



**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON IMPLEMENTATION OF DONOR FUNDED HEALTH PROJECTS IN MOMBASA COUNTY**

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**Accepted: March 14, 2022**

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**ABSTRACT**

*The general objective of the study was to investigate the influence of project management practices on implementation of donor funded health projects in Mombasa County. The study was anchored on the open system theory, the project management theory, the stakeholders' theory, skills acquisition theory and triple constraint theory. This study adopted descriptive research design with a target population of 89. Stratified random sampling to collect data was used to select respondents who were the custodians of relevant and factual information. Quantitative data were analyzed using SPSS version 25 where relationships between the variables were assessed using correlation and regression analysis. Test of hypothesis was done at 95% confidence interval. The study found out that there was a positive and significant relationship between project monitoring and implementation of donor funded health projects in Mombasa County, there was a positive and significant relationship between project management skills and implementation of donor funded health projects in Mombasa County. Further the results revealed there was a positive and significant relationship between stakeholders' engagement and implementation of donor funded health projects in Mombasa County. Lastly, there was a positive and significant relationship between project management tools implementation of donor funded health projects in Mombasa County. Based on the findings, the study concluded that project monitoring, project management skills, stakeholders' engagement and project management tools have a positive and significant influence on implementation of donor funded health projects in Mombasa County. The study recommended that capacity building of the existing system needs to be done, project team should consider prioritization of stakeholders', there is need for development and adoption of appropriate data tools since they are core for an effective monitoring system to be put in place and lastly, there is need to adopt WBS as one of the project management tool.*

**Key Words:** Project Monitoring, Project Management Skills, Stakeholders' Engagement, Project Management Tools

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**CITATION:** Wachira, S. W., & Owuor, D. E. (2022). Influence of project management practices on implementation of donor funded health projects in Mombasa County. *The Strategic Journal of Business & Change Management*, 9 (1), 891 – 913.

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## INTRODUCTION

Kerzner (2017) asserts that project management is considered as the vehicle which provides deliverables that create business benefits and business values. Project management has spread in recent years from its traditional dominance of the fields of construction and engineering into sectors as diverse as education, IT, media, health care, and surgery (Rugenyi, 2015). In project management, project practices are important since they define the project work, scope, project monitoring and control, project execution process, and outlines the change process and how amendments will be made throughout project implementation (Frame, 2014). Richardson (2015) describes project management practices as the fundamentals tools for optimal performance for any organization seeking professionalism in project implementation. In developing nations, the concept of project management practices is steadily gaining grounds due to the advancement in technology, increasing complexity of projects that demand professionalism, and the scarcity of human capital (Richardson, 2015). Midler *et al.*, (2016) argue that there is a noted urgent need for the adoption of project management practices in developing nations, for them to align themselves as competitive nations in the global arena.

Kenya is a country within East Africa with a population of 46 Million people, and a growth rate of 1 Million people annually. Life expectancy in Kenya's currently is at 61 years of age which is increasing gradually but has been hampered by the under 5 mortality rate which is still high in the country (Task force Healthcare, 2016). It is also one of the Countries in the Sub Saharan Africa that bears the highest disease burden in the world. Kenya historically has put more effort on fighting communicable but with the changes in lifestyle of Kenyans, non-communicable diseases such as cancer and cardiovascular have become rampant (Task force Healthcare, 2016). Kenya faces a myriad of health care problems ranging from accessibility of healthcare facilities, affordability of health care

services, drug shortages, poor management of health facilities, and unqualified staff (Kenya, 2015).

The government intends to overcome health challenges in the country through achievement of universal health coverage which is one of the agenda four adopted by the president of (Kirii, 2018). Realization of UHC demands adequate funding in the health sector is to boost the government's effort in ensuring that the infrastructure and personnel required for UHC agenda is achieved by the year 2022. Kenya depends on a mix of funding that ranges from National hospital insurance fund (NHIF), Community based health financing (CBHF), out of pocket expenditure, development partners and other Non-Government Organizations (Task force Healthcare, 2016). Despite the funding options, Kenya remains heavily reliant on donor funds to meet its health budget deficit (Ministry of Health, 2014). According to an article by Nayyar and Chatterjee, (2018) donors have contributed up to 63% with the government's contributing 36% to the MOH budget to achieve the health agenda in the country.

Kenya is a huge beneficiary of USAID funding through PEPFAR funding where they are funding the counties with the highest HIV/AIDs burden through provision of quality comprehensive prevention, and care and treatment services (US Embassy Kenya, 2018). FHI 360 is an INGO that is receiving USAID funds to implement health projects in the country. According to the FHI 360 website (2018), the organization is implementing a nutrition and health programme plus (NHP plus) running from the year 2015-2019. The project is designed to increase access to and demand for quality nutrition services, to improve food and nutrition security, and to provide commodity management support (FHI 360, 2018).

Mombasa County is a beneficiary of donor funded health projects and the county has recorded a decline in disease burden such as HIV (Mombasa CHISP, 2014). Pathfinder an international NGO through USAID funding is implementing the Afya

Pwani project in the 5 coastal counties with Mombasa being one of the beneficiary. The purpose of the project is to strengthen the delivery of HIV, Reproductive health service delivery, and build the capacity of the health systems in these counties (Pathfinder International, 2018). LVCT Health is a Kenyan based NGO that is operating in Kenya (25 Counties) implementing programmes geared towards elimination of HIV/AIDS through offering comprehensive HIV services and GBV programming (LVCT Health, 2018). Mombasa County is one of the beneficiary counties from the LVCT projects that are being implemented in the country. The LVCT annual report for the period 2016-2017 indicates that the organization is implementing four major projects through the MOH, with funding from 19 partners. In Mombasa the organization is funding the key populations' project where this target group can access HIV testing services, care and treatment, and GBV services (LVCT Health, 2018).

Despite all the projects and funding in developing nations, there is a noted failure of donor aid to make significant impact which can be attributed to poor or lack of consultation with the project beneficiaries, poor project design, poor coordination among government agencies, and poor monitoring of donor funded projects (Kiprop et al, 2016). Donor funds and project implementation has suffered major backlash in Kenya, with corruption been sighted as a major concern to donor funds. The Bill and Melinda Gates is one of the major source of funding from an individual that has continued to support health in developing nations. With reference to an article by Muchangi (2018), Bill gates has confirmed that corruption in Kenya is raising a major concern to donors who would like to invest in the ministry. Muchangi (2018) further asserts that MOH in Kenya was unable to account for up to Ksh 6 Billion which has led to a decline in donor funding; with some donor withdrawing or reducing monies allocated for health projects.

### **Statement of the Problem**

Projects in Africa are faced with a myriad of issues ranging from inadequate project management capacity, lack of accountability for results, inadequate monitoring and evaluation, and cultural issues among others (Kiara, 2018). PMI (2016) alludes that many projects often fail in the implementation stage and they do not meet the local people's needs. These projects even after being well thought in the conception stage but major discrepancy usually arise between what was planned and the actual implementation. Kenya, as a developing country, is faced with a myriad of project management challenges both technical and non-technical. The adoption of project management practices in project implementation is slowly but surely gaining momentum in developing nations (Muchangi 2018). Secondly, whilst projects in general have their challenges regarding implementation and consequently success, health projects in particular are plagued by a unique set of problems and challenges (Muchangi, 2018).

According to Kiara (2018) the experience is that, in addition to projects reflecting the donor's thematic area rather than meeting a development need of the expected beneficiaries, donor interests often put a spanner in the wheels resulting in delays in implementation, changes in scope, and occasionally an abrupt cancellation of a project. These challenges in project management have an impact on the overall quality and success of projects in Kenya. Despite all the projects and funding in developing nations, there is a noted failure of donor aid to make significant impact which can be attributed to poor or lack of consultation with the project beneficiaries, poor project design, poor coordination among government agencies, and poor monitoring of donor funded projects (Kiprop, Nzulwa, & Kwena, 2016).

Mombasa County has experienced a surge of many NGOs and FBOs which are donor funded that implement health projects. From the stakeholders' forum, the county department of health has established that there are about 50 organizations

implementing health projects in the County (Mombasa County Partners Data Base, 2019). With reference to the stakeholders' quarterly forum held in December 2019 it was indicated that there is an average success rate of the donor funded health projects currently rated at 48% (Mombasa County Health department, 2019). This means that 52% of the projects being implemented do not meet their health goals as set by various stakeholders'. This research explored if the application of project management practices is the missing link for the 52% project failure in the County. The research sought to understand the extent to which project monitoring, project skills, stakeholders' engagement, and project tools influence the implementation of donor funded health projects in Mombasa County.

### Research Objectives

The general objective of this study was to investigate the influence of project management practices on implementation of donor funded health projects in Mombasa County. The study specific objectives were;

- To explore the influence of project monitoring on the implementation of donor funded health projects in Mombasa County.
- To determine the influence of project management skills on implementation of donor funded health projects in Mombasa County.
- To evaluate the influence of stakeholders' engagement on the implementation of donor funded health projects in Mombasa County
- To assess the influence of project management tools on the implementation of donor funded health projects in Mombasa County.

The research was guided by the following hypotheses;

- **H<sub>01</sub>**: Project monitoring does not have a significant influence on the implementation of donor funded health projects in Mombasa County.
- **H<sub>02</sub>**: Project management skills do not have an influence in the implementation of donor funded health projects in Mombasa County.

- **H<sub>03</sub>**: Project stakeholders' do not influence the implementation of donor funded health projects in Mombasa County.
- **H<sub>04</sub>**: Project management tools do not influence the implementation of donor funded health projects in Mombasa County.

## LITERATURE REVIEW

### Theoretical Framework

#### Open System Theory

Scott and Davis (2016) establishes that the proponents of this theory are Daniel Katz and Robert Khan who started viewing organizations as open systems with specialized and interdependent sub-systems and systems of communication and feedbacks and management linking sub-systems. The theory describes a system as a group of interacting units or elements that have a common purpose (Ijaola et al., 2019). Therefore, open systems refer to systems that interact with other systems or the outside environment. Johnson *et al.* (2016) describe an organization is an entity that takes inputs from the environment, transforms them, and releases them as outputs in sequence with mutual effects on the organization itself along with the environment in which the organization operates. Organizations in an open system receive inputs from the environment, converts the inputs into outputs, and then they discharge the outputs into the environment.

#### Project Management Theory

Richardson (2014) traces the concept of project management is believed to be ancient though modern project management as is known today came into being in the mid 1950's. The period before the 195's there is scanty documentation on methodologies, and techniques used in running of project, which has been taken care of by the new technology in the PM field. Heagney (2016) argues that the history and concept of project management emerged after the Second World War as the affected countries sort to rebuild their economies. The theory of project management was then in the 1960's based on quantitative techniques

in operations research that later evolved to incorporate organization research. In the 1990's the two schools of thoughts led to the emergence of computer systems that are used in project planning, control and analysis of risks associated with projects. Richardson (2015) ascertains that since then, there has been growth in knowledge of project management field where in the contemporary world, projects are viewed as flexible, versatile, and predictable form or work structure. Carlsen and Richardson (2019) gives another school of thought on the onset of the theory as floated and argues that the theory of project management was well put into use during the Apollo Moon Landing projects and has since evolved to what it is in the contemporary world. PMI (2018) asserts that the theory of project management is based on two core principles which state that the total transformation of a project can be decomposed into manageable and well understood sub-transformation task, and a project can be realized in an optimal manner by realizing each task in an optimal manner and the tasks in optimal sequence. The five core assumption of the theory is that tasks are independent, except sequential relationships, tasks are discrete and bounded, uncertainty as to requirements and tasks is low, and that requirements exist at the outset and they can be decomposed along with work (Carlsen & Richardson, 2019).

### **Stakeholders' Theory**

The proponent of the theory is Ian Mitroff though the theory of stakeholder was popularized in the early 1980s by Robert Freeman (Eskerod et al., 2015). With reference to Smartsheet (2018) it is argued that this is a theory that views into capitalism which stresses the interconnected relationships between a business and its customers, suppliers, employees, communities, investors, and others who have a stake in the organization. The core idea of this theory is that the organization that manages their stakeholders' relationships effectively will survive longer than those which do not (Freeman, 1984; Kimiti & Murunge, 2018).

Further, Freeman acknowledged the fact that there was a growing interconnectedness of external stakeholders' to the overall porous organizational boundary. Creasy and Fan (2016) emphasizes that this is a theory of organizational ethics whose concept stemmed from strategic management. The concept of stakeholders' management has been accepted and applied in project management and stakeholders' management is a fundamental part in determining the direction which the project will take (Diego F et al., 2018).

### **Skills Acquisition Theory**

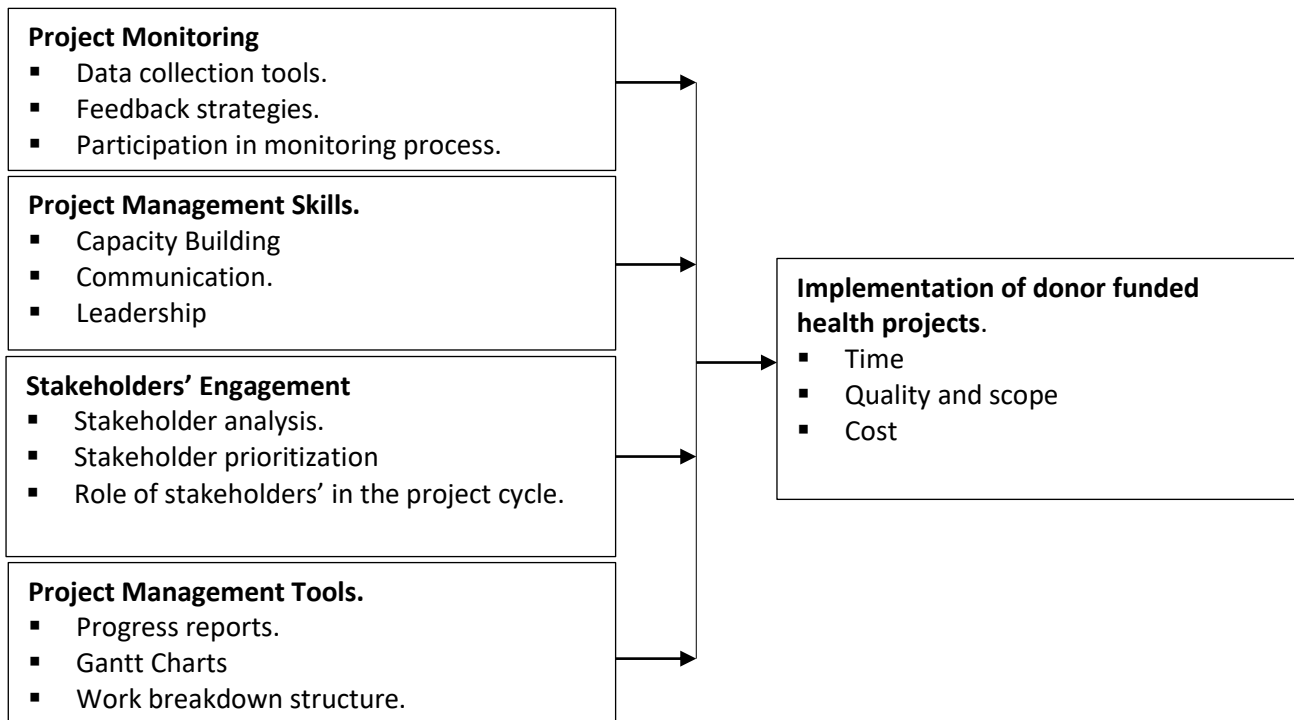
Skills are abilities which have a direct impact on the outcome of a project and are acquired through learning and attained through training (Papulová & Mokros, 2007; Ijaola et al., 2019). Skills acquisition theory is based on the adaptive control of thought model which claims that adults begin learning something through explicit processes, and, through subsequent sufficient practice and exposure, proceed to implicit processes (Masumeh, 2014). This is to imply that adults commence learning something through largely explicit processes, and with subsequent sufficient practice and exposure, move into implicit processes (Ellis 2009; Masumeh, 2014). With reference to this theory, learning an extensive variety of skills shows a remarkable similarity in development from initial representation of knowledge through initial changes in behaviour to eventual fluent, spontaneous, largely effortless, and highly skilled behaviour, and that this set of phenomena can be accounted for by a set of basic principles common to acquisition of all skills (Masumeh, 2014).

### **Triple Constraint Theory**

Triple constraint is a model that is inherent in managing projects and it is in three fold which involves cost, time and scope which contributes to project quality (Westland, 2018). The underlying assumption of the theory is that project success is impacted by budget, deadlines and features (Harrison & Locks, 2017). Westland (2018) further argues that the theory of the triple constraint states that: the triple constraint, is a triangle of time, cost

and performance that bounds the universe within which every project must be accomplished. According to Landau (2017) triple constraint is paramount in projects since it works as the boundary which guides the project team on what is expected of them in project implementation, and

the expected project deliverable. Eby (2017) contends that the triple constraints have been informing projects since the concept of project management came into being. The concept is however believed to have been adopted and fully appreciated in the early to mid-20<sup>th</sup> century.



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**Review of the Variables**

**Project Monitoring:** World Bank (2017) affirms that monitoring project activities is core in project management for they are used to measure how well a project is performing over time through monitoring of inputs, outcomes, and if the project is achieving its goal. Azuine et al. (2014) confirm that the increase in donor funding for health projects globally has been accompanied by a high demand of data to track the project performance. Traditionally in health projects, the success is measured through reduction of morbidity and mortality rate (Viedor, 2017). World Bank (2017) affirms that the increased complexity in disease control and management calls for need of collecting credible data that can be used for decision making. This data is also useful in measuring progress that is being made towards the

realization of international health targets such as the SDGs and MDGs (The Global Fund, 2018). For health goals and targets to be met adequately, countries require strong monitoring and evaluation systems that provide accurate and timely data. World Bank (2016) acknowledges that monitoring is crucial to government official, development agencies, and civil society as it provides an avenue to ensure better resource allocation, and demonstrating results to the key stakeholders'.

**Project Management Skills:** PMI (2018) affirms that project management, good project management skills are essential for effective implementation of initiatives, as it allows the project to be completed in time, within the budget, with all required elements, and meets the expected standards. Projects are unique and complex in nature, hence

what works for a particular project may not be applicable in other projects (Cartsen & Richardson, 2019). In lieu with this, it is important that project managers keep developing and updating their skills in managing projects. Project success and sustainability require that the implementers should have the right knowledge, skills and are available throughout the project cycle (Frame, 2014). In project gaps in project management skills can be addressed through capacity building of the project staff, to ensure that they deliver the project objectives. Frame (2014) further describes capacity building is the process in which individuals, organization and societies increase their abilities to perform core functions, solve problems, and achieve objectives, and also understand their development needs in abroad context and in a sustainable manner.

**Stakeholders' Engagement:** A project can be termed to be a success when it meets its objectives and meets or exceeds the expectations of the stakeholders' (Watt, 2014). In the health projects the stakeholders' include the donor funding agents, the recipient governments, the project team, and the beneficiaries who are the community accessing the health services. A project manager should treat stakeholders' satisfaction as a key project deliverable and hence needs to identify the satisfaction need for each stakeholder throughout the project management cycle (Turner, 2016). Additionally it is the role of the project manager to identify all the project stakeholders' who will be impacted by the project, as well as groups that could impact the project (Watt, 2014). Besides identification of stakeholders', it is paramount that the project team identify the power that each stakeholder possess, and how it can impact the project which can be achieved through stakeholders' analysis and prioritization (Diego F et al., 2018).

**Project Management Tools:** Project management has become complex but with the advancement in technology various tools have been developed to ease in project management (Crawford, 2015).

Additionally, some tools require software but some can be done manually, and it is the role of project manager to choose the relevant tool for the project. Midler et al. (2016) articulates that project management tools assist the project managers and their teams to effectively run the projects in a smooth manner. The project manager has a significant role to play in identifying the tools that will be used in project implementation, and can aid in achieving project success (Frame, 2014). There are many project tools but for purposes of this research Gantt charts, WBS, and progress reports shall be covered. Gantt chart is widely used and recognised in the field of project management, and has been considered as one of the most important tools in this field. Haughey (2014) defines Gantt chart as a project management bar chart that helps to track tasks against time. The tool was developed by Henry Gantt who is a forefather of project management and the tool is still used to date in project management (Haughey, 2014). Further, the tool helps in tracking the project progress, time, resources, and milestones in projects.

#### **Empirical Review of Studies**

Anunda (2016) conducted a study on factors affecting performance of projects implemented by NGOs in the health sector with a focus on HIV/AIDs projects in Nairobi County. In conclusion, Anunda asserts that inadequate funding has a negative influence on project implementation. Anunda also acknowledges the fact that stakeholders' engagement plays a paramount role on HIV/AIDs health project performance. Project leadership and the leadership style applied also plays a significant role, and so does project planning. All these project practices are seen to have a significant influence on project performance and their success in the long run.

Murungi (2015) did a study on influence of project management practices on the implementation of donor funded education projects in Kajiado County. Based on the study, Murungi concludes that project monitoring and stakeholders' engagement are key elements in project implementation.



Maina (2016) conducted a research on factor that influence the implementation of health projects with a case study of AMREF. From the findings, Maina acknowledges that stakeholders' engagement throughout the project implementation cycle is important for project implementation and success. The researcher also argues that donor funding is crucial in project implementation since AMREF is donor dependent organization.

Ndachi and Kimuli (2018) conducted a study on project management practices and implementation of health projects in public hospitals. In their conclusion they argue that government policies have a negative impact on successful implementation of the health projects in public hospitals. They also conclude that project planning plays a key role in project implementation, where the scope, cost, budgeting, and resource allocation of a project is done. The study also conclude that funding in projects is crucial since most project were found to have failed due to inadequate funding.

Ouma (2012) a study on factors affecting effective implementation of donor funded projects in Kenya: A Case study of World Bank Projects in Kenya. In this study Ouma focuses on the financial aspects as having an influence in project implementation. In specific, inadequate funding, untimely funding, and inadequacy of human resources (capacity and availability) have a negative impact on project implementation. The researcher further concludes that capacity building for the project staff is paramount to ensure better outcomes for the World Bank projects.

## METHODOLOGY

This study used descriptive study seeking to establish how stakeholders' engagement, project management tools, monitoring and evaluation, and project management skills influence implementation of donor funded health projects.

The target population for this study was the organizations that were implementing donor funded health projects in Mombasa County. The organizations under study included NGOs (both local and international), CBOs, and FBOs. According to the MOH data base on the active donor funded organizations implementing health projects in Mombasa; there were 50 active organizations with a total of 114 employees working in the various health projects. The study used the Yamane's sample calculation formula to derive the sample size of 89. The study used a questionnaire to collect primary data that was essential for the research. A structured questionnaire was used to collect primary data for this research. Secondary data was collected from books, articles and websites from both online and offline sources; written by other scholars. Multiple regression analysis was conducted to determine the correlation between the four independent variables and the dependent variable. The multiple regression model used was:

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$$

Where; y = Implementation of donor funded health projects

$\beta_0$  = Constant

X1 = Project Monitoring and Evaluation

X2 = Project Management skills

X3 = Stakeholders' Engagement

X4 = project Management Tools.

$\beta_1$  to  $\beta_4$ = Regression coefficients

e = the estimated error of the regression model

## RESULTS AND DISCUSSIONS

### Project Monitoring

The study sought to explore the influence of project monitoring on the implementation of donor funded health projects in Mombasa County. Table 1 summarized respondents' level of agreement on how project monitoring influence the implementation of donor funded health projects in Mombasa County.

**Table 1: Project Monitoring**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Project stakeholders' require feedback on project progress	78	4.24	.432
Monitoring ensuring project accountability	78	4.19	.397
Monitoring is used to asses project progress	78	4.17	.375
It is important to have monitoring tools with the relevant indicators the project intend to monitor	78	4.27	.446
Project monitoring should be a participatory process	78	4.33	.474
Valid N (listwise)	78		

The statement that project stakeholders' require feedback on project progress had a mean score 4.24. The statement that monitoring ensuring project accountability had a mean score of 4.19. The statement that monitoring is used to assess project progress had a mean score of 4.17. The statement that it is important to have monitoring tools with the relevant indicators the project intend to monitor had a mean score of 4.27. The statement that project monitoring should be a participatory process had a mean score of 4.33. These findings concur with Viedor (2017) who maintains that donor agencies require that frequent monitoring is carried out to ensure that the aid money is used in line with donor specifications, and to justify the expenditure of taxpayer's money. According to the

Global Fund (2018) project monitoring allows for corrective measures to be undertaken early enough in the project to ensure that the project team does not deviate from the set projections and or goals. In any project, complete and accurate data is essential for strong quality management, internal compliance, and reporting to donors.

#### **Project Management Skills**

The study sought to determine the influence of project management skills on implementation of donor funded health projects in Mombasa County. Table 2 summarizes respondents' level of agreement on how project management skills influence the implementation of donor funded health projects in Mombasa County.

**Table 2: Project Management Skills**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Organization management supports project implementation.	78	4.19	.397
Project managers have specialized skills and knowledge on project management.	78	4.21	.406
The project has adequate, experienced, and qualified staff on report writing, budget development and project management software	78	4.32	.497
The organization has invested in capacity building of project staff with respect to their area of implementation.	78	4.22	.416
The project team has the relevant skills and knowledge that is required in achieving the goal of the project	78	4.18	.419
Valid N (listwise)	78		

The statement that organization management supports project implementation had a mean score of 4.19. The statement that project managers have specialized skills and knowledge on project management had a mean score of 4.21. The statement that the project has adequate,

experienced, and qualified staff on report writing, budget development and project management software had a mean score of 4.32. The statement that the organization has invested in capacity building of project staff with respect to their area of implementation had a mean score of 4.22. The

statement that the project team has the relevant skills and knowledge that is required in achieving the goal of the project had a mean score of 4.18. The results are in agreements with the literature review that states that affirms that good project management skills are essential for effective implementation of initiatives, as it allows the project to be completed in time, within the budget, with all required elements, and meets the expected standards (Project Management Institute, 2018). In lieu with this, it is important that project managers keep developing and updating their skills in

managing projects. Project success and sustainability require that the implementers should have the right knowledge, skills and are available throughout the project cycle (Frame, 2014).

### Stakeholders' Engagement

The study sought to evaluate the influence of stakeholders' engagement on the implementation of donor funded health projects in Mombasa County. Table 3 summarizes respondents' level of agreement on how stakeholders' engagement influence the implementation of donor funded health projects in Mombasa County.

**Table 3: Stakeholders' Engagement**

	N	Mean	Std. Deviation
Relevant stakeholders' are identified at project initiation stage.	78	4.31	.465
It is important to identify stakeholders' needs at project initiation stage.	78	4.37	.512
Stakeholders' need to be engaged throughout the project cycle.	78	4.19	.397
Stakeholder prioritization in project is important for stakeholder management.	78	4.17	.375
Stakeholders' have a significant influence in project implementation.	78	4.27	.446
Valid N (listwise)	78		

The statement that relevant stakeholders' are identified at project initiation stage had a mean score of 4.31. The statement that it is important to identify stakeholders' needs at project initiation stage had a mean score of 4.37. The statement that stakeholders' need to be engaged throughout the project cycle had a mean score of 4.19. The statement that stakeholder prioritization in project is important for stakeholder management had a mean score of 4.17. The statement that stakeholders' have a significant influence in project implementation depicted a mean score of 4.27.

These findings concur with Atiibo (2016) that if a project not properly planned in terms of stakeholders' engagement, stakeholders' could stagnate a project or even result in its failure. Stagnation or failure can occur by delaying approval processes, lack of providing direction, making a public case against the project, or starting a competing project. The results are also in agreement with the literature review that states that stakeholders' can influence a project by either

propelling the project or impede the progress of a project (Pheng, 2017). They have their roles and objectives towards the delivery of projects. These findings also agree with Turner (2016) who argues that a project manager should treat stakeholders' satisfaction as a key project deliverable and hence needs to identify the satisfaction need for each stakeholder throughout the project management cycle. Besides identification of stakeholders', it is paramount that the project team identify the power that each stakeholder possesses, and how it can impact the project which can be achieved through stakeholders' analysis and prioritization (Diego, Marcos & Uruburu, 2018).

### Project Management Tools

The study sought to assess the influence of project management tools on the implementation of donor funded health projects in Mombasa County. Table 4 summarizes respondents' level of agreement on how project management tools influence the implementation of donor funded health projects in Mombasa County.

**Table 4: Project Management Tools**

	N	Mean	Std. Deviation
Project tools are important in project management.	78	4.33	.474
Project reports are important in tracking project progress.	78	4.24	.432
Project management tools ease the concept of project implementation	78	4.37	.512
Assignment of tasks and responsibilities in a project is crucial in project implementation	78	4.19	.397
Gantt charts assist in tracking project implementation	78	4.18	.386
Valid N (listwise)	78		

The statement that project tools are important in project management had a mean score of 4.33. The statement that project reports are important in tracking project progress had a mean score of 4.24. The statement that project management tools ease the concept of project implementation had a mean score of 4.37. The statement that assignment of tasks and responsibilities in a project is crucial in project implementation had a mean score of 4.19. The statement that Gantt charts assist in tracking project implementation had a mean score of 4.18.

These findings are consistent with that of Midler, Kilen and Kock (2016) who articulate that project management tools assist the project managers and their teams to effectively run the projects in a smooth manner. The project manager has a significant role to play in identifying the tools that will be used in project implementation, and can aid

in achieving project success. Kerzner (2017) found that project reporting to all stakeholders' is on the most paramount duty for a project manager but it is the most unpopular task. Reports in project are important since they act as communication document to the project team, sponsors and stakeholders' on the progress of the project. The findings also concur with Piscopo (2018) who opines that with the aid of the WBS it is possible for the project manager and the project team members to cost and allocate resources to the work packages, as well as develop a schedule that illustrates the tasks dependency.

#### **Implementation of Donor Funded Health Projects**

The respondents were requested to state their individual opinions on four specific statements regarding the implementation of donor funded health projects in Mombasa County.

**Table 5: Implementation of Donor Funded Health Projects**

	N	Mean	Std. Deviation
It is important to strictly implement the project within the allocated budget.	78	4.22	.416
Project quality is important and should be adhered to by the project staff	78	4.31	.465
Project scope objectives meet stakeholders' expectation	78	4.38	.489
Timely project completion is an indicator of project success	78	4.23	.424
It is important to strictly implement the project within the allocated budget.	78	4.22	.416
Valid N (listwise)	78		

The statement that it is important to strictly implement the project within the allocated budget had a mean score of 4.22. The statement that project quality is important and should be adhered to by the project staff had a mean score of 4.21. The statement that project scope objectives meet

stakeholders' expectation had a mean score of 4.38. The statement that timely project completion is an indicator of project success had a mean score 4.23. The statement that it is important to strictly implement the project within the allocated budget had a mean score of 4.22. This is in line with

Nibyiza's (2015) observation that successful projects are those that are delivered on time and within budget.

### Correlation Analysis

Correlation analysis was important in this study as it formed the basis for the relationships between variables of the study. Correlation would however not be final as it does not infer causation / influence of which this study had an interest.

**Table 6: Pearson Correlation**

		PM	PMS	SE	PMT	IDFHPs
PM	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	78				
PMS	Pearson Correlation	.487**	1			
	Sig. (2-tailed)	.000				
	N	78	78			
SE	Pearson Correlation	.748**	.395**	1		
	Sig. (2-tailed)	.000	.000			
	N	78	78	78		
PMT	Pearson Correlation	.747**	.412**	.696**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	78	78	78	78	
IDFHPs	Pearson Correlation	.828**	.522**	.796**	.777**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	78	78	78	78	78

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

Key: PM=Project Monitoring, PMS=Project Management Skills, SE=Stakeholders' Engagement, PMT=Project Management Tools, IDFHPs= Implementation of Donor Funded Health Projects

From table 6, the results generally indicated that independent variables (project monitoring, project management skills, stakeholders' engagement and project management tools) were found to have positive significant correlations on implementation of donor funded health projects at 5% level of significance. There was a strong positive and highly significant correlation between project monitoring and implementation of donor funded health projects ( $r = 0.828$ ,  $P < 0.05$ ). There was a strong positive and highly significant correlation between project management skills and implementation of donor funded health projects ( $r = 0.522$ ,  $P < 0.05$ ). There was a strong positive and highly significant correlation between stakeholders' engagement and implementation of donor funded health projects ( $r = 0.796$ ,  $P < 0.05$ ). There was a strong positive and highly significant correlation between project management tools and implementation of donor funded health projects ( $r = 0.777$ ,  $P < 0.05$ ).

### Multiple Regression Analysis

Multiple regression analysis was performed to assess the relationship between the dependent variable (implementation of donor funded health projects in Mombasa County) and the independent variables and to test the research hypotheses on the influence of project management practices on implementation of donor funded health projects in Mombasa County. Standard multiple regression analysis was conducted for hypotheses testing.

### Standard Multiple Regression Analysis

In order to test the research hypotheses, a standard multiple regression analysis was conducted using implementation of donor funded health projects in Mombasa County as the dependent variable and project monitoring, project management skills, stakeholders' engagement and project monitoring tools. Tables 7, 8 and 9 present the regression results.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 <sup>a</sup>	.795	.784	.14777

a. Predictors: (Constant), Project Management Tools, Project Management Skills, Stakeholders' Engagement, Project Monitoring

**Table 8: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.186	4	1.547	70.283	.000 <sup>b</sup>
	Residual	1.606	73	.022		
	Total	7.792	77			

a. Dependent Variable: Implementation of donor funded health projects

b. Predictors: (Constant), Project Management Tools, Project Management Skills, Stakeholders' Engagement, Project Monitoring

**Table 9: Multiple Regression (Coefficients)**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.593	.227		2.610	.011
	Project Monitoring	.345	.094	.345	3.691	.000
	Project Management Skills	.068	.033	.127	2.092	.040
	Stakeholders' Engagement	.266	.071	.316	3.766	.000
	Project Management Tools	.192	.066	.246	2.933	.004

a. Dependent Variable: Implementation of donor funded health projects

The results for the hypostasized regression model and the interpretation of the results findings was as indicated below;

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

Therefore, from the regression findings, the research model becomes;

$$Y = 0.593 + 0.345X_1 + 0.068X_2 + 0.266X_3 + 0.192X_4$$

Whereby Y = Implementation of donor funded health projects

X<sub>1</sub>= Project Monitoring, X<sub>2</sub>= Project Management Skills, X<sub>3</sub>= Stakeholders' Engagement, X<sub>4</sub>= Project Management Tools

From the regression result, the coefficient of project monitoring was 0.345. This implied that one unit change in project monitoring, increases implementation of donor funded health projects by 0.345 units holding other factors constant. The coefficient of project management skills is 0.068. This implies that one unit change in project

management skills, increases implementation of donor funded health projects by 0.068 units holding other factors constant. The coefficient of stakeholders' engagement is 0.266. This implies that one unit change in stakeholders' engagement, increases implementation of donor funded health projects by 0.266 units holding other factors constant. The coefficient of project management tools is 0.192. This implies that one unit change in project management tools, increases implementation of donor funded health projects by 0.192 units holding other factors constant.

#### Test of Hypotheses

As indicated in table it was evident that the predictor coefficient is statistically significant since their p-values are less than the alpha level 0.05. Table 10 gives a summary of hypothesis testing results for the independent variables.

**Table 10: Summary Hypothesis Test Results**

Model		Standardized Coefficients			Deductions
		Beta	t	Sig.	
1	(Constant)		2.610	.011	
	Project Monitoring	.345	3.691	.000	Reject H <sub>01</sub>
	Project Management Skills	.127	2.092	.040	Reject H <sub>02</sub>
	Stakeholders' Engagement	.316	3.766	.000	Reject H <sub>03</sub>
	Project Management Tools	.246	2.933	.004	Reject H <sub>04</sub>

a. Dependent Variable: Implementation of donor funded health projects

### Hypothesis Results

**H<sub>01</sub>:** Project monitoring has no significant influence on the implementation of donor funded health projects in Mombasa County.

**H<sub>A1</sub>:** Project monitoring has a significant influence on the implementation of donor funded health projects in Mombasa County.

H<sub>01</sub> postulates that project monitoring has no significant influence on the implementation of donor funded health projects in Mombasa County, while H<sub>A1</sub> postulates that project monitoring has a significant influence on the implementation of donor funded health projects in Mombasa County. The results failed to provide support for H<sub>01</sub> hence the H<sub>01</sub> was rejected and instead the H<sub>A1</sub> was accepted. Therefore, project monitoring has a significant influence on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.345$ ;  $t = 3.691$ ;  $p < 0.05$ ).

**H<sub>02</sub>:** Project management skills have no significant influence on the implementation of donor funded health projects in Mombasa County.

**H<sub>A2</sub>:** Project management skills have a significant influence on the implementation of donor funded health projects in Mombasa County.

H<sub>02</sub> postulates that project management skills have no significant influence on the implementation of donor funded health projects in Mombasa County, while H<sub>A2</sub> postulates that project management skills have a significant influence on the implementation of donor funded health projects in Mombasa County. The results failed to provide support for H<sub>02</sub> hence the H<sub>02</sub> was rejected and instead the H<sub>A2</sub> was

accepted. Therefore, project management skills have a significant influence on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.127$ ;  $t = 2.092$ ;  $p < 0.05$ ).

**H<sub>03</sub>:** Stakeholders' engagement has no significant influence on the implementation of donor funded health projects in Mombasa County.

**H<sub>A3</sub>:** Stakeholders' engagement has a significant influence on the implementation of donor funded health projects in Mombasa County.

H<sub>03</sub> postulates that stakeholders' engagement has no significant influence on the implementation of donor funded health projects in Mombasa County, while H<sub>A3</sub> postulates that stakeholders' engagement has a significant influence on the implementation of donor funded health projects in Mombasa County. The results failed to provide support for H<sub>03</sub> hence the H<sub>03</sub> was rejected and instead the H<sub>A3</sub> was accepted. Therefore, stakeholders' engagement has a significant influence on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.316$ ;  $t = 3.766$ ;  $p < 0.05$ ).

**H<sub>04</sub>:** Project management tools have no significant influence on the implementation of donor funded health projects in Mombasa County.

**H<sub>A4</sub>:** Project management tools have a significant influence on the implementation of donor funded health projects in Mombasa County.

H<sub>04</sub> postulates that project management tools have no significant influence on the implementation of donor funded health projects in Mombasa County, while H<sub>A4</sub> postulates that project management tools have a significant influence on the implementation

of donor funded health projects in Mombasa County. The results failed to provide support for  $H_{04}$  hence the  $H_{04}$  was rejected and instead the  $H_{A4}$  was accepted. Therefore, project management tools have a significant influence on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.246$ ;  $t = 2.933$ ;  $p < 0.05$ ).

### Discussion of the Key Findings

Pearson Bivariate correlation was used to compute the correlation between project monitoring and the implementation of donor funded health projects in Mombasa County. The results indicated that there was a strong positive and highly significant correlation between project monitoring and the implementation of donor funded health projects in Mombasa County ( $r = 0.828$ ,  $P < 0.05$ ). Standard multiple regression was conducted and there was positive and significant influence of project monitoring on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.345$ ;  $t = 3.691$ ;  $p < 0.05$ ). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for  $H_{01}$  hence the  $H_{01}$  was rejected and instead the  $H_{A1}$  was accepted. Therefore, project monitoring was found to have statistically significant influence on the implementation of donor funded health projects ( $\beta = 0.345$ ;  $t = 3.691$ ;  $p < 0.05$ ).

Pearson Bivariate correlation was used to compute the correlation between project management skills and the implementation of donor funded health projects in Mombasa County. The results indicated that there was a strong positive and highly significant correlation between project management skills and the implementation of donor funded health projects in Mombasa County ( $r = 0.522$ ,  $P < 0.05$ ). Standard multiple regression was conducted and there was positive and significant influence of project management skills on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.127$ ;  $t = 2.092$ ;  $p < 0.05$ ). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for  $H_{02}$  hence the

$H_{02}$  was rejected and instead the  $H_{A2}$  was accepted. Therefore, project management skills were found to have statistically significant influence on the implementation of donor funded health projects ( $\beta = 0.127$ ;  $t = 2.092$ ;  $p < 0.05$ ). The results are in agreement with the literature review that states that affirms that good project management skills are essential for effective implementation of initiatives, as it allows the project to be completed in time, within the budget, with all required elements, and meets the expected standards (Project Management Institute, 2018). In lieu with this, it is important that project managers keep developing and updating their skills in managing projects. Project success and sustainability require that the implementers should have the right knowledge, skills and are available throughout the project cycle (Frame, 2014).

Pearson Bivariate correlation was used to compute the correlation between stakeholders' engagement and the implementation of donor funded health projects in Mombasa County. The results indicated that there was a strong positive and highly significant correlation between stakeholders' engagement and the implementation of donor funded health projects in Mombasa County ( $r = 0.796$ ,  $P < 0.05$ ). Standard multiple regression was conducted and there was positive and significant influence of stakeholders' engagement on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.316$ ;  $t = 3.766$ ;  $p < 0.05$ ). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for  $H_{03}$  hence the  $H_{03}$  was rejected and instead the  $H_{A3}$  was accepted. Therefore, stakeholders' engagement was found to have statistically significant influence on the implementation of donor funded health projects ( $\beta = 0.316$ ;  $t = 3.766$ ;  $p < 0.05$ ). The results are in agreement with the literature review that states that stakeholders' can influence a project by either propelling the project or impede the progress of a project (Pheng, 2017). They have their roles and objectives towards the delivery of projects. These



findings also agree with Turner (2016) who argues that a project manager should treat stakeholders' satisfaction as a key project deliverable and hence needs to identify the satisfaction need for each stakeholder throughout the project management cycle. Besides identification of stakeholders', it is paramount that the project team identify the power that each stakeholder possesses, and how it can impact the project which can be achieved through stakeholders' analysis and prioritization (Diego, Marcos & Uruburu, 2018).

Pearson Bivariate correlation was used to compute the correlation between project management tools and the implementation of donor funded health projects in Mombasa County. The results indicated that there was a strong positive and highly significant correlation between project management tools and the implementation of donor funded health projects in Mombasa County ( $r = 0.777$ ,  $P < 0.05$ ). Standard multiple regression was conducted and there was positive and significant influence of project management tools on the implementation of donor funded health projects in Mombasa County ( $\beta = 0.246$ ;  $t = 2.933$ ;  $p < 0.05$ ). Hypothesis testing was also carried out using the standard multiple regression analysis and the results failed to provide support for  $H_{04}$  hence the  $H_{04}$  was rejected and instead the  $H_{A4}$  was accepted. Therefore, project management tools were found to have statistically significant influence on the implementation of donor funded health projects ( $\beta = 0.246$ ;  $t = 2.933$ ;  $p < 0.05$ ). These findings are consistent with that of Midler, Kilen and Kock (2016) who articulate that project management tools assist the project managers and their teams to effectively run the projects in a smooth manner. The project manager has a significant role to play in identifying the tools that will be used in project implementation, and can aid in achieving project success.

## CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concluded that project monitoring has a positive and significant effect on implementation of donor funded health

projects in Mombasa County. Project monitoring plays an important role in provision of feedback among project team, community, and donors. Project monitoring allows for corrective measures to be undertaken early enough in the project to ensure that the project team does not deviate from the set projections and or goals. In any project, complete and accurate data is essential for strong quality management, internal compliance, and reporting to donors. Donor agencies require that frequent monitoring is carried out to ensure that the donor funds is used in line with donor specifications, and to justify the expenditure of taxpayer's money.

Based on the findings, the study concluded that project management skills have a positive and significant effect on implementation of donor funded health projects in Mombasa County. The project manager has a role to source for individuals with the right skills, knowledge, and technical skills to be part of a high performing project team. Despite the fact that problems occur throughout the projects cycle, project team may be more pronounced during the implementation stage. Project management skills can be addressed through capacity building of the project staff, to ensure that they deliver the project objectives. Projects are complex and unique in nature hence new knowledge and skills need to be learnt as project implementation continues.

Based on the findings, the study concluded that stakeholders' engagement has a positive and significant effect on implementation of donor funded health projects in Mombasa County. A project can be termed to be a success when it meets its objectives and meets or exceeds the expectations of the stakeholders'. In the health projects the stakeholders' include the donor funding agents, the recipient governments, the project team, and the beneficiaries who are the community accessing the health services. A project manager should treat stakeholders' satisfaction as a key project deliverable and hence needs to identify the satisfaction need for each stakeholder

throughout the project management cycle. Additionally, it is the role of the project manager to identify all the project stakeholders' who will be impacted by the project, as well as groups that could impact the project. Besides identification of stakeholders', it is paramount that the project team identify the power that each stakeholder possesses, and how it can impact the project which can be achieved through stakeholders' analysis and prioritization.

Based on the findings, the study concluded that project management tools have a positive and significant effect on implementation of donor funded health projects in Mombasa County. Project management tools assist the project managers and their teams to effectively run the projects in a smooth manner. The project manager has a significant role to play in identifying the tools that will be used in project implementation, and can aid in achieving project success. There are many project tools which include Gantt charts, WBS, and progress reports. Gantt chart is widely used and recognised in the field of project management, and has been considered as one of the most important tools in this field.

Based on conclusions, the study made the following recommendations;

- Capacity building in donor health funded project can be achieved through planned interventions such as provision of technical assistance and course trainings to the project team. Capacity building of the existing system needs to be done so as to compliment the skills and knowledge that match that of the project human resource for purposes of sustainability.
- Project team should consider prioritization of stakeholders'. This is important since it dictates the level to which each stakeholder will be engaged, to help save on time and other resources by not involving stakeholders' that do not have a significant impact in the project. In addition, while conducting stakeholders' analysis, it is important for the project team to identify who is contributing resources to the

projects, who will be impacted by the final product or outcome, and the final beneficiary of the project product.

- Stakeholders' need to be involved in the whole project cycle which will help yield the expected results. Different stakeholders' may have their own objectives, and it is the role of the project manager to balance the needs of all stakeholders', and ensure that no conflicts of interest occur in the process.
- There is need for development and adoption of appropriate data tools since they are core for an effective monitoring system to be put in place. This data is also useful in measuring progress that is being made towards the realization of international health targets such as the SDGs and MDGs through the donor funded health projects.
- There is need to adopt WBS as one of the project management tool. With the aid of the WBS it is possible for the project manager and the project team members allocate resources to the work packages, as well as develop a schedule that illustrates the tasks dependency. The WBS helps the project manager to establish full project management framework which controls all project activity.

#### **Areas for Further Research**

The results of the study found out that project management practices improved implementation of donor funded health projects. However, the study did not come up with any optimum point at which the organizations should employ them. The study also did not come up with a way of combining the various forms of project management practices. It is on this basis that this study recommends further studies to establish the best combination of project management practices. The researcher studied the influence of project management practices on implementation of donor funded health projects in Mombasa County. Further studies could be carried out to identify the influence of project management practices on implementation of donor funded health projects in other counties and in East Africa.

Therefore, further research is recommended on the influence of other project management practices on implementation of donor funded health projects that have not been

addressed in this study. Additionally, further studies could be carried out to include mediating and intervening factors.

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