



DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF DONOR FUNDED HEALTH PROGRAMMES IN ST. ELIZABETH MUKUMU MISSION HOSPITAL OF KAKAMEGA COUNTY

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ABSTRACT

The main objective of this study therefore was to investigate the determinants of success of donor funded projects in implementation of health programmes in St. Elizabeth Mukumu Mission Hospital of Kakamega County. The study used the following theories in supporting the research variables; stakeholder theory, resource dependency theory and complexity leadership theory. A descriptive research design was used in the study. The study targeted administrative officers, Project Finance officers, Project internal auditors, Project accountants, the clergy (Hospital Chaplain) and sub county Aids and STI coordinators. Census sampling was used to select fifty six respondents. The study used primary data which was collected using structured questionnaires. Pilot test was conducted to test validity and reliability of data collection tools. Descriptive and inferential analysis was done by the use of Statistical Package for Social Sciences (SPSS 23) and presented through percentages, means, standard deviations and frequencies. For variable relationships, inferential analysis was examined and analyzed data was presented by use of tables and models. The findings established that there is significant positive influence of fund availability, stakeholder participation, leadership, monitoring and evaluation on successful implementation of donor funded health programmes in St. Elizabeth Mukumu Mission Hospital of Kakamega County. The study concluded that improvement of fund availability, stakeholder participation, leadership; monitoring and evaluation would results to successful implementation of donor funded health programmes in St. Elizabeth Mukumu Mission Hospital of Kakamega County. The study recommended that there is need of appropriate structures of stakeholder's participation in the implementation of donor funded health programmes. The study also recommended that health facilities should consider institutionalizing monitoring and evaluation by creating monitoring unit and hire an officer responsible for the Unit with adequate resources.

Key Words: Project Fund Management, Stakeholder Participation, Monitoring and Evaluation, Leadership, Donor Funded Health Programmes

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INTRODUCTION

Donor funding is the provision of direct or indirect finance for goods or services at costs that are less than would be charged in the normal open market, and provided by an external source. Donor programmes implementation remains a top priority for the international development community. Implementation is usually open to all sorts of external influence, unexpected events, ever growing requirements, changing constraints and fluctuating resource flows. This clearly shows that if projects are applied and steps are not taken in order to manage them effectively and efficiently, the chances of failure are high (Pinto, 2000).

Donor funding has been playing a key role in the economies of developing countries especially in Africa. However, channelling of the resources has been going on for more than half a century but little development has been made in most of the recipients' countries in sub-Saharan Africa. Most of the 3rd world majority population live in abject poverty, suffer from diseases, experience rampant unemployment and are living heavily on debts. Non-governmental organizations and government development agencies have failed to account for the results of the funds from donors. Recent pressure for a more result oriented policy from aid opponents, civil society, donors and recipients alike has led to a formal process that resulted in the adoption of the Paris Declaration on Aid effectiveness. Implementation of the Paris agenda is forcing both donors and recipients to look better and more systematically at the concrete results of development efforts. Although a long way has to be gone, the Paris declaration is an important step in the right direction (World Bank report 2003).

The Roll Back Malaria project across Africa in 1998 was funded by multiple agencies at a cost of about \$500 million. It aimed to halve malaria incidences by 2010. The program said Africa needed \$1.9 billion a year to slow the disease, but by 2002 donors had only come up with \$200 million a year. By 2004 the infection rate had risen by 12%. Experts

said donors rarely followed through with pledges and some programs were subject to political considerations and questioned the type of insecticides to be used, whether to buy cheap generic drugs or how much poor people should pay for mosquito nets.

Health financing remains an issue in Kenya, both because the level of funding is insufficient in spite of government's fiscal effort as well as inadequate resource allocation. Under Vision 2030, a number of flagship projects have been identified in each sector which was being implemented over the five years of the vision to facilitate the desired growth on a sustainable basis. Health projects have been identified as key in driving health growth in the health sector. The sustainable development goals (SDGs) can only be achieved if only the health systems are improved at all levels or regions in the country (Kenya Vision 2030 report).

Success implementation of programme has been a major problem for many donors funded projects in the Health sector in Kenya. In many cases, donors usually fund health projects in public hospitals, assist in their start-up process and continue to support them for a period until they start delivering benefits to its target population. The donors then withdraw financial support, but may continue providing technical support for a little bit longer or as the need arises. The government is then expected to run the health project and ensure that the project continues to provide the benefits it was intended to deliver (USAID, 2015).

Ali (2011) examined the factors that affect successful implementation of NGOs programmes in Kenya with specific reference to Sisters Maternity Home (SIMAHO) in Garissa. The study found that 10 donor relationship management contribute most to financial sustainability of nongovernmental followed by strategic financial management then income diversification while own income generation contributed the least to financial sustainability of non-governmental organizations.

There is a worldwide realization that HIV/AIDS has become a scourge especially in developing countries. The developing countries having the inability to satisfy the PLWHA in the provision of ARV due to their budget allocation and the economic state, there was need for the European countries through the donor aid to come along and assist the developing countries in treatment and care of the HIV/AIDS patients. These activities are supported through the funding for resources which includes expertise through the support for the medical practitioners, commodities that include FBP, ARV drugs and infrastructures like the clinics and the machines. Through this support by the donors, the developing countries have been able to suppress the viraemia in PLWHA. This in turn improves the overall rate of care and reduces the rate of transmission therefore being able to contain the syndrome.

Statement of the Problem

Despite marked progress in many areas over the past decades, Kenya continues to grapple with challenging health problems and issues of health service delivery. The national and County Governments, local and international NGOs and other concerned organizations invest large sums every year for the implementation of health programmes (Okoth, 2016). However, these projects do not help as they fail after a short time. Report from World Bank (WB) reveals that the Government of Kenya receives massive donor aid from various sources to fund a number of health projects in public hospitals (WB, 2013). For the period 2016 to 2020, a total of UD\$ 61 million was disbursed to support various health initiatives (US\$41 Million from the International Development Association (IDA) and US\$20 Million from Multi Donor Trust Fund for Health Results Innovation (HRITF)). Further statistics from Government of Kenya (GoK) reveal that 36% of the health projects fail after a short time after implementation (GoK, 2018). The Organization for Economic Co-operation and Development (OECD) shows that health projects in public hospitals collapse one year after

completion of the projects (OECD, 2018). Anecdotal evidence shows that majority of health care programmes do not achieve hundred per cent success rate. In Kakamega County for example, many programmes have not taken off while others have stalled. The lack of completion of the above projects is a problem of public health concern since it limits health care delivery to the people of Kakamega County. Further, very low rate on successful implementation of the projects within Non-Governmental Organizations [NGOs] which has resulted to noticeable problems of economic waste, loss of the public funds, and end user displeasure. Previous on the determinants of successful implementation of projects has yield mixed outcome therefore making it impossible to generalize the findings and recommendations. For instance, Inda and Moronge (2015) as well as Kirui (2016) found that fund management and stakeholder participation is significant determinant. However, Osedo (2015) indicated that stakeholder participation has weak and not statistically significant influence of successful project implementation. Andhoga (2016) failed to isolate stakeholder participation as a significant determinant of effective project implementation. This leaves a significant knowledge gap which this study filled. This study aimed to fill the missing link by determining the factors that affect the project success or failure of the HIV/AIDS projects in implementation of HIV/AIDS Care and treatment services in western Kenya

Research Objectives

The general objective of this study was to investigate the determinants of successful implementation of donor funded projects health programmes in St. Elizabeth Mukumu Mission Hospital of Kakamega County. The specific objectives were;

- To examine the influence of leadership on successful implementation of donor funded health programmes in Kenya.

- To find out the influence of project fund management on successful implementation of donor funded health programmes in Kenya.
- To find out the influence of monitoring and evaluation on successful implementation of donor funded health programmes in Kenya.
- To find out the influence of stake holders participation on successful implementation of donor funded health programmes in Kenya.

The study was guided by the following research hypotheses

- **H₀₁:** There is no significant relationship between leadership and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County
- **H₀₂:** There is no significant relationship between Fund availability and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County
- **H₀₃:** There is no significant relationship between the monitoring and evaluation and donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County
- **H₀₄:** There is no significant relationship between stakeholders' participation and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County

LITERATURE REVIEW

Stakeholders Theory

The stakeholder theory asserts that the importance of a firm focuses on various partner groups that were concerned with the daily operations of the organization. Hence, Stakeholder theory was propounded by Freeman (1984) and suggested that managers in an organization had an obligation of ensuring that there was cordial relationship between customers, business partners, suppliers and contractors. More so a stakeholder who controlled them, could come up with value chain for customers, vendors, communities and financiers. The illustration and representation of all the partner groups on projects was therefore

paramount for effective and efficient performance of the organization (Gibson, 2000). The stakeholders model was very critical since it defined duties, rights and responsibilities of various stakeholders (Freeman, 2002). Stakeholder had larger share in the corporation and expected maximum returns (Frey & Nickerman, 2009). Stakeholder theory will therefore be relevant to this study because when all key stakeholders are involved in Health programmes; there will be successful completion of programmes through ensuring proper management of the potential project management risks.

Resource Dependence Theory

This study is anchored on the resource dependency theory (RDT) as propounded by Pfeffer and Salancik (1978). Resource dependence theory (RDT) is the study of how the external resources of organizations affect the behavior of the organization. RDT is based upon how the external resources of organizations affect the behavior of the organization. The theory is based upon the following tenets: organizations are dependent on resources, these resources ultimately originate from the environment of organizations, the environment to a considerable extent contains other organizations, the resources one organization needs are thus often in the hand of the organizations, resources are a basis of power, legally independent organizations can therefore be dependent on each other (Pfeffer & Salancik, 1978).

In as much as organizations are inter-dependent, the theory of Resource Dependence needs a closer examination. Its very weakness lies in its very assertions of dependence. With changing trends of financial uncertainties, there is need to lean towards other theories of uncertainties. According to this theory, organizations depend on resources for their survival; therefore, for any organization to achieve sustainability, resources are indispensable. For community based projects to achieve sustainability, resources are important. These resources will come in the form of human resource

- therefore the need to involve all the stakeholders in the project for sustainability. Other resources include land and finances.

Complexity Leadership Theory

Given the centrality of complexity in determining organizational outcomes, researchers have developed new approaches to leadership grounded in complexity theory (Lord, 2008; Uhl-Bien, Marion, & McKelvey, 2007; Surie & Hazy, 2006). These approaches are motivated by the desire to develop leadership models that more accurately reflect the complex nature of leadership as it occurs in practice (Uhl-Bien & Marion, 2009). They represent a growing concern that traditional models of leadership are insufficient for understanding the dynamic, distributed, and contextual nature of

leadership in organizations (McKelvey, 2008; Johannessen & Stacey, 2005).

These approaches to leadership are consistent with the central assertion of the meso argument that leadership is multi-level, processual, contextual, and interactive (Uhl-Bien & Marion, 2009). One such approach is the Complexity Leadership Theory (CLT). CLT is a framework for leadership that enables the learning, creative, and adaptive capacity of complex adaptive systems (CAS) in knowledge producing organizations or organizational units. CLT entails the study of the interactive dynamics of complex adaptive systems embedded within contexts of larger organizing systems.

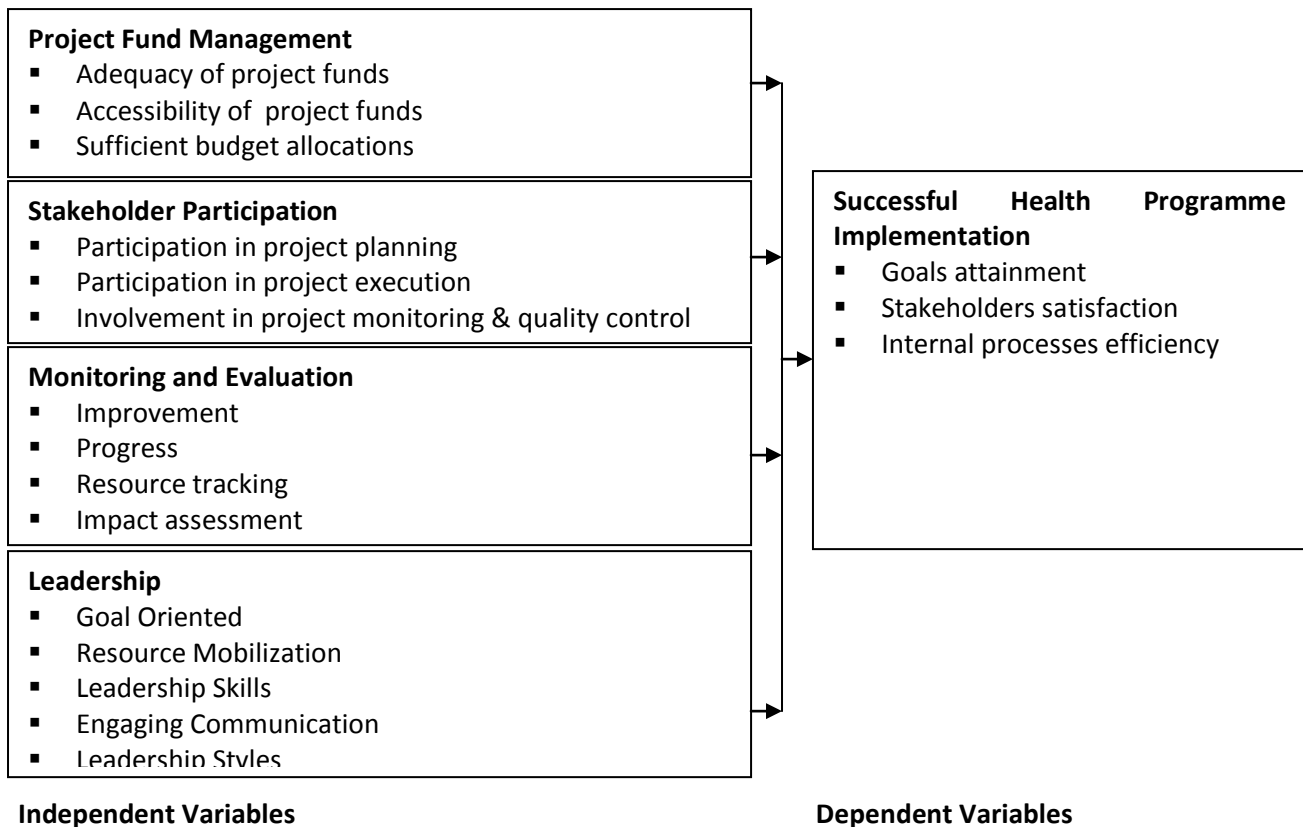


Figure 1: Conceptual Framework

Empirical Literature Review

Omollo (2017) investigate the influence of project management on effective implementation of donor funded projects in Busia County, Kenya. Descriptive research design was used to undertake the study.

The target population was donor funded projects implemented in Busia County, Kenya, whose number stood at 415 as at June 30th 2016. Primary data was collected with the aid of semi-structured questionnaires. Based on the findings of the study,

all the four factors examined are validated as key in influencing effectiveness of projects implementation of donor funded development projects in Busia County, Kenya. Primary stakeholder involvement however has the most significant influence, followed by factors attributed to donor behavior. Whereas monitoring and evaluation is ranked third, the least ranked are managerial factors.

Kiara and Luketero (2018) focused on the factors influencing performance of donor funded projects a case of Embu Water and Sanitation Company, Embu County, Kenya. The study used descriptive design; the target population was 49. The study concludes that stakeholder involvement to a significant extent impacts on the performance of donor funded project the study noted that good and clear stakeholders involvement programme is of great importance in ensuring smooth implementation of donor funded projects. The study indicated that funding that was done through commercial financing/result based financing type of funding was better in terms of operations and timely completion as opposed to funding done through pure grants type of funding. This implies that type of funding influence performance of donor funded projects. Lastly the study concludes that regulatory of monitoring & evaluation influence performance of donor funded projects at very great extent. Monitoring is a very important step-in the project management life cycle.

Ouma and Kamaara (2018) investigated the determinants used to ensure successful implementation of donor funded projects in Kenya by focusing on the Pathfinder International project. The study adopted an empirical approach using a quantitative design that ensured accuracy and better understanding of the issues raised about the problem of the study. The sample size of this study was therefore 100 respondents. The findings of the study revealed that the four determinants positively and significantly influenced implementation of the Pathfinder International projects in Kenya. The

study concluded that an improvement in the indicators of all the determinants examined will lead to a significant improvement in implementation of donor funded projects in Kenya.

Nthenge (2014) investigated factors influencing sustainability of donor funded water projects in Tana River County, Kenya. The study applied quantitative research design, which makes use of questionnaires to gather information. Census sampling method involving inclusion of all target population into the sample followed by purposive sampling methods was applied. Purposive sampling method which relies on the researchers judgment; in selecting respondents regarding those special participants who had specific information of interest to the study was applied. The findings of the study were presented in frequency distribution tables. It could be concluded that; all donor funded water projects were not sustainably managed.

Kuria and Wanyoike (2016) assessed factors influencing sustainability of donor funded projects in Nakuru County. Level of funding, monitoring and evaluation and stakeholder involvement were assessed. A descriptive research design was adopted with a target population of 726; involving funding agency officials, project managers, beneficiaries and committee members. Stratified random sampling was used to select 88 respondents. A semi-structured questionnaire was used to collect data which was edited, coded and analyzed using descriptive and inferential analysis with aid of SPSS. Study found that project stakeholders and beneficiaries were not adequately involved in monitoring and evaluation of activities. Stakeholder involvement and community participation influences project sustainability. Funding, monitoring and evaluation and stakeholder involvement had strong positive relationships with sustainability. Regression results explained 72.6% of the sustainability of projects.

Kisilu, Kiarie and Munyao (2016) examined the determinants of successful completion of donor funded projects in Kenya, a case of Turkana County.

The specific objectives of this study were to examine; project procurement process and project planning tools on successful completion of donor funded projects. The study adopted a descriptive survey and census design method for data to be collected through the use of questionnaires from 149 respondents. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed with help of SPSS version 22 and Excel. The study adopted regression analysis at .05 level of significance to determine magnitude and direction of the relationship of the variables under study. It was notable that there existed a strong positive relationship between the independent variables and dependent variable. The analysis showed that project procurement process had the strongest positive influence on completion of donor funded projects. In addition project planning tools was positively correlated to completion of donor funded projects. Therefore the most significant factor was project procurement process. This implies that these variables were very significant therefore needed to be considered in any effort to boost completion of donor funded projects. The study recommends for other variables to be considered such as risk management, time management, human resource management, project leadership, project team and accountability among others that also can affect completion of donor funded projects.

Amade, Ogbonna and Kaduru (2012) investigated the critical success factors of project implementation in Nigeria. The study sampled the opinion of fifty selected project professionals presently working in six project sites located in Anambra, Imo and River States. Results of the analysis among others show that Environmental factors are more critical to the success of project implementation than skills portfolio of the project team. Collective responsibility among project stakeholders is a necessary condition for successful project implementation; Ability of project professionals to generate accurate designs, cost

and time estimates will minimize the negative effects of economic instability on successful project delivery. Commitment of Clients to project financing obligations is a necessary condition for contractor commitment to project plans.

Yeri (2018) examine the determinants of successful implementation of infrastructure projects in Kilifi County, Kenya. The study targeted a population of 738 and a sample size of 259 respondents. Descriptive research design method was applied. In conducting the study, a total of 259 questionnaires were administered. Findings of the study reveal that majority of respondents significantly supported the idea that adequate budgetary allocation influences successful infrastructure project implementation. Finally, a majority of respondents are in agreement to the idea that project design and specifications does influence the successful implementation of infrastructure projects.

Kirui (2016) examine the factors influencing project implementation in construction sector in Elgeyo Marakwet County. The study adopted descriptive analysis with a questionnaire used as an instrument of data collection. The researcher analyzed both primary and secondary data that provided information on the study. The findings show that proper implementation techniques especially with the use of charts by road contractors as well as communication systems and commitment of project stakeholders influences implementation of road construction projects.

Inda and Moronge (2015) explored the underlying determinants hindering successful implementation of these projects in Kenya. The target population for this study was 600 biogas users and 60 biogas contractors. The study found out that all the independent variables influenced the dependent variable positively and financial resources was the most significant factor followed by technological factors, project management skills and government policy at influence successful implementation of domestic biogas projects in Githunguri sub-county.

Mondal and Chowdhury (2015) aimed to identify Key determinants for successful Project Implementation in the state of West Bengal with special focus in the Durgapur Industrial area. An objective realization instrument developed using 47 factors identified in the research as possible drivers in Project implementation based on Likerts seven point scale of ranking. Result of the analysis clearly identifies the Key determinant among all factors which are essential for successful Project Implementation.

Osedo (2015) sought to examine the determinants of effective implementation of county construction projects in Kenya. The target population of the study was all the 2,048 approved county construction projects in Nairobi City County in year 2015. The study adopted random sampling technique to select a sample size of 241 approved building projects from the total of 2,408. Structured questionnaires were used to collect data. Primary data was collected from project managers of the selected projects. The findings of the study concluded that Staff competency has an effect on the Effective implementation of county construction projects in Kenya. The study also concluded that Management support influence the effective implementation of county construction projects in Kenya. From the study results it was concluded that the effect of stakeholder relationship on the Effective Implementation of County Construction Projects in Kenya is weak and not statistically significant.

Chesiyna and Wanyoike (2016) attempted to establish the determinants of effective implementation of CDF funded projects in Baringo Central Constituency, Kenya. The study employed a descriptive design using quantitative approaches. The target population was all 150 project beneficiaries, management committees and constituency planning and development officers in all CDF funded projects. The study found that all four factors influenced effective implementation

with community participation and training having the greatest influence.

METHODOLOGY

The researcher used descriptive research survey design. Descriptive research involves collecting data that answers questions about the participants of the study. The target population was 56 employees from KCCB /KARP HIV/AIDS care and treatment services in Mukumu Mission hospital which is in Kakamega County of Shinyalu Sub County. The respondents comprised of hospital administrative offices, Project Finance officers, Project internal auditors, Project accountants, the clergy (Hospital Chaplian) and sub county Aids and STI coordinators. A total of 56 respondents were used as the sample size using census sampling technique. Data was collected through structured questionnaires to collect primary data. The data analysis in this study involved the use of descriptive and inferential statistics. SPSS version 23 is the computer analysis tool that was used in this study. Analyzed data was organized into models and tables for easy reference.

Multiple Régression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Y = Successful Implementation of donor funded health programmes

β_0 = Constant

X_1 = Leadership

X_2 = Project Fund Management

X_3 = Monitoring and Evaluation

X_4 = Stakeholder Participation

{ β_0 - β_4 } = Beta coefficients

e = the error term

FINDINGS AND DISCUSSIONS

The results were presented in tables under which percentage were presented inside brackets while frequency outside brackets. The agreement ranged from 1 strongly disagree, 2-Disagree, 3-undecided, 4-agree and 5 strongly agree. SDV is the standard deviation.

Leadership and Implementation of donor funded health programs

Leadership variable was used in the first objective which sought to investigate the influence of

leadership on implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

Table 1: Leadership

Statement	1	2	3	4	5	Mean	SDV
Existing leadership style ensures there is accessibility of leaders for consultation on programme issues	9 (17.3)	29 (55.8)	11 (21.2)	2 (3.8)	1 (1.9)	3.83	0.83
There is accountability of programme implementation from the leadership	8 (15.4)	30 (57.7)	9 (17.3)	2 (3.8)	3 (5.8)	3.73	0.97
The leadership ensures there is adequate resources for effective health programme implementation	9 (17.3)	21 (40.4)	14 (26.9)	6 (11.5)	2 (3.8)	3.56	1.04
Programme leaders ensures there is effective communication during programme implementation	7 (13.5)	21 (40.4)	14 (26.9)	7 (13.5)	3 (5.8)	3.42	1.07
The programme leadership ensures that programme goals and target are achieved	7 (13.5)	25 (48.1)	8 (15.4)	9 (17.3)	3 (5.8)	3.46	1.11
Overall						3.60	

From Table 1, 55.8% of the sampled respondents agreed that existing leadership style ensures there is accessibility of leaders for consultation on programme issues and additional 17.3% strongly agreed. A mean of 3.83 suggested that existing leadership style ensures there is accessibility of leaders for consultation on programme issues. The results also revealed that 57.7% of the respondents agreed that there is accountability of programme implementation from the leadership and further 15.4% strongly agreed with same with a mean of 3.73. This implies that there is accountability of programme implementation from the leadership. In regard to adequate resources, 40.4% of the respondents agreed and 17.3% strongly agreed the leadership ensures there is adequate resources for effective health programme implementation. A mean of 3.56 indicated the leadership ensures there are adequate resources for effective health programme implementation.

On the other hand, 40.4% of the respondents agreed that programme leaders ensures there is effective communication during programme implementation and further 13.5% strongly agreed on the same. However, 26.9% of the respondents were undecided. This observation was supported by a mean of 3.42.

Lastly, 48.1% and 13.4% of the sampled respondents agreed and strongly agreed that the programme leadership ensures that programme goals and target are achieved with a mean of 3.46. This implied that respondents did not confirm in unison that the programme leadership ensures that programme goals and target are achieved. On the other hand, 17.3% of the respondents disagreed that the programme leadership ensures that programme goals and target are achieved. These findings were in agreement with Elloy (2008) who indicated that the goal of a leader in a project environment is to improve performance of team

members by developing the teams own capabilities of displaying leadership and goal settings.

Project Fund Management

Project fund management variable was used in the second objective which sought to determine the

influence of project fund management on implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

Table 2: Project Fund Management

Statement	1	2	3	4	5	Mean	SDV
There is adequate fund for each aspect of health program implementation	13 (25)	12 (23.1)	25 (48.1)	1 (1.9)	1 (1.9)	3.67	0.94
It is easy to access funds allocated for health programs	4 (7.7)	33 (63.5)	4 (7.7)	10 (19.2)	1 (1.9)	3.56	0.96
Funds are allocated per the budgeted activities	6 (11.5)	32 (61.5)	8 (15.4)	5 (9.6)	1 (1.9)	3.71	0.87
Available funds are sustainable to run the program as per the stipulated time of the project implementation	8 (15.4)	26 (50)	14 (26.9)	3 (5.8)	1 (1.9)	3.71	0.87
Generally, availability of fund affect success implementation of health programmes	10 (19.2)	20 (38.5)	12 (23.1)	8 (15.4)	2 (3.8)	3.54	1.09
Overall mean						3.64	

The finding in Table 2 revealed that 23.1 of the respondents agreed that there is adequate fund for each aspect of health program implementation and 25.0% strongly agreed on the same. A mean of 3.67 implied that there is adequate fund for each aspect of health program implementation. On the other hand, 63.5% of the respondents agreed that it is easy to access funds allocated for health programs and 7.7% strongly agreed on the same. On the other hand, 19.2% of the respondents disagreed that it is easy to access funds allocated for health programs. A mean of 3.56 indicated that to a moderate extent it is easy to access funds allocated for health programs. It was also revealed that 61.5% of the respondents agreed that funds are allocated per the budgeted activities and 11.5% strongly agreed. A mean of 3.71 showed that funds are allocated per the budgeted activities.

The results further revealed that 50% and 15.4% of the respondents agreed and strongly agreed respectively that available funds are sustainable to run the program as per the stipulated time of the

project implementation. A mean of 3.71 implies that available funds are sustainable to run the program as per the stipulated time of the project implementation.

Lastly, the results also revealed that 38.5% and 19.2% of the respondents agreed and strongly agreed respectively that generally, availability of fund affect success implementation of health programmes. However, 23.1% of the respondents were undecided mean of 3.51 implies that some respondents were not sure that availability of fund affect success implementation of health programmes. This is supported by Brigham and Ehrhardt (2013) who reiterated that programme fund availability enhances continuous and sufficient cash flow for a project in order to meet the expenditures incurred at the course of a project and thus project fund availability is a very critical element of accounting in that it provides direct link between the start of a project to the end.

Monitoring and evaluation

Monitoring and evaluation variable was used in the third objective which sought to establish the influence of monitoring and evaluation on

implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

Table 3: Monitoring and evaluation

Statement	1	2	3	4	5	Mean	SDV
1 Program evaluation inform change which is essential for success implementation of health programs	14 (26.9)	21 (40.4)	9 (17.3)	6 (11.5)	2 (3.8)	3.75	1.10
2 Resources tracking affects project scope on implementation of health programme	12 (23.1)	23 (44.2)	5 (9.6)	9 (17.3)	3 (5.8)	3.62	1.19
3 Monitoring of health programmes funded by donor identifies areas for improvement in the course of implementation	19 (36.5)	21 (40.4)	5 (9.6)	7 (13.5)	(0)	4.00	1.01
4 There is periodic evaluation of health programmes funded by donors	16 (30.8)	20 (38.5)	12 (23.1)	2 (3.8)	2 (3.8)	3.88	1.02
5 Generally, Monitoring & Evaluation affects on implementation of health programmes	17 (32.7)	19 (36.5)	9 (17.3)	4 (7.7)	3 (5.8)	3.83	1.15
Overall Mean						3.82	

From Table 3, 40.4% and 26.9% of the respondents agreed and strongly agreed that Program evaluation inform change which is essential for success implementation of health programs. However, 11.5% of the respondents disagreed that Program evaluation inform change which is essential for success implementation of health programs. A mean of 3.75 implies that program evaluation inform change which is essential for success implementation of health programs. Further, 44.2% of the respondents were in agreement that resources tracking affects project scope on implementation of health programme and additional 23.1% strongly agreed with a mean of 3.62. This implies that resources tracking affect project scope on implementation of health programme. However, 17.3% of the respondents disagreed that Resources tracking affects project scope on implementation of health programme.

The results further revealed that 40.4% and 36.5% of the respondents agreed and strongly agreed respectively monitoring of health programmes

funded by donor identifies areas for improvement in the course of implementation. Nevertheless, none of the respondents strongly disagreed with a mean of 4.00 implying that Monitoring of health programmes funded by donor identifies areas for improvement in the course of implementation. The results also revealed that 38.5% of the respondents agreed and 30.8% strongly agreed there is periodic evaluation of health programmes funded by donors. A mean of 3.88 suggested that presence of periodic evaluation of health programmes funded by donors.

Lastly, 36.5% and 32.7% of the respondents agreed and strongly agreed respectively that monitoring and evaluation affect implementation of health programmes. A mean of 3.83 implies monitoring and evaluation affect implementation of health programmes. According to Kusek and Rist (2010) activity of monitoring is concerned with regularly having a check of whether or not an intervention is rolling on as planned while evaluation is concerned with establishing the worth of an intervention.

Stakeholder's participation

Stakeholder's participation variable was used in the fourth objective which sought to investigate the influence of stakeholders participation on

implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

Table 4: Stakeholders participation

Statement	1	2	3	4	5	Mean	SDV
The structures established for stakeholder participation enables effective implementation of donor funded health programmes	25 (48.1)	18 (34.6)	5 (9.6)	1 (1.9)	3 (5.8)	4.17	1.08
Implementation of donor funded health program is a collective responsibility that involves all stakeholders	8 (15.4)	25 (48.1)	12 (23.1)	5 (9.6)	2 (3.8)	3.62	0.99
The hospital management involve all stakeholders in monitoring of programmes funded by donors	7 (13.5)	31 (59.6)	7 (13.5)	4 (7.7)	3 (5.8)	3.67	1.00
Stakeholders hold frequent consultative meetings to deliberate on the progress of the health program implementation	3 (5.8)	30 (57.7)	8 (15.4)	8 (15.4)	3 (5.8)	3.42	1.02
5. Generally stakeholder participation in planning, implementation and evaluation of donor funded programs influence their implementation successful	9 (17.3)	36 (69.2)	3 (5.8)	2 (3.8)	2 (3.8)	3.92	0.86
Overall mean						3.76	

Table 4 showed that 34.6% and 48.1% of the respondents agreed and strongly agreed respectively that there the structures established for stakeholder participation enables effective implementation of donor funded health programmes. However, 5.8% of the respondents were strongly disagreed that the structures established for stakeholder participation enables effective implementation of donor funded health programmes. A mean of 4.17 implies that the structures established for stakeholder participation enables effective implementation of donor funded health programmes. Similarly, 48.1% of the respondents agreed that implementation of donor funded health program is a collective responsibility that involves all stakeholders while 15.4% strongly agreed with a mean 3.62. On the other hand, 23.1% of the respondents were not sure that implementation of donor funded health program is a collective responsibility that involves all stakeholders. The results also revealed that 59.6% and 13.5% of the sampled respondents agreed and strongly agreed respectively that the hospital

management involve all stakeholders in monitoring of programmes funded by donors. However, small majority of the respondents were undecided whether the hospital management involve all stakeholders in monitoring of programmes funded by donors as shown by 13.5% with a mean of 3.31. The study also established that, 57.7% and 5.8% of the sampled respondents agreed and strongly agreed that stakeholders hold frequent consultative meetings to deliberate on the progress of the health program implementation with a mean of 3.42. However, 15.4% of the sampled respondents disagreed that stakeholders hold frequent consultative meetings to deliberate on the progress of the health program implementation. Lastly, 68.2% of the respondents agreed that stakeholder participation in planning, implementation and evaluation of donor funded programs influence their implementation successful while 17.3% strongly agreed. A mean of 3.92 implies that stakeholder participation in planning; implementation and evaluation of donor funded programs influence their implementation

successful. This supported by Holmes and Moir (2015) who also observed that stakeholder involvement process builds a proactive two-way process between the organization and the stakeholder. The communication, opinions and proposals flow in both directions and the organization, which can change its behaviour because of stakeholder participation which then has an effect on successful implementation of programmes.

Inferential Statistics

Linearity was tested by use of Pearson Correlation analysis which computes both the linear and nonlinear components of a pair of variables. Linear regression analysis assumes there is linear relationship between independent and dependent variables. The linearity is as a result of significance level being less than 0.05 which was evident for all study variables. All linear relationships were significant at 0.01 (99.0% confidence level). The results were as shown in Table 5.

Table 5: Pearson Correlation Analysis

		Ls	PFM	M & E	SP
Ls=Leadership	Pearson Correlation	1	.355**	.449**	.513**
	Sig. (2-tailed)		.010	.001	.000
	N	52	52	52	52
PFM= Project Fund Management	Pearson Correlation	.355**	1	.512**	.281*
	Sig. (2-tailed)	.010		.000	.043
	N	52	52	52	52
M & E=Monitoring and Evaluation	Pearson Correlation	.449**	.512**	1	.632**
	Sig. (2-tailed)	.001	.000		.000
	N	52	52	52	52
SP =Stakeholders Participation	Pearson Correlation	.513**	.281*	.632**	1
	Sig. (2-tailed)	.000	.043	.000	
	N	52	52	52	52
Success Donor Funded Programme Implementation	Pearson Correlation	.690**	.473**	.597**	.645**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The results in Table 5 showed that there is significant linear relation between independent and dependent variables as well as among independent variables. The results indicated that the relationship between leadership and implementation of donor funded health programs is positive and significant (R=0.690, P=.0000). This implies that the proper leadership influence implementation of donor funded health programs. The results also revealed that the relationship between Fund availability and implementation of donor funded health programs is positive and significant (R=0.473, P=.0000). This implies that the implementation of donor funded health programs is significantly influenced by Fund availability.

The results indicated that the relationship between monitoring and evaluation and implementation of donor funded health programs is positive and significant (R=0.597, P=.0000). This implies that the monitoring and evaluation influence implementation of donor funded health programs. The results also revealed that the relationship between stakeholders participation and implementation of donor funded health programs is positive and significant (R=0.645, P=.0000). This implied that the implementation of donor funded is significantly influenced by stakeholder's participation.

Multiple Regression Analysis

The general objective of this study was to investigate determinants of success of donor funded projects in implementation of health programmes in Kenya. This was achieved by carrying out standard multiple regressions. The study was interested in knowing the influence of each of the socio-economic determinants (leadership, Fund availability, monitoring and

evaluation & stakeholders participation) on implementation of donor funded health programs when all these constructs were entered as a block on the model. The results of multiple linear regression analysis were presented in Table 6 which contained model summary (R, R², Adj R²), ANOVA Table (goodness of fit; F Ratio, Sig Value) and regression coefficient (Unstandardized & standardized), t-value and Sig. value results.

Table 6: Multiple Regression Analysis

Model	R		Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
	R	Square				F Change	df1	df2	Sig. F Change
1	.801 ^a	.641	.610	.330977	.641	20.983	4	47	.000

a. Predictors: (Constant), Stakeholders participation, Leadership, Project Fund Management, Monitoring and evaluation

b. Dependent Variable: Implementation of donor funded health programs

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.195	4	2.299	20.983	.000 ^b
	Residual	5.149	47	.110		
	Total	14.343	51			

a. Dependent Variable: Implementation of donor funded health programs

b. Predictors: (Constant), Stakeholders participation, Leadership, Project Fund Management, Monitoring and evaluation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
		1	(Constant)	.317	.164	
	Leadership	.319	.041	.395	7.763	.000
	Project Fund Management	.291	.044	.262	6.556	.000
	Monitoring and evaluation	.185	.045	.193	4.125	.000
	Stakeholders participation	.095	.042	.129	2.253	.025

a. Dependent Variable: Implementation of donor funded health programs

The results from the model summary gave us information on the overall summary of the model. The R square value indicates that independent variables accounts for 64.1% significant variance in implementation of donor funded health programs (R square = .641) implying that 35.9% of the variance in implementation of donor funded health programs is accounted for by other variables not captured in this model

In order to assess the significance of the model, simply whether the study model is a better significant predictor of the implementation of donor funded health programs, the study resorted to F statistic. From the findings, the F value is more than one, as indicated by a value of 20.983. The large F value is very unlikely to exist by chance (99.0%), thus implying that the final study model has significant improvement in its prediction ability of implementation of donor funded health

programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County ($F(4,51) = 20.983, P=0.000$). Therefore, the four determinants are a significant predictor of implementation of donor funded health programs.

Regression Coefficients

From the regression coefficient, the study utilized unstandardized regression coefficient in the formulation of study model. The study has an option of either using Unstandardized Coefficients or Standardized Coefficients depending on the type of data. The study used unstandardized coefficient column because we want to compare socio-economic determinants influence across same measures (Likert Scale 1 through 5). A regression of the four predictor variables against implementation of donor funded health programs established the multiple linear regression model as below:

$$Y = 0.317 + 0.319X_1 + 0.291X_2 + 0.185X_3 + 0.095X_4$$

Where;

Y = Implementation of donor funded health programs

X_1 = Leadership

X_2 = Project Fund Management

X_3 = Monitoring and evaluation

X_4 = Stakeholders participation

ϵ = the error of term

All factors had significant positive influence on the implementation of donor funded health programs as shown by B coefficients. If the four factors are held at zero or it is absent, the implementation of donor funded health programs would be insignificant 0.317, $p=0.054$.

Testing Null Hypotheses

The hypotheses testing were based on regression coefficient results for multiple linear regression analysis. This was arrived by using significance level of unstandardized B coefficient. The significance level was set at $P < 0.05$; therefore, B coefficient which had significance level less than 0.05 was considered significant and therefore, the null hypothesis was rejected.

H_{01} : There is no significant relationship between leadership and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{A1} : There is significant relationship between leadership and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

B Coefficient results: ($B_1 = 0.319; p=0.000 < 0.05$)

Verdict: The null hypothesis H_{01} was rejected.

Results interpretation: H_{A1} : There is significant relationship between leadership and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{02} : There is no significant relationship between project fund management and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{A2} : There is significant relationship between project fund management and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

B Coefficients results: ($B_2 = 0.291; p=0.000 < 0.05$)

Verdict: The null hypothesis H_{02} was rejected.

Results interpretation: H_{A2} : There is significant relationship between project fund management and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{03} : There is no significant relationship between the monitoring and evaluation and donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{A3} : There is significant relationship between the monitoring and evaluation and donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

B Coefficient results: ($B_3 = 0.185; p=0.000 < 0.05$)

Verdict: The null hypothesis H_{03} was rejected.

Results interpretation: H_{A3} : There is significant relationship between the monitoring and evaluation and donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{04} : There is no significant relationship between stakeholders participation and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

H_{A4} : There is significant relationship between stakeholders participation and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

B Coefficient results: ($B_4 = 0.095$; $p = 0.025 < 0.05$)

Verdict: The null hypothesis H_{04} was rejected.

Results interpretation: H_{A4} : There is significant relationship between stakeholders participation and implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County.

CONCLUSIONS AND RECOMMENDATIONS

The findings indicated that leadership has significant influence on implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County. Therefore, the study concluded that leadership influences implementation of donor funded health programs. Increase in leadership would results to increase in implementation of donor funded health programs. The leadership styles in in St. Elizabeth Mukumu Mission Hospital of Kakamega county exhibited accessibility which enhances consultation during programme implementation. There is accountability of programme implementation from the leadership in terms of resources utilization in achieving donor funded health programmes goals and objectives.

The findings indicated that project fund management has significant influence on implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County. There was adequate evidence to

conclude that project fund management influences implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County. The study deduced that available funds are sustainable to run the program as per the stipulated time of the project implementation and funds are allocated as per the budgeted activities.

The findings also revealed that monitoring and evaluation has significant influence on implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County. Increase in monitoring and evaluation would results to increase in implementation of donor funded health programs. Program evaluation informs change which is essential for success implementation of health programs. Further, monitoring of health programmes funded by donor identifies areas for improvement in the course of implementation.

Lastly, the study concluded that stakeholders participation has significant influence on the implementation of donor funded health programs in St. Elizabeth Mukumu Mission Hospital of Kakamega County. The fourth hypothesis was therefore rejected. The structures established for stakeholder participation enables effective implementation of donor funded health programmes in St. Elizabeth Mukumu Mission Hospital of Kakamega County. Therefore, stakeholder participation in planning, implementation and evaluation of donor funded programs influence their implementation successful.

It was recommended that organizations ought to strive to engage competent Project Leadership personnel in project implementation to ensure successful project implementation

The study recommended that there should be a clear funding framework that is focused to allocation and disbursement of funds for approved health programmes with clear implementation plans to achieve success in health sector. Further, Project managers must build contingency

monitoring so that interventions are preferably on or under budget and with a minimal number of problems along the way.

Also the study recommended regular monitoring should be understood as a management tool and should be carried out for learning, documentation, control, transparency and legitimization and improve decision making. Programme managers through regular monitoring will help improve decision making through provision of immediate feedback of performance-related information into the management process

Since implementation of donor funded programme is a collective of responsibility of all stakeholders, the study recommended that there is need of appropriate structures of stakeholders participation which include level; form of identification and form of participation have effective contribution to the implementation of devolved projects.

Areas for Further Research

This study focused on determinants of success of donor funded projects in implementation of health programmes in Kenya. To begin with, the scope of the study was only limited to health programmes in Shinyalu Sub County, Kakamega County and therefore the findings may not necessarily reflect other counties in Kenya due to different dynamics, thus there is a need for similar study considering all counties in Kenya.

Secondly, the study focused on four determinants which did not fully determined successful implementation of donor funded health programmes. This implied there may be other independent, moderating, mediating or intervening variables which may influence successful implementation of health programmes in Kenya. Therefore, further studies should focus on government policies as an intervening variable.

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