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# DETERMINANTS OF SUCCESSFUL COMPLETION OF DONOR FUNDED PROJECTS AT THE KENYATTA NATIONAL HOSPITAL

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***ABSTRACT***

*This study sought to establish the determinants of successful completion of donor funded projects at the Kenyatta National Hospital. This study adopted a descriptive research design that used a census. The target population of the study consisted of 15 donor funded projects at KNH and collected data from 86 project officers. There was a response rate of 79.07%. Data were collected by use of a self-administered questionnaire. The data were digitized, coded, stored and analyzed using SPSS version 2.0. The study established that project teams ensured that stakeholders' needs were addressed; work was broken down to smaller manageable components for efficiency. However, challenges arose regarding detailed description of the projects and major deliverables and the strategies they put in place to manage the scope of projects. In general project scope management positively contributed to the successful completion of projects. Project resource management was conducted through budgeting, project schedules and plans and budgetary controls to ensure that money was spent appropriately. However, projects were not completed on time and financial auditing and reporting were not frequently conducted. Further, modern technology had not been embraced. In general resource management improved project completion. On stakeholder management project teams accurately and promptly reported to all stakeholders on project progress and ensured that opinions and rights were respected. However, the needs and constraints of all stakeholders were no carefully explored and factored in project implementation. Generally, project stakeholder management positively contributed to the successful completion of projects. Regarding project donor conditionalities the study established that that donors provided funding depending on the governance of Kenyatta National Hospital. Generally, donor conditionalities positively affected successful project completion.*

***Key Words:*** *Project Scope, Project Resource, Project Stakeholder, Donor Conditionality, Project Management*

**INTRODUCTION**

According to Mitchell (2008), in today's world of complexity and rapid pace, it is almost impossible to do anything alone. In health were continually rising prices, changing disease patterns, and increasing use of sophisticated technology for diagnosis and treatment have made it virtually impossible to imagine any single organization providing services without some institutional partnership. These partnerships may take many forms, ranging from global alliances between multinational companies and multilateral donors to local partnerships between private physicians and government clinics. The partners, too, may vary from private—for—profit companies, not—for—profit organizations, governments, donor organizations, to community groups. Partnerships may differ regarding financing from millions of dollars to the sharing of non-financial resources (Mitchell,2008). Donors, ranging from development banks to nonprofit charities, aim to generate economic growth and reduce poverty through financial investments and interventions (Font, 2012).

The recipient might be an organization in the recipient country or the government of the recipient country. Donor funding can be in the form of bilateral aid that flows directly from donor to recipient governments or can be multilateral aid channeled through an intermediary such as the World Bank (Abuzeid, 2009), philanthropic, faith-based organizations and private corporate bodies. According to (Farag M, 2013),70 percent of funds are channeled bilaterally while 30 percent are channeled multilaterally

The implementation of projects funded by donors is increasingly attracting managerial and scholarly attention globally. The motivation for the focus is the fact that efficient use of donor aid is an essential contributor to the development of communities across the world. According to Acharya, Fuzzo de Lima, & Mick (2003), donor funding is a crucial contributor to the achievement of global Millennium Development Goals (MDGs) currently referred to as Sustainable Development Goals (SDGs). While donor agencies need to improve the effectiveness of their donations to various courses in many countries, the success of their effort can only be realized if the programs and project for which they provide funding are implemented efficiently. If correctly implemented, the benefits of the donor-funded projects and programs can go a long way in contributing to the achievement of the SDGs (Easterly, 2003).

The Kaiser Family Foundation says that funding is a significant policy issue for global health. Over the last decade, there has been an increase in financial commitments towards global health across all countries. Mitchell, (2013) states that NGO's, like philanthropic foundations, secular private organizations, faith-based organizations and private corporations, make up nearly 4 percent of funding for Global Health assistance.

Africa is classified as the poorest continent. During the last two decades about 80% of its countries war. This generated many health problems. Lack of infrastructure, malnutrition and poor sanitation contributed to deprived immune systems, making people more susceptible to illnesses and even death (Mitchell, 2013). Africa remains among the under-developed continents in the world, despite its abundant natural resources, available labor force and expansive land for development. Unlike other developed continents, Africa, and especially in the Sub-Saharan region, there are still significant problems in the access to essential human needs like shelter, food, and healthcare (Kenyanaya, 2015)

To complement the financing of the health sector by the National Government of Kenya through the Ministry of Health, donors provide funds to the national or to specific health institutions to enable them to implement specific projects. The complementary efforts arise due to the ever-rising pressure to the government, to the health institutions and the citizens regarding the provision and access to health facilities and services (Olima, 2015). According to Kenya depends significantly on donor funding to finance the national health budget. In 2009/10 for instance, external resources accounted for 15.1% of the health budget. In 2005/06, donors provided up to 11.3% of the national health budget. Over the years, donor financing to the health sector has been on the rise. In 2008, donors provided USD 116 million up from USD 102 million in 2007 (HealthyAction, 2011).

Kenyatta National Hospital (KNH) was founded in 1901 under the name Native Civil hospital and later changed to King George VI in 1952 before becoming Kenyatta National Hospital after Kenya became independent. KNH is in Upper Hill in Nairobi City. The hospital caters for thousands of patients who visit it daily from all over the country. Services offered at the hospital include physiotherapy, occupational therapy, plastic surgery, thoracic and cardiovascular surgery ophthalmology urology and many others (Kenyatta National Hospital, 2017).

**Statement of the Problem**

Through health facilities, 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 (Okoth, 2016). Health facility-based projects are motivated and built around the need to improve health care service delivery and by extension quality of people's lives (Dongier (as cited in Okoth,2016)) with an aim of bringing positive change that positively impacts the living standards of the people in the long run.

Despite this, donor funded projects in public hospitals in Kenya have seemed to perform poorly and many seemingly becoming non-operational and lastly grind to a halt even for those with the best of intentions. KNH receives a significant amount of donor funding for various projects to enable it provide health services (Healthy Action,2011). Despite this, donor-funded projects still face completion challenges thus fail to live to the donor's and recipient's expectations. For instance, in the period 2014-2016, only 47% of the projects implemented were completed (KNH, 2017). This has been attributed by delays and cost overruns, late completion and /or with less than required deliverables while others failed i.e. cancelled prior to implementation, lack of stake holder participation and 'donor interference' in internal processes such as procurement.

According to Kisilu (2016) there is a growing concern about the increased rate of inefficient production and delayed project completion. Gwadoya (2012), states that donor-funded projects are bound to fail due to the slow rate of completion. According to UNCHS (2010), delays of completion of projects in Kenya result to losses of over 19.82% in the year 2010. A study by Mira, Pourzolfaghar & Shahnazari(2013) established that poor scope definition had a negative effect on project success. A study by Muchungu (2012), showed that about 58% of donor-funded projects show poor performance regarding completion in time within budget, scope and stakeholder satisfaction. These factors lead to challenges in project implementation and ultimately poor project delivery as revealed by 63% of the health projects that fail after a short time after implementation (GoK 2014).

There was no known study that had been conducted to assess implementation of donor funded projects at KNH. This research filled the gap by assessing determinants of successful completion of donor-funded projects in Kenyatta National Hospital.

**Objectives of the Study**

The general objective of the study was to assess the determinants successful completion of donor-funded projects in Kenyatta National Hospital. The specific objectives were:-

- Determine the effect of project scope management on successful completion of donor-funded projects in Kenyatta National Hospital
- Establish how project resource management contributes to successful completion of donor-funded projects in Kenyatta National Hospital
- Assess the influence of project stakeholder management on successful completion of donor-funded projects in Kenyatta National Hospital
- Establish how project donor conditionalities influences successful completion of donor-funded projects in Kenyatta National Hospital

**LITERATURE REVIEW**

**Theoretical Review**

**Theory of Constraints**

The theory was put forth by Goldratt (1990) in his book 'The Goal'. It is a system thinking that proposes that any complex system at any point in time often has only one aspect or constraint that limits its ability to achieve more of its goal. It assists businesses in making their goals by providing a mechanism to gain better control of their initiatives (Kumar, 2011).

It is an approach that is used to develop specific management techniques. It lies on the assumption that every system is created for a purpose- the system's goal. This indicates that, before we can deal with the enhancement of any section of a system, we must first define the system's global goal; and the measurements that will enable us to judge the impact of any subsystem and any local decision, on this global goal (Goldratt E. M., 1990). He adds on that once these are defined, we can, therefore, describe the next steps in two different ways. One in which we are using the terminology of the system that we are trying to improve. The other using the terminology of the improvement process itself. They key to sort out the important few from the many little lies in recognition of the critical role of the system's constraints. A system's constraint is anything that limits a system from achieving higher performance versus its goal. The theory emphasizes three things, finding 'what to change,' deciding 'to what to change to,' and finally 'how to cause the change.'

**Resource-Based Theory**

The resource-based view of the firm (RBV) was put forward by Wenerfelt (1984) and subsequently popularized by Barney's (1991) work. Many authors for example Nelson & winter (1982); Dierick & Cool (1989); Mohoney & Pandian (1992); Eisenhardt & Martin (2000); Zollo & Winter (2002); Zahra & George (2002) and Winter (2003) made significant contribution to its conceptual development. The RBV is built on the concept that resources and capabilities are not homogeneous across other organizations, and through the utilization of this concept the success rate variations between organizations can be explained (Alamarri & Gardiner, 2014). Kraaijenbrink et al. (2010) quoted the argument of Barney (1991a, 1994, 2002) that "if a firm is to achieve a state of sustained competitive advantage, it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities."

**Stakeholder Management Theory**

According to the Stakeholder Management Theory, a stakeholder for an organization is any group or individual who can affect or is affected by the achievements of the organization's objective (Freeman, 1999). The use of the term "stakeholder" as opposed to "interest groups" or constituencies is a deliberate contrast to "stockholders" and "shareholders" (Scholl, 2001). Thus, Stakeholder Theory is an open challenge to neoclassical economic theories of the firm which focus on the conventional input-output model of the firm (Donaldson & Preston, 1995; Scholl, 2001). The approach takes into consideration the interests of all legitimate stakeholders while acknowledging that the priority of these interests is not always immediately evident (Kaler, 2003). Stakeholders of a firm may include government, investors, political groups, customers, communities, employees, trade associations, and suppliers.

**Agency Theory**

Agency theory was suggested by Jensen & Meckling (1976). Agency theory focuses on the relationships and issues that arise from agency relationship especially the dilemma that the principal and agent, though working toward the same goal, may have different interests. Studies about agency focus on methods, systems and their consequences while attempting to align the interests of the principal and agent.

An agency relationship refers to a link in which a person or a group of people, referred to as the principal engages another person or groups of people called the agent to perform some service on their behalf. The engagement involves the principal delegating some authority to the agent. Examples of agency relationships include: that of employer (principal) and employee (agent); the state (principal) and an ambassador (agent); constituents (principal) and elected representative (agent); organization (principal) and lobbyist (agent); or shareholders (principal) and Chief Executive Officer (agent) (Jensen & Meckling, 1976).

**Conceptual Framework**

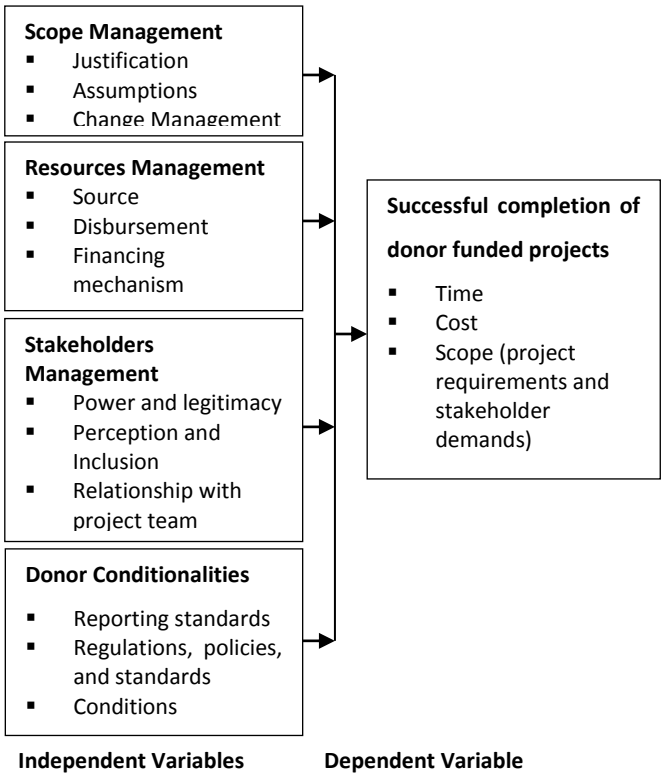


**Figure 1: Conceptual Framework**

Source: Author (2018)

**Empirical Review**

**Project Scope management**

Defining the scope of a project is like drawing a map of a project. A scope draws the boundaries of a project by indicating the extent of project deliverables. Project scope is the definition of what the project is expected to achieve, specifying the budget in time and costs and indicating what needs to be provisioned to create the project's deliverables before the project is closed. The project scope includes only the work required to complete the project successfully. It delineates what is or is not

included in the project. A scope includes project initiation, scope planning, scope definition, scope verification and scope change control.

A study by Nibyiza, Shukla, & Ndabaga (2015) aimed at analyzing how scope change management was a tool for project success in Akaizi Kanoze projects in Rwanda. The study focused on causes for scope change; effect of adjusting project activities; the influence of changing project cost and time; and challenges associated with changing the project scope. The study adopted the descriptive research design in which primary data were collected using a self-administered questionnaire completed by 30 employees working in operations and management. The study established that when project implementers change the project scope, they can meet project objectives effectively. The study also found that changing project activities provoked changes in cost, time and quality of the product. Further, it gave the opportunity to satisfy beneficiaries.

**Project Resource Management**

In a project, resources refer to all that are required to carry out the tasks in the project. Resources can be in the form of people, equipment, facilities, funding, or anything else that will enable completion of a project. This indicates that resources are a serious constraint to project completion.

A study conducted by Gopalakrishnan, Suma, & Shashi (2012) aimed at establishing the impact of resources allocation of by a project manager on the success of software projects. The study was a case study conducted on a Capability Maturity Model Integration (CMMI) level 5 and International Organization for Standardization (ISO) certified service-based software industry. The company provides services in business intelligence, data warehouse, enterprise resource planning, business process outsourcing, banking, finance, airlines, and energy utilities. The study utilized secondary data for the period between 2009 and 2012. The study established that software producers depend on cost, time, the number of developers and defects count. The effective use of resources to address the issues assures the organization effective planning, controlling and developing projects that ultimately enable the production of high-quality software that improves performance.

**Project Stakeholders Management**

Stakeholders of a project refer to those entities that have an interest in the project. Stakeholders can be inside or outside the organization. Stakeholders may be the sponsors of the project, or they may be the ones to gain if the project is complete. Sponsors can have a positive or negative influence on the implementation and completion of a project. Dealing with the groups that can affect or be affected by a project's processes, contents, or outcomes is a core task of project management (Eskerod, Huemann, & Savage, 2016).

A study conducted by Adan (2012) sought to assess the role of various stakeholders in the performance of Constituency Development Fund (CDF) funded projects. The study was conducted in Isiolo North Constituency in Kenya. The study focused on stakeholders such as such as (CDF) Committee, Project Management Committees (PMCs) and government officials. The study adopted a descriptive survey design. The target population of the study comprised of 155 representatives from CDF projects, 15 CDF committee members, and five government representatives. A sample of 140 participated in the study. Data were collected utilizing a semi-structured questionnaire and interview schedules and analyzed using descriptive and inferential statistics. The study showed a very strong effect of the stakeholders on the implementation and performance of the projects.

**Project Donor conditionalities**

Donor conditions are the requirements placed on the usage or distribution of funds granted to another. Conditions, most often, are attached to aid money. International organizations lender such as the International Monetary Fund (IMF) and World Bank, individual countries or private organizations use conditions meant to ensure that the use of funds adheres to specific rules. Conditions touch on Administration, finance, Risk management, disclosure requirements, earmarking, auditing, due diligence, anti-corruption and donor predictability ( Inter-Agency Standing Committee, 2016 ).

A study conducted by Olima (2015) aimed at investigating the factors that influence implementation of donor-funded projects in ministries in the Government of Kenya. The study was a case study of the ministry of Ministry of Transport and Infrastructure. The study focused on donor conditions, procurement, skills in project planning and management. Data were collected using questionnaires completed by 50 officers working in departments that deal with donor-funded projects in the eight state corporations and two State departments under the ministry. The analysis was done by use of descriptive statistics. Findings indicated that most donor-funded projects were severely affected by the conditions set by donors. However, the ability of the managers made them unable to meet conditions of donors hence making it difficult to complete the projects.

**METHODOLOGY**

This study adopted a descriptive research design to determine the influence of project implementation on successful completion of donor-funded projects. According to Kothari (2004), a descriptive research uses both qualitative and quantitative data from which the statistics derived tell about the phenomenon of interest as it is. The unit of analysis was the 15 donor funded projects in Kenyattta National Hospital and unit of observation was 86 project officers. The study adopted a census technique to collect primary data. A census survey is used when the population is small, i.e., less than 200 and manageable to collect information for the study (Yin, 2013). In this study, the research instrument was a self-administered questionnaire that was developed for generating information on key variables of interest from the targeted respondents. In a self-administered questionnaire, the respondent completes the questionnaire without the aid of the researcher (Cozby, 2001). The quantitative data collected in the questionnaires were first be digitized by coding them and storing in the SPSS version 20. The conceptual model showing the relationship between determinants of implementation and project implementation is as shown below:

$Y = f(X_1, X_2, X_3, X_4)$

Where

$Y$ is successful completion of projects;

$X_1$ is project scope management;

$X_2$ is project resource management;

$X_3$ is project stakeholder management;

$X_4$ is donor conditionality.

To establish the relationship between the variables, the researcher used the analytical model below.

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

In the analytical model, where:

$\alpha$ is the constant $\beta_1$, $\beta_2$ $\beta_3$ and $\beta_4$ are the sensitivities of successful project completion ($Y$) to $X_1$, $X_2$, $X_3$ and $X_4$ respectively. The term $e$ represents the error term of the regression. The significance of the constants $\alpha$, $\beta_1$, $\beta_2$, $\beta_3$, and $\beta_4$ was tested using the $t$-statistic at 5% level of significance.

## RESULTS AND FINDINGS

**Table 1: Completion of Projects**

| Successful Completion of Projects | Mean | SD |
|---|---|---|
| Project achieved the objectives for which they were planned | 3.93 | 0.89 |
| Project was able to hit scheduled milestones on time | 4.07 | 0.98 |
| Project was delivered within the budget | 3.94 | 0.83 |
| All team members overseeing project were satisfied with the implementation of the project | 4.07 | 0.74 |
| The project was implemented surpassing expectation | 4.03 | 0.90 |
| Project improved the performance of KNH | 4.03 | 0.90 |
| **Grand Mean** | **4.01** | |
| **Cronbach's Alpha** | **0.72** | |

As shown in Table 1 the respondents most strongly indicated that the projects were able to hit scheduled milestones on time (M=4.07, SD=0.98); that all team members overseeing project were satisfied with the implementation of the project (M=4.07, SD=0.74). However, they least strongly indicated that project was delivered within the budget (M=3.94, SD= 0.83) and that projects achieved the objectives for which they were planned (M=3.93, SD=0.89). The Grand Mean of 4.01 indicated general agreement that projects were successfully completed. The Cronbach's Alpha was 0.72 indicating reliability of the responses of the staff.

**Table 2: Project Scope Management**

| Project Scope Management | Mean | SD |
|---|---|---|
| Project team ensures there is a strategy in place to manage the scope of projects | 3.93 | 0.89 |
| Project team ensures documentation of stakeholders' needs to meet project objectives. | 4.07 | 0.98 |
| Project team ensures that there is a detailed description of the project and major deliverables. | 3.94 | 0.83 |
| Project team ensures there is a work breakdown structure that efficiently divides a project's deliverables into smaller manageable components. | 4.07 | 0.74 |
| Project teams ensure the project customer formally accepts the project deliverables at every stage of each project. | 4.03 | 0.9 |
| There are Scope Control processes in place to monitor the status of projects and managing changes in their scope. | 4.03 | 0.9 |
| **Grand Mean** | **4.01** | |
| **Cronbach's Alpha** | **0.70** | |

As shown in Table 2, the respondents most strongly indicated that project team ensured the documentation of stakeholders' needs to so as to meet project objectives (M=4.07, SD=0.98) and that the teams ensured there was a work breakdown structure that efficiently divided a project's deliverables into smaller manageable components (M=4.07, SD=0.74). The respondents least strongly indicated that project team ensured that there was a detailed description of the projects and major

deliverables (M=3.94, SD=0.83) and that project team ensured there was a strategy in place to manage the scope of projects (M=3.93, SD=0.89). The grand mean was 4.01 showing agreement by the respondents that Project Scope Management affected the successful completion of projects. The Cronbach's Alpha was 0.70 indicating that the responses were reliable. From the regression analysis, the coefficient of Project Scope Management was 0.339 indicating it positively affected successful project management.

The findings agreed with those of Banda & Pretorius (2016) who after investigating the relationship between the level of scope definition and performance of infrastructure projects implemented by project implementing agencies in established that there was a high correlation between the level of project scope definition and its successful completion. The findings also agreed with those of Mira, Pourzolfaghar, & Shahnazari (2013) who assessed the effect of scope on project success and established that poor scope definition was closely linked to project failure.

**Table 3: Project Resource Management**

| Project Resource Management | Mean | SD |
|---|---|---|
| Roles and responsibilities of each project team member are clearly defined and communicated. | 3.85 | 0.85 |
| Performance of team members is regularly tracked, and feedback provided | 3.93 | 0.82 |
| Effective financial planning is done leading budget generation before project commencement | 4.16 | 0.59 |
| Effective controls of the project budget ensure that money is spent appropriately as planned and with proper authorization | 4.09 | 0.73 |
| Budgets are based on accurate market prices | 3.96 | 0.82 |
| Budgetary control mechanisms help to eliminate waste and serves as a performance monitoring tool | 4.04 | 0.76 |
| Sourcing of resources for projects is done competitively | 3.93 | 0.92 |
| Financial auditing and reporting are frequently conducted on ongoing projects. | 3.81 | 0.92 |
| Projects are completed within the budget at KNH. | 4.01 | 0.87 |
| Project schedules and plans are strictly adhered to during project implementation. | 4.13 | 0.62 |
| It is very likely that projects will be completed on time at KNH. | 3.82 | 0.95 |
| Project teams embrace new technology in ensuring effective and efficient implementation of projects. | 3.57 | 1.14 |
| **Grand Mean** | **3.94** | |
| **Cronbach's Alpha** | **0.72** | |

As shown in Table 4 the respondents most strongly indicated that effective financial planning was done leading budget generation before project commencement (M=4.16, SD= 0.59); that project schedules and plans were strictly adhered to during project implementation (M=4.13, SD=0.62; and that effective controls of the project budget ensured that money was spent appropriately as planned and with proper authorization (M=4.09, SD=0.73). The respondents least strongly indicated that it was very likely that projects would be completed on time at KNH (M=3.82, SD=0.95); that financial auditing and reporting were frequently conducted on ongoing projects (M=3.81, SD=0.92) and that project teams embraced new technology in ensuring effective and efficient implementation of projects (M=3.57, SD=1.14). The grand mean was 3.94 indicating agreement that Project Resource Management

affected successful project completion. The Cronbach's Alpha was 0.72 indicating reliability of the responses. From the regression analysis, the coefficient of Project Resource Management was 0.375 indicating a positive effect on successful project completion.

The findings agreed with those of Gopalakrishnan, Suma, & Shashi (2012) who in assessing the impact of resources allocation on the success of software projects established that software producers depend on cost, time, the number of developers and defects count. The effective use of resources ultimately enabled the successful completion and performance of project. The findings also agreed with those of Nkechi (2017) established that improving resource availability had a significant effect on the implementation of MIS project and their success in Kenya Commercial Bank.

**Table 4: Project Stakeholder Management**

| Project Stakeholder Management | Mean | SD |
|---|---|---|
| The project team ensures the right methods of communications are used to keep stakeholders informed and engaged at all levels about projects | 3.79 | 0.78 |
| The project team provides to stakeholders' information and analysis that is technically sound, relevant and timely. | 3.94 | 0.86 |
| Project team provides information within the agreed timelines and clearly articulates responses. | 3.84 | 0.97 |
| The project team accurately and promptly reports to all stakeholders on project progress. | 4.01 | 0.87 |
| The project team identifies all the relevant stakeholders for inclusion in project implementation and recognizes the stakeholders may change over time. | 3.97 | 0.91 |
| The project team ensures opinions and rights of all stakeholders to object or support an initiative in project implementation are respected. | 4.01 | 0.86 |
| Project team ensures it assesses stakeholders' attributes and predicting their influence on project implementation. | 3.94 | 0.83 |
| The needs and constraints of all stakeholders are carefully explored and factored and factored in project implementation | 3.82 | 0.90 |
| Project team carefully analyzes conflicts and coalitions among stakeholders and how they affect project implementation. | 3.93 | 0.87 |
| Project team carefully formulates appropriate strategies to ensure stakeholders contribute positively to project implementation. | 3.82 | 0.79 |
| **Grand Mean** | **3.91** | |
| **Cronbach's Alpha** | **0.73** | |

As shown in Table 4, the respondents most strongly indicated that project teams accurately and promptly reported to all stakeholders on project progress (M=4.01, SD=0.87) and ensured that opinions and rights of all stakeholders to object or support an initiative in project implementation were respected (M=4.01, SD=0.86). The respondents least strongly indicated that the needs and constraints of all stakeholders were carefully explored and factored in project implementation (M=3.82, SD=0.9); that project teams carefully formulated appropriate strategies to ensure stakeholders contributed positively to project implementation (M=3.82, SD=0.79); and that the teams ensured the right methods of communications were used to keep stakeholders informed and engaged at all levels about projects (M=3.79, SD=0.78). The grand mean was 3.91 indicating general agreement that project stakeholder management affected successful completion of projects. The Cronbach's Alpha was 0.73 indicating reliability of the responses. From the regression analysis, the coefficient of Project Stakeholder Management was 0.116 which indicated that

stakeholder management positively affected successful project completion at KNH.

The findings agreed with those of Adan (2012) who assessed the role of various stakeholders in the performance of Constituency Development Fund (CDF) funded projects and established that there was a very strong effect of stakeholders on the implementation and performance of the projects. The findings also agreed with those of Majava & Haapasalo (2015) who assessed the roles of the stakeholders in an ICT firm in Northern Europe and established that internal and external NPD project stakeholders were important project success.

**Table 5: Project Donor Conditionalities**

| Project Donor Conditionalities | Mean | SD |
|---|---|---|
| Funding provided by donors is closely linked to transparency and accountability | 3.88 | 0.80 |
| Funding is always linked to the efficient and effective implementation of projects. | 4.04 | 0.84 |
| Donors provide funding depending on their perception of the management of the KNH. | 4.00 | 0.79 |
| Donors provide funding depending on the governance of Kenyatta National Hospital. | 4.09 | 0.79 |
| Projects are better implemented when donors provide funds without conditionalities. | 4.09 | 0.86 |
| Donor conditions affect disbursement of donor funds. | 3.96 | 0.76 |
| Donor conditions affect procurement plans of Kenyatta National Hospital. | 3.82 | 0.73 |
| **Grand Mean** | **3.98** | |
| **Cronbach's Alpha** | **0.71** | |

As shown in Table 5, respondents most strongly indicated that donors provided funding depending on the governance of Kenyatta National Hospital (M= 4.09, SD=0.79); that projects were better implemented when donors provided funds without conditionalities (M=4.09, SD=0.86); and that funding was always linked to the efficient and effective implementation of projects (M=4.04, SD=0.84). The staff least strongly indicated that funding provided by donors was closely linked to transparency and accountability (M=3.88, SD= 0.80) and that donor conditions affected procurement plans of Kenyatta National Hospital (M=3.82, SD=0.73). The grand mean was 3.98 indicating that the staff generally agreed that donor conditionalities affected successful project completion. The Cronbach's Alpha was 0.71 indicating the responses were reliable. In the regression analysis the coefficient of Project Donor Conditionalities was 0.156 indicating that donor conditionalities had a positive effect on project completion.

**Regression Analysis**

The regression analysis was conducted to determine the relationship between each of the project management variables and the successful implementation of projects.

**Table 6: Descriptive Statistics**

| Variable | Minimum | Maximum | Mean | SD |
|---|---|---|---|---|
| Completion of Projects | 2.17 | 4.83 | 4.01 | 0.57 |
| Project Scope Management | 3.00 | 5.00 | 4.21 | 0.40 |
| Project Resource Management | 2.58 | 4.58 | 3.94 | 0.42 |
| Project Stakeholder Management | 2.40 | 4.70 | 3.91 | 0.47 |
| Project Donor Conditionalities | 2.43 | 4.71 | 3.98 | 0.49 |

**Table 7: Correlation Analysis**

| | Completion of Projects | P Scope M | PRM | P Stakeholder M | PDC |
|---|---|---|---|---|---|
| Completion of Projects | 1.000 | .323 | .395 | .234 | .252 |
| P Scope M | | 1.000 | .398 | .089 | -.142 |
| PRM | | | 1.000 | .096 | .055 |
| P Stakeholder M | | | | 1.000 | .380 |
| PDC | | | | | 1.000 |

**Table 8: Model Summary**

| Model | R | $R^2$ | Adjusted $R^2$ | Std. Error of the Estimate |
|---|---|---|---|---|
| **1** | .518 | .269 | .222 | .5004648 |

Table 9 presents the results of the ANOVA. As shown in the table, the regression was statistically significant with a F-test of 5.784(p=0.000) which was statistically significant. This indicated a strong relation between Completion of Projects and the independent variables.

**Table 9: Analysis of Variance**

| | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 5.794 | 4 | 1.448 | 5.784 | **.000**[b] |
| Residual | 15.777 | 63 | .250 | | |
| Total | 21.570 | 67 | | | |

**a. Dependent Variable: Completion of Projects**

**b. Predictors: (Constant), Project Scope Management; Project Resource Management; Project Stakeholder Management; Project Donor Conditionalities**

Table 10 presented the results of the regression analysis. As shown in the table, the constant term was -0.438 (t=-0.460, p=0.647) which was not significant. The coefficient of Project Scope Management was 0.339 (t=1.968, p=0.053) which was not significant. The coefficient of Project Resource Management was 0.375 (t=2.356, p=0.022) which was significant. The coefficient of Project Stakeholder Management was 0.116 (t=0.824, p=0.413) which was not significant. The coefficient of Project Donor Conditionalities was 0.156 (t=1.958, p=0.055) which was not statistically significant. Both the Tolerance and VIF diagnostics indicated no Collinearity in the variables. The model which was generalized as $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$ becomes $Y = -0.438 + 0.339X_1 + 0.375X_2 + 0.116X_3 + 0.156X_4$.

**Table 10: Regression Analysis**

| | Unstandardized | | Standardized | t | Sig |
|---|---|---|---|---|---|
| | B | Std Error | | | |
| Constant | -.438 | .953 | | | **.647** |
| $X_1$ P Scope M | .339 | .172 | .237 | 1.966 | **.053** |

| | | | | | |
|---|---|---|---|---|---|
| $X_2$ PRM | .375 | .159 | .279 | 2.356 | **.022** |
| $X_3$ P Stakeholder M | .116 | .141 | .097 | 0.823 | **.413** |
| $X_4$ PDC | .156 | .140 | .234 | 1.958 | **.055** |

The T-tests were conducted to assess the significance of the coefficients. The value t-values were compared with the critical value of t which was 1.96 at 0.05 critical level. The t-value of Project Scope Management was 1.966>1.96 with a significance level of 0.053 which was more than 0.05 indicating that Project Scope Management was not a critical contributor to project completion. The t-value for Project Resource Management was 2.356>1.96 with a significance level of 0.022 which is less than 0.05 indicating that Project Resource Management was a critical contributor to project completion at KNH. The t-value of Project Stakeholder Management was .823>1.96 with a significance of 0.414 which was more than 0.05 indicating that Project Stakeholder Management was not a critical contributor to project completion at KNH. The t-value for Project Donor Conditionalities was 1.958<1.96 with a significance of 0.055 which was more than 0.05 indicating that Project Donor Conditionalities were not a critical contributor to project completion at KNH.

**CONCLUSIONS**

From the findings, this study drew conclusions as presented below. About project scope management project teams ensured that there was documentation of stakeholders' needs as a way of ensuring realization of project objectives. Project teams ensured that there was a work breakdown structure that efficiently divided a project's deliverables into smaller and manageable components. However, detailing the description of the projects and major deliverables was not well done and the strategies they put in place to manage the scope of projects were not effective. In general project scope management by the project teams improved completion of projects.

Regarding project resource management the study concluded that project teams conducted effective financial planning that led to budget generation before project commencement. The teams also put in place project schedules and plans that they strictly adhered to during project implementation. Further, the teams put in place effective controls of the project budget to ensure that money was spent appropriately as planned and authorized. However, projects were not completed on time, financial auditing and reporting were not frequently conducted on ongoing projects and project teams did not embrace new technology in ensuring effective and efficient implementation of projects. In general resource management by project teams improved project completion.

About stakeholder management the study concluded that project teams accurately and promptly reported to all stakeholders on project progress. They also ensured that opinions and rights of all stakeholders to object or support initiative in project implementation were respected. However, they did not carefully explore and factor all the needs and constraints of all stakeholders during project implementation. The teams did not carefully formulate appropriate strategies to ensure stakeholders contributed positively to project implementation. Further, the teams did not effectively communicate with and engage stakeholders at all levels of project implementation. Generally, project stakeholder management improved completion of projects.

In regards to donor conditionalities, the study concluded that that donors provided funding depending on the governance of Kenyatta National Hospital. Project teams at KNH preferred projects that were funded by donors but without conditionalities. The study also concludes that

funding was always linked to the efficient and effective implementation of projects. However, donor funding did not enhance transparency and accountability and had no effect on the procurement processes at Kenyatta National Hospital. In general, donor conditionalities improved project completion.

**RECOMMENDATIONS**

Regarding project scope management, the study recommended more strengthening of project teams regarding addressing stakeholders' needs and work breakdown structure to improve on the efficiency of delivering projects' deliverables. The teams managing projects should strongly focus on detailing the description of the projects and major deliverables and improve on the strategies they put in place to manage the scope of projects.

Regarding project resource management the study recommended that project teams conduct even more effective financial planning and put in place project schedules and plans that should be strictly adhered to. Further, the teams should put in place effective measures to control project budgets so that money is spent appropriately. Project teams should work to ensure all projects are completed on time. The teams should improve on financial auditing and reporting on ongoing projects and embrace new technology in implementation of projects.

Regarding stakeholder management the study recommended that project teams improve on the accuracy and promptness with which they report to stakeholders on project progress. They should always also ensure that opinions and rights of all stakeholders regarding objection or support of initiatives in project implementation are held in high esteem. The weaknesses regarding ineffective exploration and factoring the needs and constraints of all stakeholders during project implementation should be addressed. The teams should work to improve on formulation of appropriate strategies to ensure stakeholders contributed positively to project implementation. The teams should also strengthen communications with and engagement of stakeholders at all levels of project implementation.

With respect to donor conditionalities the study recommended that that the governance of Kenyatta National Hospital be done in a way to attract donors funding depending for projects. Projects teams should look for ways to address donor concerns regarding implementation of donor funded projects instead of expecting no conditionalities. The study also recommends more efficient and effective implementation of projects to attract more donor funding.

**Suggestions for Further Research**

The study should be widened to all public entities that receive donor funding to determine how successful they are completed. A study can be done to assess the implementation of projects in the private sector to determine the drivers of the successful completion with the aim of making recommendations that may improve general project management in the public sector in Kenya. The study can also be done on all types of hospitals in Kenya that receive donor funding to determine what influences their successful completion. The current study should therefore be expanded further in future to determine other factors that affect the successful completion of donor funded projects since the study established there could the remaining 73.1 % is explained by the variables which are more stronger or other aspects outside the model.

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