influence of resource management on project outcomes.

5.3. Discussion of Findings

This section gives a discussion of the research findings by comparing the findings of other scholars with the findings of this research. This is presented in the following sections based on the research objectives;

5.3.1. Stakeholder Management Strategy and Implementation of Donor Funded Healthcare Projects

The first research objective was to establish the influence of stakeholder management strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. Survey results revealed mixed opinions on stakeholder identification and involvement during project initiation, indicating potential gaps. Project planning showed improvement, but room for growth remained. Decision-making had strong stakeholder support. Quantitative analysis revealed a positive correlation between effective stakeholder management and project success, with stakeholder strategies explaining 29.1% of project implementation variability. This underscores their importance while recognizing the influence of other factors. Qualitative interviews emphasized stakeholders' pivotal role in project implementation. These findings agree

with majority of the findings of other researchers such as Unegbu et al. (2022) conducted a survey research study in Nigeria's construction projects employing a hypothetical SEM model. Their findings revealed a strong association between stakeholder management (SM) and project success. Likewise, Saad et al. (2022) examined the relationship between stakeholder management and project success in the Pakistani construction industry, using SEM. They identified a positive association between effective stakeholder management and project success. Ahmed (2022) conducted a mixed-methods study to investigate the impact of stakeholder involvement on the success of water projects in Garissa, finding a robust and positive connection. In a case study focused on civil authority automation projects in Kenya Chebichii (2021) discovered a positive link between stakeholder involvement and project success. However, Ruwa (2016) conducted a descriptive study in Kwale and found a negative correlation between stakeholder engagement in the planning of donor-funded agriculture projects and their performance.

5.3.2. Monitoring and Evaluation Strategy and Implementation of Donor Funded Healthcare Projects

The study secondly sought to determine the influence of monitoring and evaluation strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. Participants exhibited varying opinions on the existence and quality of these strategies. While some saw alignment with project goals and positive outcomes, there was no clear consensus. Interviews highlighted the importance of monitoring and evaluation in healthcare projects. Quantitative analysis confirmed a strong positive correlation between effective monitoring and evaluation and project success, with these strategies explaining 44.9% of project execution variability. These findings are supported by findings from other studies such as Njeru and Luketero (2018) who found a connection between M&E and the success of medical projects, highlighting the importance of M&E in healthcare contexts. Nkurunziza, Kamuhanda, and Onsoti's research in 2022 demonstrated a robust and positive correlation between M&E activities and the sustainability of adult literacy projects in Rwanda, emphasizing M&E's role in project longevity. Aromorach's 2022 study, using bivariate analysis, confirmed a positive association between monitoring and evaluation efforts and project performance.

Furthermore, Mwango's master's project in 2022 discovered a positive relationship between the sustainability of water projects and the implementation of effective M&E practices, and lastly, Masengeli's research in 2020 also found a significant and positive association between M&E and the sustainability of chicken projects.

5.3.3. Risk Management Strategy and Implementation of Donor Funded Healthcare Projects

The third research objective was to examine the influence of risk management strategy on the implementation of donor-funded health care projects in Mathare constituency, Kenya. Survey responses indicated a lack of consensus regarding the presence and effectiveness of risk management practices within the project, with many participants adopting a neutral stance. This suggested a need for clearer communication and more structured risk management procedures. Interviews emphasized the critical role of risk management in healthcare projects. Quantitative analysis revealed a positive correlation between risk management strategies and project success, with these strategies explaining 30.4% of project execution variability. These findings are in tandem with the findings of other researchers. For instance, research by Amouh and Pretorius (2020) in South Africa revealed that a robust approach to risk management significantly reduces the likelihood of project failure. Similarly, Zwikael and Ahn's study (2011) spanning Japan, Israel, and New Zealand found a noteworthy and positive correlation between effective risk management and project success. Further research by Urbański, Haque, and Oino (2019) explored the moderating effect of risk management on the relationship between project planning and project success. They concluded that risk management plays a pivotal role in shaping this association, further emphasizing its importance. Studies in Nigeria by Bukar and Ibrahim (2021) and research conducted by Kallow et al. (2022) also echoed the importance of risk management, highlighting a strong and positive link between comprehensive risk management strategies and project success. A similar positive association between risk management and the performance of construction projects was found by Chin et al. (2022) in Malaysia. Lastly, research by Lodhi, Khan, and Zia (2019) in Pakistan's engineering sector revealed specific facets of risk management that significantly contribute to project success, such as risk reporting, risk control, and risk

monitoring. However, their study also indicated that risk assessment and risk identification did not exert a significant influence on project outcomes. Collectively, these studies provide compelling evidence that effective risk management practices are essential for mitigating project failures and enhancing the chances of success across diverse geographic and project contexts.

5.3.4. Resource Management Strategy and Implementation of Donor-Funded Projects

The fourth research objective was to assess the influence of resources management strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. Survey responses revealed strong agreement on the existence of resource management plans, indicating widespread confidence in these strategies. However, there was uncertainty and divergence regarding whether resource allocation aligned with project needs, with many adopting a neutral stance. Respondents expressed skepticism about the accuracy of resource needs assessments. A majority disagreed that project resources were adequately monitored, highlighting a need for improvement. Interviews stressed the critical role of resource management in healthcare projects. Quantitative analysis showed a strong positive correlation between resource management strategies and project success, explaining 38.2% of project execution variability. These findings are in line with the findings of other researchers like Akbar and Shahid (2023) who found a positive moderating effect of human resource management on the link between risk management and project success. Jennifer and Gachengo (2022) and Elahi, Ahmad, and Aamir (2020) both found positive associations between resource management and project performance in different contexts. Similarly, Umulisa, Mbabazize, and Shukla (2015) and Ogogo et al. (2018) reported significant links between resource management and project success in Rwanda and construction projects, respectively. Abdi (2020) highlighted the benefits of resource planning for road infrastructural projects in Wajir. However, Ghattas, Bassioni, and Gaid (2022) did not find human resource management to be a significant factor in the performance of construction projects in Egypt. Kipchirchir (2022) found a positive influence of resource management on road construction project performance. Chin et al. (2022) found a

positive association between project performance and knowledge management, a facet of resource management, in Malaysian construction companies.

5.4. Conclusions of the Study

The study makes the following conclusions based on the research objectives.

The study's first objective examined the influence of stakeholder management strategy on the implementation of donor funded healthcare projects in Mathare constituency, Kenya. The research revealed a nuanced landscape of stakeholder engagement across various project phases. Initially, there was uncertainty and divergence of opinions regarding the extent of stakeholder identification and involvement during project initiation. This suggested potential gaps in incorporating stakeholder perspectives early in the project lifecycle, which could impact project success. However, as we progressed to the project planning phase, perceptions became more positive, though still leaning toward neutrality. Stakeholder involvement in decision-making received strong support, indicating their pivotal role in shaping project outcomes. Qualitative interviews affirmed the importance of stakeholder engagement in healthcare projects, emphasizing their contributions across phases as essential for success. Statistical analysis demonstrated a moderate positive correlation between effective stakeholder management strategies and successful project implementation. Approximately 29.1% of project implementation variability was attributed to stakeholder management, highlighting its significant influence. In essence, findings underscore the critical role of comprehensive and effective stakeholder management in donor-funded healthcare projects. Improving stakeholder identification, early involvement, and engagement throughout the project lifecycle can significantly enhance project success and ultimately benefit the community in Mathare constituency.

The second research objective examined the influence of monitoring and evaluation strategy on the implementation of healthcare projects. Utilizing a mix of quantitative and qualitative data, the study synthesized insights for comprehensive analysis. The study found varying opinions among stakeholders regarding the existence and effectiveness of these strategies, highlighting the need for improved clarity and transparency. Nevertheless, the study unequivocally underscored the significance of monitoring and evaluation in healthcare projects. It emerged as a linchpin for informed decision-making,

resource allocation, and project success. Both correlational and regression analyses solidified the positive relationship between effective monitoring and evaluation and project implementation. It's essential to acknowledge the complexity of healthcare projects, with various unaccounted factors at play. Therefore, while monitoring and evaluation are vital, they should be part of a comprehensive approach that considers the multifaceted determinants of project outcomes. In essence, the study findings emphasize the critical importance of monitoring and evaluation strategies in enhancing donor-funded healthcare projects' impact. They call for ongoing refinement, transparency, and collaboration to maximize their potential in improving healthcare delivery in Mathare constituency and beyond.

The third objective sought to determine the influence of risk management strategy on healthcare projects implementation. The study revealed a spectrum of opinions among project stakeholders regarding the presence and effectiveness of risk management practices. Notably, respondents generally expressed uncertainty and neutrality when asked about the existence of a risk management plan, risk identification, assessment, and mitigation practices within the project. This suggests potential gaps in communication and standardization of risk management procedures. The need for clearer guidelines and more evident actions in risk management becomes evident. Despite these variations in perceptions, this research established a positive correlation between the adoption of risk management strategies and successful project implementation. Correlational and regression analyses confirmed this relationship, with around 30.4% of project execution variability attributed to the risk management strategy. While risk management emerged as a substantial factor, it's important to recognize the influence of other unaccounted variables in shaping project outcomes. Lastly, the findings emphasize the importance of implementing robust risk management strategies in donor-funded healthcare projects. Clearer communication, standardized procedures, and proactive risk mitigation are essential to enhance project success and ensure patient safety and care quality in Mathare constituency and similar contexts.

The fourth objective examined the influence of resource management strategy on implementation of donor funded healthcare projects. The findings of the study

highlighted the vital role of resource management. Respondents expressed near-unanimous confidence in resource planning, but substantial uncertainty in resource allocation alignment and skepticism about needs assessments and monitoring. These discrepancies underscore the need for clearer communication and improved practices. Our analysis revealed a strong positive correlation between effective resource management and successful project implementation, with resource management accounting for approximately 38.2% of project execution variability. This emphasizes the substantial influence of resource management on project outcomes, emphasizing its crucial role in ensuring efficient and impactful healthcare services in Mathare and similar settings.

5.5. Recommendations of the Study

Based on its findings, this study makes the following recommendation.

5.5.1. Stakeholder Management Strategy

Strengthen the integration of monitoring and evaluation (M&E) components into project design to ensure clear objectives, proper key performance indicators (KPIs), and accurate data collection methods. Allocate sufficient resources for M&E activities, including budget and technical expertise, to enhance project oversight and stakeholder engagement. Implement an effective management information system to streamline data collection, analysis, and reporting, promoting better decision-making.

5.5.2. Monitoring and Evaluation Strategy

Enhance stakeholder identification and engagement during project initiation to ensure comprehensive representation and alignment of project goals with community needs. Foster effective stakeholder participation by conducting regular project meetings, workshops, and consultations to gather diverse perspectives and ensure community ownership. Establish mechanisms for incorporating stakeholder opinions into project decision-making processes, promoting transparent and accountable implementation.

5.5.3. Risk Management Strategy

Improve the timeliness of resource allocation to avoid delays and bottlenecks in project implementation. Consider diverse sources of project resources and ensure their predetermined identification to secure consistent funding throughout the project lifecycle.

Address concerns related to the rate of resource flow by optimizing allocation processes and ensuring resources match project requirements.

5.5.4. Resource Management Strategy

Strengthen project planning for activities and outputs, ensuring clear definition, alignment with objectives, and well-structured implementation strategies. Continue to focus on well-stated project goals, promoting clarity and shared understanding among stakeholders. Enhance the effectiveness of evaluating project outcomes by refining methodologies, capturing comprehensive data, and promoting thorough analysis.

Overall, an integrated approach that combines the strengths of each design aspect while addressing their respective challenges will contribute to the successful implementation of devolved water projects. Regular reviews and adaptations based on project progress and stakeholder feedback are essential to ensure effective project outcomes.

5.6. Suggestions for Further Studies

These research gives the following suggestion for future studies; a longitudinal study should be conducted to assess the long-term impact of donor funded healthcare projects on communities and the environment as well as exploring how factors such as monitoring and evaluation practices, participatory design, and resource allocation contribute to sustained project outcomes over time.

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APPENDICES

Appendix 1: Questionnaire for Project Workers

INTRODUCTION

This questionnaire is aims at gathering information regarding PROJECT MANAGEMENT STRATEGIES AND IMPLEMENTATION OF DONOR-FUNDED HEALTH PROJECTS IN MATHARE CONSTITUENCY, NAIROBI COUNTY. The information you give will strictly be used for purposes of academics. Kindly spare a few minutes, read and understand the items, then provide a genuine response by either ticking or marking as instructed.

SECTION I: BACKGROUND INFORMATION

1. In which age-bracket do you fall?

18-30 years

31-40 years

Over 40 years

2. In which gender do you fall?

Male

Female

Prefer not to indicate

3. What is your highest education level?

Primary

Secondary

Tertiary

Other

SECTION 2: PROJECT MANAGEMENT STRATEGIES

This section is collects information on management strategies implemented in this project. Kindly tick the box that best describes your agreement level with the statement given.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| | STAKEHOLDER MANAGEMENT | 5 | 4 | 3 | 2 | 1 |
|----|--|----------|----------|----------|----------|----------|
| F1 | Stakeholder identification was done | | | | | |
| F2 | Stakeholder were involved in initiation of the project | | | | | |
| F3 | Stakeholder were involved in planning of the project | | | | | |
| F4 | Stakeholder were involved in execution of the project | | | | | |
| F5 | Stakeholder were involved in making decision of the project | | | | | |
| | MONITORING AND EVALUATION | | | | | |
| T1 | The project has a monitoring and evaluation plan | | | | | |
| T2 | I am confident in the accuracy and reliability of the data collected | | | | | |
| T3 | The monitoring and evaluation process align with goals and objectives | | | | | |
| T4 | Monitoring and evaluation process capture outcomes and impacts of project | | | | | |
| T5 | Monitoring and evaluation activities have been budgeted for | | | | | |
| | RISK MANAGEMENT | | | | | |
| R1 | The project has a risk management plan | | | | | |
| R2 | Risk identification is usually done | | | | | |
| R3 | Risk assessment is usually carried out | | | | | |
| R4 | Risk mitigation is usually conducted | | | | | |
| R5 | Risk control is usually done | | | | | |
| | RESOURCE MANAGEMENT | | | | | |
| M1 | A proper plan is available for management of resources | | | | | |
| M2 | Allocation of resources was done based on the needs | | | | | |
| M3 | I am confident in accuracy and reliability of the resource needs assessments | | | | | |
| M4 | The use of available project resources is usually monitored | | | | | |
| M5 | I am confident in ability of my organization to effectively manage resources | | | | | |

SECTION 5: IMPLEMENTATION OF DONOR-FUNDED HEALTHCARE PROJECTS

| <p>This section is collects information on how this project has been implemented. Kindly tick the box that best describes your agreement level with the statement given.</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree</p> | | | | | | |
|---|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | Statement | 5 | 4 | 3 | 2 | 1 |
| W1 | Implementing of this project is within the planned time schedule | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| W2 | Implementing of this project is within the planned budget schedule | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| W3 | Implementing of this project is within the planned cost schedule | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| W4 | Implementing of this project is within the planned quality specification | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| W5 | This process of implementing this project is satisfactory | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Appendix 2: Interview Guide

INTERVIEW GUIDE

This guide has been designed to specifically gather information that is to be used strictly for academic purposes. You are kindly requested to provide accurate information which will help in achieving the research objectives. It is hoped that the findings of this research will contribute significantly on issues of PROJECT MANAGEMENT STRATEGIES AND IMPLEMENTATION OF PROJECTS.

Information on Specific Study Variables

1. Briefly describe the entire process of implementing this project, with regard to time, budget, quality, and scope.
2. Have you involved stakeholders at any point in the implementation of this project?
 - a. If yes, in which areas?
 - b. If no, why haven't you involved them?
 - c. Do you think stakeholder management is important in project implementation? Give reasons
3. Do you think monitoring and evaluation is important when implementing a healthcare project? Give reasons for your response.
4. Do you think risk management is important when implementing a healthcare project? Give reasons for your response.
5. Do you think resource management is important when implementing a healthcare project? Give reasons for your response.

THANK YOU