

# **FACTORS INFLUENCING IMPLEMENTATION OF HEALTH PROJECTS IN GARBATULA SUB-COUNTY, ISIOLO COUNTY, KENYA**

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## **ABSTRACT**

Project implementation consists of challenging processes in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The study established the factors influencing implementation of health projects in Garbatula Sub-County, Isiolo County. The study was guided by the following objectives; to examine how stakeholder involvement, budgetary allocation, project management and project monitoring influence implementation of health projects in Garbatula Sub-County, Isiolo County. The study was grounded on the empowerment theory which is supported by the public participation theory. The study adopted a descriptive research design. The target population for this study composed of the 268 stakeholders in Garbatula Sub-County, Isiolo County. A sample population of 158 was arrived at by calculating the target population of 268 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004). The study selected the respondents using stratified proportionate random sampling technique. Primary data was obtained using self-administered questionnaires. Primary data was gathered directly from respondents and for this study, the researcher administered the questionnaire personally to the respondents. Data was analyzed using descriptive statistics. The qualitative data from the open-ended

questions was analyzed using conceptual content analysis and presented in prose. Inferential data analysis was done using multiple regression analysis. The findings were presented in frequency tables. The study findings were also used by the government and particularly the County more so in implementation of government health projects. The study found that project monitoring had the greatest effect on the implementation of health projects, followed by stakeholder involvement, then budgetary allocation while project management had the least effect to the implementation of health projects in Garbatula Sub-County, Isiolo County. The study recommends that the county government should adopt an effective stakeholder mobilization strategy that help build collaborations with other health sector players like NGO's, CBOs and private companies for the realization of health goals in Kenya through devolved units, that the project management should engages the stakeholders more to harmonize its goals and objectives with the aspirations of the stakeholders and reduce dissonance levels thereby increasing satisfaction, that county government should improve integrated communications plan to improve project implementation and that management in health projects in Garbatula sub-county should ensure that they employ and deploy qualified and competent individuals for project monitoring process.

**Key Words:** *implementation, health projects, Garbatula Sub-county, Isiolo County, Kenya*

## **INTRODUCTION**

Traditionally projects are perceived as successful when they meet time, budget and performance goals (Shenhar, Dvir, Levy & Maltz, 2010). The Project Management Book of Knowledge, 2004 refers to project success being measured in terms of time, cost, scope, quality and customer satisfaction (Project Management Institute, 2014). This is commonly known as the 'triple constraint'. The 4th edition of the Project Management Book of Knowledge (2009) is similar, with the focus of 'performance management baselines' against project schedule, scope and cost (Project Management Institute, 2009). Often the scope, schedule and cost will be combined into a performance baseline that is used as an overall project baseline against which integrated performance can be measured" (Project Management Institute, 2009). There is however criticism of traditional measures of project success. De Bakker, Boonstra and Wortman (2010) point out that this criticism is based upon the underpinning assumptions of the definition that: - the amount of time, the budget and the project's requirements can be set at the beginning of the project.

The project's is the same for each stakeholder. The project's success can be determined at the moment the project has produced its deliverables. There are many times when project success measured in time and budget is not sufficient, especially over a longer period of time after the project is complete. "Quite often, what seemed to be a troubled project, with extensive delays and overruns, turned out later to be a great business success (Shenhar et al., 2010). Shenhar et al (2010) and many others cite the example of the Sydney Opera House. It took three times longer and five times the cost than anticipated. But it quickly became Australia's most famous landmark, with few tourists wanting to leave Australia without seeing it (Shenhar et al., 2010).

Globally, effective project implementation is looked at in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics (Schultz & Slevin, 2009). Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable therefore, that any assessment of project implementation effectiveness should at least include these four measures among others.

In America, project implementation is about changing from the known to unknown, because the future is uncertain and may highly affect people's positions in organizations (Cummings & Worley, 2011). In many instances organization employees do not support change unless compelling reasons convince them to do so. In order to manage change, it's good to guide change efforts, it is useful to assess organization's readiness for project implementation. Readiness for change involves an assessment of the discrepancies that exist as well as the

efficacy of the proposed change targets. Armenakis (2013) defines readiness for change as the cognitive precursor to the behaviors of either resistance to or support for a change effort. Employees become concerned and act to what is happening in their environment and make assumptions based on how they perceive that change. The assumptions made end up to be obstacles of an organization's readiness for projects (Wheatly, 2012). People naturally fear uncertainty; thus, resistance is common. Understanding obstacles of an organization's readiness for project implementation is required to understand change process.

Selznick (1957) postulates that South Africa has been in the process of radical transformation. Within this environment government organizations rethink their strategies, redesign their structures and adjust their management practices in order to anticipate frequent changes and to respond proactively to meet anticipated demands. As an organization, the South African Police Service is able to transform itself to affect, forecast and activate rather than merely respond to environmental forces. The strategic management process provides such a mechanism. It represents a logical, systematic, and objective approach for determining the future direction of the South African Police Service. There is no proven plan of action for achieving the organization's desired outcomes within a dynamic environment without a project (Schaap, 2012).

A successful project and the equally successful implementation of the project are the most reliable signs of good management. In Namibia, Management of institutions formulates strategies to guide operational activities on a yearly basis. Focus is on developing strategies that are effective in facilitating continuous improvement of operational activities at the institutions. The country's challenge is how to maintain consistency in managing the implementation process of strategic decisions (Sipopa, 2009). Schaap (2012) contends that managers are mainly comfortable with planning activities than with implementation, organizing, leading and control. This suggestion is supported by some managers who believe that project implementation is the responsibility of operational personnel.

In a developing country such as Kenya, health projects form a critical part of health care sector. Health projects are undertaken to improve the health of the community through equity and access. Successful administration of benefactor subsidized undertakings depends fundamentally on legitimate venture choice, extend configuration, extend execution, observing and assessment. It has also been observed that, Organizations are frequently portrayed as the channel through which; wealth flows from rich to developing countries Kenya included, poverty reduction, and empowerment of the poor (Engela & Ajam, 2010). This has led to explosive growth of international and local non-governmental organizations in Kenya. According to World Bank (2014), Kenya received public current transfers (money sent to non-governmental organizations and civil society organizations) worth US\$ 0.08 billion in the last year. Besides, values, standards, social conviction and assessments of the neighborhood individuals which are influenced specifically or by implication by advancement mediations ought to likewise be considered. Something else, manageability of such undertakings may by and large be addressed (Khwaja, 2014).

Despite the numerous achievements that have been made under Kenya's M&E system still faces challenges in the implementation namely: human capital, financial and infrastructural challenges (CLEAR, 2012). In its' progress report UNDP Amkeni Wakenya highlights some of the challenges that it faced in monitoring and evaluation of community based projects in its grant making and capacity development mandates (Amkeni Wakenya, 2009). The narrative and financial reports from the project evaluators were not consistent in terms of quality, quantity and timeliness. Kenya's Vision 2030 is the country's development blue print which aims at transforming the country into an industrializing, middle income country providing quality life to all its citizens by the year 2030. The vision is founded on three pillars namely; social, economic and political pillars which therefore require heavy investment in services resulting to a gap in expenditure given the annual Kenya's budget and allocation on spending (GoK, 2015).

Project implementation is a process whereby project inputs are converted to project outputs. It involves putting in action the activities of the project, putting into practice what was proposed in the project document and management of the project or executing the project intentions. Although the topic under review has been previously explored extensively out of the country but most of these studies were context specific, their implementation and implication are usually limited to countries, and the operating environment where these studies were conducted (Toor & Ogunlana, 2009). There is a lack of effort to contextualise the findings into local context where the structure, culture and maturity of the concerned organisations are different. Although emphasis has been given on the integration of process improvement programmes and conflict resolution process in the project management, but potential of human-related factors is not explored in detail. On the other hand, Lim and Mohamed (2009) suggested that project success can be classified into two categories, which are the macro- and micro-view point. Both viewpoints consider the usual criteria of time, cost and quality but remain silent on human-related factors as well.

In analysing project implementation, Pennypacker (2010) battles that there is no single arrangement of measures that all around applies to all organizations. The suitable arrangement of measures relies on upon the association's system, innovation, and the specific business and environment in which they contend. The creator assists diagrams benchmarking measures for project administration execution include: degree of profitability, efficiency (yield), quality, execution cost, plan execution, consumer loyalty, process duration, prerequisites execution, worker fulfilment and arrangement to vital business objectives. Project execution estimation alludes to a continuous assessment of the adequacy and importance of a given project. Execution estimation can be utilized to research the general execution of a worker or group of representatives in a given project. A project can likewise be dragged down because of horrendous correspondence, unequal workloads, or inability to co-work among laborers. There are numerous elements that figure out if or not a project is a win, fluctuating basically in light of the underlying goal of the project. Xavier, Harold Goodwin (2012) analyzed the prerequisites crucial for the achievement of a group tourism companies and reasoned that there had been characteristics which have been important in clarifying achievement and disappointment in the execution of speculations: a durable and

strong group; genuine group interest, ownership and control; appropriation of a business mentality, anticipating money related feasibility from the start; engagement with the private division; activities basically in view of market query and request driven item improvement; providing alluring, pleasant items principally in light of natural and social resources and which are more convenient to voyagers; time; engagement, support and coordinated effort in the association through partners with key ranges of skill; straightforward and responsible administration, administration and basic leadership structures and in addition sound, master monetary administration; and checking and differentiate so that groups and others can share and gain as a matter of fact and guarantee persevered achievement. In their research, Iyer and Jha (2011) recognized numerous variables as having affect project esteem execution, these incorporates: mission supervisor's ability, best organization direct, project chiefs planning and administration aptitudes, checking and criticism by method for members, decision making, coordination among project members proprietor's capability, social situation, financial situation and climatic conditions.

Pheng and Chuan (2012) portrayed wander accomplishment as the finishing of a project inside attractive time, cost and quality and achieving customer's fulfilment. Project achievement can be brought out through the brilliant execution of signs of the project. Thus, achievement alludes to task achievement and general execution alludes to general execution of pointers, for example, project administrators. Pheng and Chuan (2012) place that human components played a vital position in choosing the general execution. Scientific proof from people in general segment gives to some degree consolidated results. For instance, Hyndman and Eden (2010) met the CEOs of nine organizations in Northern Ireland. Every one of the respondents bring up that a focal point of consideration in mission, targets, points and execution measures had expanded the general execution of the association for the advantage all partners (Bushman et al, 2013). Respondents also demonstrated that the negative usage of the framework that esteem productivity over excellent and additionally transitory over long haul comes about, and in addition the inclination to overemphasize numbers to the detriment of judgment, could risk execution.

## **STATEMENT OF THE PROBLEM**

Project implementation consists of challenging processes in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (PMBOK, 2009). The ability to implement projects can be more important than the project itself. Investors have come to realize that implementation is more important than the vision of the project (Charan & Colvin, 2009). Charan (2009) observed that despite the importance of project implementation process, far more research has been carried out into project preparation rather than into project implementation process, while Rutan (2010) concluded that literature is dominated by a focus on long range planning and project content rather than the actual implementation of projects, on which little is written or researched. A well-articulated project, great product, or breakthrough technology can put an organization on the competitive map, but only solid implementation can keep it there. Without effective implementation, no business project can succeed (Hrebiniak, 2011). Understanding the

factors that determine effective project implementation therefore becomes critical in successful implementation of projects. Most of the government health projects in Kenya (66.7%) fail due to poor monitoring and evaluation during the project implementation process. One of the critical problems concerning in Garbatula Sub-County health projects is the frequent and lengthy delays that occur during implementation. Also, the health sector has been devolved and now operating at County level, therefore the implementation of health projects has been experiencing a lot of challenges in terms of resource utilization and project management. In order to improve this situation, it is necessary to first identify the major causes of poor implementation, or non-implementation. Several studies have already been done around project success and failure in organizations (GoK, 2016).

Numerous local funded projects have failed mainly due to ineffective participatory monitoring and evaluation institution. For instance, Awino et al (2011) conducted a study on effects of planned change projects of selected firms in the Kenyan insurance industry. Kipyego (2011) did a study on effectiveness of PM&E on Kazi kwa Vijana projects in Kakamega Central District and found that there is political interference on the effectiveness of PM&E which leads to underperforming of Kazi kwa Vijana projects in the period of study, Ondieki and Matonda (2013) observed that there had been failure to engage local communities to air their views, needs, challenges and priorities as well as lacking capacity to plan, implement, monitor and evaluate projects in a participatory manner. Further, Mureithi, Mureithi, Asiabaka, Wamuongo, Moses and Mweri (2012) observed that there had been lack of emphasis put on community-based monitoring and evaluation during the implementation of development projects in Kenya. This is echoed by Oduwo (2014) who indicated that due to the low level of education, the community members as stakeholders are not aware of their role in the projects. Odongo (2015) studied the mediating role of citizen empowerment in the relationship between participatory monitoring and evaluation and social sustainability: a case of Karemo area development programme, Siaya County Kenya while, Gakuu, Kidombo and Kibukho (2015) investigated the influence of participatory monitoring and evaluation on citizen empowerment outcomes: a case of Karemo division, Siaya County. They found that employee involvement always leads to a higher rate of success in the implementation of project change management coupled with higher productivity. Gichoya (2011) looked at the “Factors Affecting the Successful Implementation of ICT Projects in Government”, Karuti and Winnie (2010) studied the “The non-profit sector in Kenya – what we know and what we don’t know”, Adel (2009) looked into the “Causes of delays in public sector construction projects in developing countries.” However, none attempted to analyze the implementation of health projects in Garbatula Sub-County, Isiolo County. To the bridge gap on obstacles such as deviation on original objectives and lack of confidence about success, and to address the issues poised by the dynamism of projects, this study investigated the factors that determine effective project implementation at Gedo in Somalia.

## **GENERAL OBJECTIVE**

The study established the factors influencing implementation of health projects in Garbatula Sub-County, Isiolo County.

## **SPECIFIC OBJECTIVES**

1. To examine how stakeholder involvement influence implementation of health projects in Garbatula Sub-County, Isiolo County.
2. To determine how budgetary allocation influence implementation of health projects in Garbatula Sub-County, Isiolo County.
3. To assess how project management influence implementation of health projects in Garbatula Sub-County, Isiolo County.
4. To find out how project monitoring influence implementation of health projects in Garbatula Sub-County, Isiolo County.

## **THEORETICAL ORIENTATION**

### **Empowerment Theory**

PM&E processes are usually implemented in communities with the objective of empowering citizens (Bailey, 2009). The origin of empowerment as a form of theory is traced back to the Brazilian humanitarian and educator, Paulo Freire (Hur, 2012). Paulo Freire's, *The pedagogy of the oppressed* (1970) provided the conceptual base for the debates on empowerment. However, according to Bailey (2009), Ernst Friedrich Schumacher's 'Small is Beautiful' (1973), which came into circulation at a similar time with Freire's piece, is also known to have influenced the debate on empowerment. Empowerment theory postulates that participation in decision-making may enhance individual's sense of empowerment and that empowered individuals are likely to be active in community organisations and community activities.

Empowerment as a construct is multifaceted. Theories of empowerment touch on different dimensions of life. Hur (2012) argues that empowerment theories are not only concerned with the process of empowerment, but also with results that can produce greater access to resources and power for the disadvantaged. An empowering intervention is that which builds capacity of individuals to positively influence their wellbeing outcomes. Just like social capital, empowerment is operative at various levels: personal or individual, interpersonal, organizational, community, and collective (Hur, 2012). Zimmerman et al. (2009) observes that the focus of both empowerment theory and practice is to understand and strengthen processes and context where individuals gain mastery and control over decisions that affect their lives. Thus, interventions that provide genuine opportunities for individuals to participate may help them develop a sense of psychological empowerment (Zimmerman, 2009; Zimmerman et al., 2009). Therefore, an empowering development process might begin with an environmental assessment of the opportunities to participate and develop strategies to include participants in the design, implementation, monitoring and evaluation of interventions.

Empowerment, however, is not a panacea for all individual and social illness. It has been criticized as overly individualistic and conflict-oriented, resulting in an emphasis on mastery and control rather than cooperation and community (Hur, 2012). According to Hur (2012), although the practice of empowerment is effective for the removal of powerlessness, certain factors still exist that may inhibit the manifestation of empowerment. He cites organizational

aspects, such as an impersonal bureaucratic climate, supervisory styles described as authoritarianism and negativism as well as arbitrary reward systems as hindrances to empowerment. The other argument against the empowerment theory is the 'loose' manner in which empowerment as a concept is framed.

### **Public Participation Theory**

It is until recently that, scholars and many researchers have concurred that project success concerns not only cost, time and quality, but also the satisfaction and effective management of all the stakeholders involved (Bourne & Walker, 2011). They further define stakeholders as those individuals or group of individuals who have a claim or interest in a project and its activities. The theory underscores the fact that the creation and the ongoing operations of each project/programme are as a result of several actors' activities, who are the stakeholders. The central idea therefore is that a programme/project's success is dependent on how well the organization manages the relationships with key groups such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of the project objectives. The social responsibility of the government owned Special Purpose Vehicle (SPV) therefore significantly increases, and external relationships become crucial for the success of the project. In any government projects, stakeholder management is a decisive factor as well for a project's success or failure and therefore identification of stakeholders and their involvement should be part of the project's planning process (Bourne & Walker, 2011). Most projects/programme consist of individuals and groups with different interests and motivational incentives, hence this makes most of government projects/programmes complex in particular because of the need to incorporate perspectives of a large number of parties involved (Yescombe, 2013).

### **SUMMARY AND RESEARCH GAPS**

This study is grounded on the public participation theory, which has over the years gained prominence in response to demands for greater individual and community control over the activities of governments towards its citizens. Poorly functioning public-sector institutions and weak governance are major constraints to growth and equitable development in many developing countries. Ensuring Project management can be useful in setting high level strategic objectives. Objectives should be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly owned.

Project management, with proper training and experience is vital for the production of the results. There is need to have an effective human resource capacity in terms of quantity and quality, hence human resource management is required in order to maintain and retain a stable staff. In addition, adequate resources ensure effective and quality monitoring and evaluation. It is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs. Dedicated staff time for effective monitoring and evaluation, staff should be dedicated for the

function. The practices of deployment of personnel for monitoring vary among organizations. Further, ensuring Project management can be useful in setting high level strategic objectives.

Most of the reviewed studies in this chapter have been conducted in developed countries whose approach to project implementation could be different from that of Kenya. Awino et al (2011) conducted a study on effects of planned change projects of selected firms in the Kenyan insurance industry. Kipyego (2011) did a study on effectiveness of PM&E on Kazi kwa Vijana projects in Kakamega Central District and found that there is political interference on the effectiveness of monitoring which leads to underperforming of Kazi kwa Vijana projects in the period of study, Ondieki and Matonda (2013) observed that there had been failure to engage local communities to air their views, needs, challenges and priorities as well as lacking capacity to plan, implement, monitor and evaluate projects in a participatory manner Further, the studies have been conducted on other types of projects other than the community based development projects. Again, most of the studies have focused on generally the factors influencing the implementation of the health projects focusing on both the internal and external factors. This study therefore sought to fill all these literature gaps by exploring the factors influencing implementation of health projects in Garbatula Sub-County, Isiolo County.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study adopted a descriptive research design. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables (Bryman & Bell, 2011). Descriptive research design was chosen because it enabled the researcher to generalize the findings to a larger population. This type of research design presents facts concerning the nature and status of a situation, as it exists at the time of the study (Creswell, 2014). Thus, this approach was suitable for this study, since the study intended to collect comprehensive information through descriptions which was helpful for identifying variables. Bryman and Bell (2011) assert that a descriptive design seeks to get information that describes existing phenomena by asking questions relating to individual perceptions and attitudes.

### **Target population**

According to Sekaran and Bougie (2010), a population is the total collection of elements about which we wish to make inferences. The target population for this study composed of the 268 stakeholders in Galbatula Sub-County, Isiolo County.

### **Sample Size and Sampling Procedures**

Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent. The section focused on the sampling size and sampling procedures.

## **Sampling Size**

The sample size is a subset of the population that is taken to be representatives of the entire population (Kumar, 2011). A sample population of 158 was arrived at by calculating the target population of 268 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004). The sample size fits within the minimum of 30 proposed by Saunders, Lewis and Thornhill (2012).

## **Sampling Procedures**

The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Kothari, 2004). The study used simple random sampling to pick the respondents in each stratum.

## **Research Instruments**

Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders (2011), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

## **Pilot Testing**

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2011). Pilot testing of the research instruments were conducted using staff working in health projects in Isiolo County. 16 questionnaires were administered to the pilot survey respondents who were chosen at random. After one day the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This is very important in the research process because it assists in identification and correction of vague questions and unclear instructions. It is also a great opportunity to capture the important comments and suggestions from the participants. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher is satisfied that the instrument does not have variations or vagueness.

## **Validity of Research Instruments**

According to Golafshani (2012), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study was to ascertain the validity of the questionnaire. The study used content validity which draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. This helped to improve the content validity of the data that was collected. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

## **Data Collection Procedures**

The researcher obtained an introduction letter from the university which was presented to each stakeholder so as to be allowed to collect the necessary data from the respondents. Primary data was gathered directly from respondents and for this study; the researcher used a questionnaire. The researcher administered the questionnaire personally to the respondents. The advantage of researcher administering questionnaires is that the questions can be clarified to the respondents during data collection. This ensured that the respondents understand the questions, thereby enabling the researcher obtain the right kind of information required to meet the study objectives. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enables the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear as observed by Best and Khan (2013).

## **Data Analysis Techniques**

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0). All the questionnaires received were referenced and items in the questionnaire was coded to facilitate data entry. After data cleaning which entails checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open-ended questions was analyzed using conceptual content analysis and presented in prose. Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it is the procedure that uses two or more independent variables to predict a dependent variable. Since there are four independent variables in this study the multiple regression model generally assumed the following equation;

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

Where: Y= Health Project Implementation;  $\beta_0$ =constant;  $\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = regression coefficients;  $X_1$ = Stakeholder involvement;  $X_2$ = Budgetary Allocation;  $X_3$ = Project Management;  $X_4$ = Project monitoring;  $\epsilon$ =Error Term

In testing the significance of the model, the coefficient of determination (R<sup>2</sup>) was used to measure the extent to which the variation in health project implementation is explained by the variations of the institutional factors. F-statistic was also computed at 95% confidence level to test whether there is any significant relationship between health project implementation and the factors influencing it. The finding was presented in charts and tables.

## **RESEARCH FINDINGS**

### **Reliability Analysis**

In this study, construct reliability was determined using Spearman Brown coefficients that test internal consistency of items on a scale and were thus considered reliable if the as the results showed that the Spearman Brown coefficient associated with the variables of the study were above 0.70 threshold as recommended by Bell (2010) where it is asserted that Spearman Brown’s should be in excess of 0.70 for the measurement intervals. The results of the reliability analysis are presented in the table 4.2.

**Table 1: Reliability of Measurement Scales**

	Spearman Brown	Decision
Stakeholder involvement	.818	Reliable
Budgetary Allocation	.772	Reliable
Project Management	.802	Reliable
Project monitoring	.862	Reliable

From the table it was found that project monitoring (spearman brown coefficient =.862) was the most reliable followed by stakeholder involvement (spearman brown coefficient = .818) then project management (spearman brown coefficient =.802) while the budgetary allocation (spearman brown coefficient =0.772) was the least.

### **Regression Analysis**

The study used a regression model to test the hypothesis between stakeholder involvement, budgetary allocation, project management and project monitoring and implementation of health projects.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.684	0.674	2.084

The outcome of table 2 found that R-Square value (coefficient of determination) is 0.673, which indicates that the independent variables (stakeholder involvement, budgetary

allocation, project management and project monitoring) explain 67.4% of the variation in the dependent variable (implementation of health projects) leaving 32.6% percent unexplained. This implies that their other factors that influence implementation of health projects that were not covered in this study.

**Table 3: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1268.88	4	317.220	71.415	0.000
	Residual	586.33	132	4.442		
	Total	1855.21	136			

The results are shown in Table 3 revealed that the model had predictive value and thus it was significant. This was because its p-value was less than 5%, p=.000 and F calculated (71.415) was significantly larger than the critical F value (2.4472).

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 4.

**Table 4: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.053	0.117		9.000	.000
Stakeholder involvement	0.782	0.249	0.759	3.141	.003
Budgetary Allocation	0.701	0.311	0.680	2.254	.030
Project Management	0.599	0.206	0.581	2.908	.006
Project monitoring	0.813	0.091	0.789	8.934	.000

As per the SPSS generated table above, the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ ) becomes:

$$Y = 1.053 + 0.782X_1 + 0.701X_2 + 0.599X_3 + 0.813X_4$$

The findings showed that if all factors (stakeholder involvement, budgetary allocation, project management and project monitoring) were held constant at zero implementation of health projects will be 1.053. The findings presented also show that taking all other independent variables at zero, a unit increase in the stakeholder involvement would lead to a 0.782 increase in the scores of implementations of health projects. The findings also show that a unit increase in the scores of budgetary allocations would lead to a 0.701 increase in the scores of implementations of health projects. Further, the findings show that a unit increases in the scores of projects management would lead to a 0.599 increase in the scores of

implementations of health projects. The study also found that a unit increase in the scores of resources would lead to a 0.813 increase in the scores of implementations of health projects.

As per the findings, at 95% confidence level, the study revealed that project monitoring had the greatest effect on the implementation of health projects, followed by stakeholder involvement, then budgetary allocation while project management had the least effect to the implementation of health projects in Garbatula Sub-County, Isiolo County. All the variables were significant as the p-value was less than 0.05.

## **DISCUSSION OF THE FINDINGS**

### **Stakeholder Involvement**

The study examined the stakeholder involvement influence and found that it influence implementation of health projects greatly. This concurs with Chesos (2010) who notes that stakeholder involvement is regarded not only as a means of holding project beneficiaries and programme recipients accountable, but also as a way for project participants and local citizens themselves to monitor and evaluate the performance of donor and governmental institutions. Brock and Pettit (2012) adds that training is a key participatory approach that knowledge can be transferred from the facilitators to the beneficiaries hence enhancing beneficiaries' skills and open more avenues for other strategies.

Moreover, it was revealed that consultation, community contribution and training greatly influence implementation of health projects while prototyping reviews were established to influence implementation of health projects in a moderate extent. These conformed with Mulwa (2009) who argues that there is a failure within the corporate in issuance of relevant reports as the organizations are afraid of being transparent and accountable. The conceptualization of Stakeholder involvement has evolved over time, moving from its narrow definition as the mobilization of people to contribute free labor and materials, to more extensive interpretations as a process of empowering people and giving them authority to control programs

### **Budgetary Allocation**

It was clear that found that implementation of health projects is influenced very greatly by budgetary allocation. This was in line with Omiti, Mude, and John (2012) who argued that many organizations fail to decentralize and allocate resources as they consider Implementation of projects as just has an activity. In essence, Monitoring has assumed a major biasness compared to Evaluation that receive little or no attention if any. According to Rubin and Rubin (2009) also argued that organizations sight lack of funds to conduct Implementation of projects or even document aspects of project in their projects and that Participatory Implementation of projects is an expensive venture that requires a lot of resources but is a sure way of ensuring people are brought on board for sustainable development.

The study established that the financial allocation and funding availability and access influence implementation of health projects to a very great extent while consistency of funds

had a moderate influence on implementation of health projects. These findings correlate with Estrella (2010) who notes that conducting project activities requires that an organization invest valuable resources, including money and peoples' time. At the earliest stage of designing a project activity, key stakeholders must make a decision on whether the activity is worth pursuing given the expected use and costs. At least a rough budget for the activity is therefore needed as part of up-front planning. This may be done initially as part of an overall project plan and again as a first draft of ToR is developed.

### **Project Management**

It was established that project management influences the implementation of health projects to a very great extent. This agrees with Heagney (2012) who argued that the project management approach had been proved to considerably improve the chances of success of health projects. The project management approach involves relying more on resources management, processes and infrastructure, coping with greater internal as well as external competition, delivering the outcomes in a proficient way as expected and improving effectiveness and efficiency.

The study found that there was a great influence by flexibility, communication mechanism and accountability as on the implementation of health projects to a great extent. However, the study found that bureaucracy moderately influence implementation of health projects. These are similar to findings by Nwakanma (2013) who recommends that experts in Information and Communication Technology (ICT) sector should adopt project management methodologies and technology skills where a project team is usually a function of an aggressive team or a task force consisting of members drawn from various functional specialist departments of the client led by a mature multidisciplinary generalist.

### **Project Monitoring**

The study find out that project monitoring influenced implementation of health projects in Garbatula Sub-County, Isiolo County greatly. According to UNDP (2009), monitoring places focus on the implementation process and probes the key question on how well the program is being implemented while evaluation analyses the implementation process. Evaluation seeks to determine how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community. Monitoring generates periodic reports throughout the program cycle, focuses on project outputs for monitoring progress and making appropriate corrections, highlights areas for improvement for staff and tracks financial costs against budget.

It was found that investment evaluation, loss avoidance and assessment of results greatly influences the implementation of health projects. Though, the study found that final product evaluation and corrective actions moderately influenced the implementation of health projects. These findings concur with Kamunga (2010) who argue that a participatory approach in monitoring and evaluation is empowering because it claims the right for local people to control and own the process of making evaluation decisions and implementing

them. Participating in an evaluation from start to finish can give stakeholders a sense of ownership over the results; provide timely, reliable, and valid information for management decision-making, increase cost-effectiveness of M&E information. The purpose of evaluation is to help the stakeholders of a project to better understand whether their hard work is having the impact they desire. In addition, evaluation aims to analyze the past to understand the future of the project.

## **CONCLUSIONS**

The study concluded that stakeholder involvement influenced implementation of health projects greatly, positively and significantly. This was attributed to great influence on implementation of health projects by consultation, community contribution and training as well as a moderate influence of prototyping reviews on implementation of health projects.

The study further concluded that there was a significant influence of budgetary allocation on implementation of health projects. This was as a result of very great influence by budgetary allocation. It could also be attributed financial allocation and funding availability and access influence implementation of health projects greatly influencing on implementation of health projects.

The study concluded that project management influenced implementation of health projects very greatly and significantly. The study deduced that flexibility, communication mechanism and accountability greatly influenced implementation of health projects while bureaucracy moderately influenced implementation of health projects.

The study concluded that project monitoring influenced implementation of health projects in a great extent and significantly. It was deduced that investment evaluation; loss avoidance and assessment of results greatly influenced the implementation of health projects while final product evaluation and corrective actions moderately influenced the implementation of health projects.

Finally, the study concluded that all the variables were significant with project monitoring had the greatest effect on the implementation of health projects, followed by stakeholder involvement, then budgetary allocation while project management had the least effect to the implementation of health projects. in Garbatula Sub-County, Isiolo County.

## **RECOMMENDATIONS**

The study recommends that the county government should adopt an effective stakeholder mobilization strategy that help build collaborations with other health sector players like NGO's, CBOs and private companies for the realization of health goals in Kenya through devolved units. This will ensure all the stakeholders are fully involved in the implementation of the health projects.

Based on the present findings and analysis, the study recommends an enforcement of Kenya's Health Policy 2011–2030 and the 2010 Constitution of Kenya both of which require an appropriate and equitable distribution of health workforce in public health facilities and their

subsequent training and development, enhancing their retention packages and incentives and upgrading of institutional and health worker productivity and performance. It further recommends that the county government with the help other central government agencies and the ministry of health should put in place measures that would ensure health grants from international governments are utilized for the implementation of intended health care projects.

The study recommends that the project management should engages the stakeholders more to harmonize its goals and objectives with the aspirations of the stakeholders and reduce dissonance levels thereby increasing satisfaction. This will ensure that the stakeholders support the activities of the project.

The study revealed that project monitoring greatly affects implementation of health projects. This study, therefore, recommends that project stakeholders should capacity build on monitoring and evaluations guidelines with more emphasis on reporting and participatory M&E. This will effective assessment of results which full enhances the implementation of the health projects.

The study also revealed that communication mechanisms influences implementation of health projects. Therefore, the study recommends that the project management should be encouraged to communicate the risk associated with implementation of health projects to relevant stakeholders, develop a risk review process so as to ensure projects are successfully implemented.

The study recommends that county government should improve integrated communications plan to improve project implementation. The content of such communications plan should include clear explanation of what new responsibilities, tasks and duties need to be performed by the affected implementers. It also includes the why behind changed job activities and more fundamentally the reasons why the new project decision was made firstly. This will enhance communication of change during and after an organizational change on organizational developments to all levels in the appropriate manner.

The county government should allocate sufficient funds to projects and ensure there is independency in utilization of the funds. The study further recommends that management in health projects in Galbatula sub-county should ensure that they employ and deploy qualified and competent individuals for project monitoring process. In addition, they should employ monitoring/supervision mechanism, to allow efficiency in project implementation.

The study recommends that the project management office or committee should continuously assess stakeholder interests; this will help to promote their buy-in and eliminate intergroup conflicts thereby improving project performance. The study also recommends that stakeholders should be included in all pre-implementation and inception meetings as well as their views being incorporated in planning and execution. This will increase the acceptability and create a bridging social investment for the health projects, well as enriching the project with more ideas.

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