

# Journal of Entrepreneurship & Project Management



## **Determinants of Successful Implementation of Donor Funded Projects in Kenya: A Case of Pathfinder International**

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**ISSN: 2616-8464**

# Determinants of Successful Implementation of Donor Funded Projects in Kenya: A Case of Pathfinder International

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*How to cite this article:* Ouma, O. A. & Kamaara, M., (2018). Determinants of Successful Implementation of Donor Funded Projects in Kenya: A Case of Pathfinder International. *Journal of Entrepreneurship & Project management* Vol 2(1) pp. 70-87.

## Abstract

The very low rate on successful implementation of the projects within Non-Governmental Organizations [NGOs] which has resulted to noticeable problems of economic waste, loss of the public funds, and end user displeasure motivated this study to investigate the determinants used to ensure successful implementation of donor funded projects in Kenya by focusing on the Pathfinder International project. The specific determinants examined were resource allocation, project planning tools, teamwork and monitoring & evaluation. The study adopted an empirical approach using a quantitative design that ensured accuracy and better understanding of the issues raised about the problem of the study. The sample size of this study was therefore 100 respondents. The choice of population census was because it leads to collection of unbiased data that represents the opinions of all the respondents regarding a characteristic of the population. The study adopted Likert scale close ended questionnaire to collect primary data. The study used both descriptive and inferential statistics for analysis. Inferential techniques of correlation and regression analysis adopted at 5% significance level determined the magnitude and direction of the relationship of the variables under study. The findings of the study revealed that the four determinants positively and significantly influenced implementation of the Pathfinder International projects in Kenya. The

study concluded that an improvement in the indicators of all the determinants examined will lead to a significant improvement in implementation of donor funded projects in Kenya. The study recommended that in order to enhance significant improvement in implementation of donor funded projects in Kenya, there is need for improvement in various indicators of resource allocation, project planning tools, teamwork and monitoring & evaluation.

**Key Words:** *Resource allocation, Project planning tools, Teamwork, Monitoring & evaluation, NGOs*

## 1.0 Introduction

Donor funded project in this research paper refers to development projects carried out by Non-Governmental Organizations (NGOs) with goals that go beyond service delivery to include transformative missions of empowerment and social justice ( Banks, Hulmes & Edwards, 2015). The goals of Pathfinder International [NGO] that go beyond service delivery in Kenya include the following: To champion sexual and reproductive health and rights worldwide, mobilizing communities most in need to break through barriers and forge their own path to a healthier future (Pathfinder International, 2017).

This research paper identifies four determinants required for successful implementation of donor funded projects in Kenya. If these variables are well considered in project management, transformative missions to empowerment and social justice is attained as part of the development agenda in Kenya. But specific to this research paper, the importance of successful implementation of donor funded projects with the four variables under consideration include the following: Vision and strategy of the NGO is maintained always, likelihood of government support is high, less external pressure and donor support in financing NGO projects, rising consumer expectations and ability to handle technological change and globalization (Olalekan, & Belle, 2014).

According to Olalekan and Belle (2014), the advantages of having a successful implementation in developing countries is in ensuring that the active elements present in society. This is through the following: Effective project coordination and change management with good operational practice. Consequently, this research paper upon full examination of the four determinants required for a successful implementation of donor funded projects brought out the following importance or advantages in project management: Cost reduction, quality product or service delivery, ability to scale the project, improve decision making, transparency with ethical actions and improved efficiency. Finally, the four determinants under project management required for a successful implementation of donor funded projects covered in this research paper included the following: Resource allocation, use of project planning tools, team work and finally monitoring and evaluation.

## 1.2 Statement of the Problem

Resource allocation if not considered as a factor that influences successful implementation of donor funded projects will lead to NGOs operating without funds that mostly come from donations and this means that projects will end up being incomplete due to tight budgets (Majeed , 2017). The cause of this problem lies in the multiple objectives that are set out by the donor that usually imply trade-offs in the short run, and when the donor aid agents are faced by multiple tasks that

compete for their time, priority of tasks to be done changes (Ouma, 2012). The problem with resource allocation is due to tasks chosen by the project manager are those that only satisfy the donor aid agent's career, or less resources will go to tasks that are not directly monitored by project manager. Furthermore, evidence shows that problems with resource allocation stems also from improper book-keeping and lack of audit internal controls (Ndunge, 2016).

The emergence of new ICT possibilities potentially presents some more fundamental and far-reaching questions, challenging or even undermining the assumptions on which NGOs came into being (Riener, 2013). The problem identified is in the need to change the management style from a hierarchical top- down structure to a more flexible and organic management style that requires the use of teamwork. Most organizations that are donor funded usually have the former management style and handling changes due to ICT usage becomes an arduous task especially if not familiar with the Agile methodology that requires quality teamwork (Ayala, 2012). Tentatively, the need to be flexible to enable teamwork requires leadership skills that deal with human emotions and feelings unto which most project managers do not have under a top-down hierarchical structure (Jones, 2014).

Most of the respondents 63.3% felt that their project employees have the necessary skills and competence to conduct M&E activities. However, majority of the respondents 55.1% reported that they were either not sure that project staff have undertaken a course in M&E or that project staff had no formal training in M&E. This result suggests that most youth groups rely on informal knowledge of M&E. When Monitoring and Evaluation [M& E] is applied in these donor youths funded projects, significant improvement in project success is reported. In Kenya, M & E of projects are usually not done.

### **1.3 Objectives of the Study**

- i. Examine the impact of resource allocation when implementing complex donor funded projects in Kenya.
- ii. Determine if successful implementation of donor funded projects in Kenya depend on use of project planning tools.
- iii. Investigate the extent to which teamwork has an influence on successful implementation of donor funded projects in Kenya.
- iv. Explore to what extent project Monitoring and Evaluation [M&E] systems positively impact on successful implementation of donor funded projects in Kenya.

## **2.0 Literature Review**

### **2.1 Theoretical Framework**

#### **2.1.1 Auction theory**

Klemperer (2014) stated that the Auction theory is important in developing our understanding of price formation such as the most prominently posted prices [as observed in most retail stores] and negotiations in which both the buyer and seller are actively involved in determining the price. There are close connections between auctions and competitive markets and a very close analogy between the theory of optimal auctions and the theory of monopoly pricing, and auction theory can also help develop models of oligopolistic pricing. Auction-theoretic models and techniques also apply to non-price means of allocation. Auction theory thus provides a free market where there is no

information asymmetry, prices are determined through supply and demand and both buyers and sellers are risk averse (Madura, 2003). This is applied in resource allocation to have a successful implementation of donor funded projects. The only shortcoming with Auction theory is that firms are likely to make unrealistically optimistic forecasts about future revenues and costs on completion of projects. Summarily, the above theory underpinned the influence of resource allocation on successful implementation of donor funded projects.

### **2.1.2 Program theory**

The program theory consists of a set of statements that describe a program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects (Sharpe, 2011). According to Sharpe (2011), specifying a program theory to planners, staff members, people responsible for obtaining funding, and evaluators will assist them to carry out their duties while explaining how funding is being utilized. A program theory can also encourage program investors to be focused on specific outcomes, rather than wasting funds by attempting too much outside the objectives of the donor funded project. Nonetheless, Project theory tends to be complex when practically developing them and when changes occur during the project activity, delays in successful implementation of the actual project may likely occur due to re-scheduling processes (Ndunge, 2016).

### **2.1.3 Bruce Tuckman Model**

This model identifies four stages of development required for a successful team development (Nestor, 2013). These are as follows: Forming, Storming, Norming and Performing. Every team goes through a relatively unproductive initial stage before becoming a self-reliant unit. Hence this model suggests that unless the issues of processes and feelings have been satisfactorily addressed, it is unlikely that the team will reach the most productive final stage. The team being referred to in this research paper consists of NGO stakeholders, the community where the project is being implemented and leaders at Pathfinder International. According to Abudi (2010), the success found in this model hinges heavily on the leadership and managerial skills unto which it will determine how quickly a team will evolve towards effectiveness including: its size, geographical spread, frequency and duration of meetings, and nature of its activities. Finally, the main advantage when using this model is in its flexibility when applied to virtual teams (Hoffer, George & Valacich, 2014), Virtual teams are increasingly used in today's business environment and they can be defined as teams that use technology to function across time and cultural boundaries.

### **2.1.4 Control model**

The control model provides the three key underlying reasons for monitoring and evaluating donor funded project which are as follows: Efficiency, effectiveness and relevance/appropriateness (Rengasamy, 2008). Efficiency refers to the amount of time and resources put into the donor funded project by Pathfinders International relative to the outputs and outcomes. A project evaluation may be designed to find out if there was a less expensive, more appropriate, less time-consuming approach for reaching the same objectives. Effectiveness describes whether the Pathfinder International donor funded process identified in the project planning tool was useful in reaching project goals and objectives, or resulted in positive outcomes. Finally, Relevance or



appropriateness describes the usefulness, ethics, and flexibility of the healthcare project carried out by Pathfinder International in Kenya is within a context to a given specific community.

## 2.2 Empirical Literature Review

Resource allocation is the process of assigning and scheduling available resources in the most effective and economical manner (Majeed, 2017). Projects will always need resources and resources are scarce. The task therefore lies with the project manager to determine the proper timing of those resources within the project schedule. Resources in this research refers to financial resources, human resources and time allocation. Human resources in project management refers to the application of project management skills in human resources management (Eubanks, 2015). The following are skills held by a project manager unto which they are applied in human resources management: Managing a budget, managing a timeline, managing people/resources, ensuring stakeholders are in the communication loop and finally developing change management plans. If there is lack of a human resource department for the donor funded project, then the project manager acting under this capacity has the following four key roles to ensure successful completion of the project: Project manager shall begin by researching the level of staff needed to meet current requirements and compare that with existing

Teamwork consists of the stakeholders, project teams, donors, community and the leadership project leaders (Mathews, 2015). The stakeholder seeks value that goes beyond the economic gain. Community mobilization and empowerment is considered with the need to identify individuals at heightened risk to establish individual case management systems. Finally, four leadership qualities of a great project manager are considered in-order to accomplish successful completion of donor funded projects (Blaskovics, 2014). The idea that financial returns are the most relevant measure of the value created by a firm unto which the stakeholders consider of great interest under the project manager's fiduciary duty is partially dismissed in this research paper. Financial performance is important to many of a firm's stakeholders, but it is not the only aspect of value that is important to stakeholders (Harrison & Wicks, 2013).

Monitoring and evaluation in this research refers to project baseline, Monitoring and Evaluation [M&E] approaches and sustainability. The project's baseline is used to measure how performance deviates from the plan (Gudda, 2011). Performance measurement in a donor funded project would only be meaningful if it had an accurate baseline. M & E three approaches used in this research include the following: Result-oriented, constructivist and reflexive and sustainability.

The three Monitoring and Evaluation [M&E] approaches are as follows: Result-oriented, constructivist and reflexive (Mierlo, 2017). Deciding which method is the best depends heavily on the nature of the project, its context, and the monitoring and evaluation objectives. In practice, it may be desirable to use a selection of methods from the different approaches to combine their strong points. The emphasis on result-oriented monitoring and evaluation lies in measuring to what degree have the original project objectives and subsequent interventions been achieved. Result-oriented approaches are often used to provide an accountability trail for the investment in the project, whenever financiers and their backers have to or want to see what has been done with their money. The strength of result-oriented methods lies in strategy and planning (Mierlo, 2017).

### 3.0 Research Methodology

This study adopted an empirical approach using a quantitative design. This ensured accuracy and better understanding of the issues raised about the problem of the study (Creswell, 2003). The information gathered was used to gain an understanding and for envisaging some aspects. The targeted population for this study was one hundred employees of the Pathfinder International – Kenya office. The sample was drawn from the population of the Pathfinder International-Kenya office. The study adopted a census method to collect primary data from the 100 study respondents. This therefore ruled out the application of a specific sampling technique since the population of the study was small. This research used closed-ended questionnaire to collect primary data for quantitative data analysis. Data collection was done using questionnaires targeted towards managers who are directly involved in the implementation of projects within Pathfinders International.

The questionnaire was the primary data collection instrument for this study and contained both closed and open-ended questions, as well as five point Likert scales for collecting primary data. The observation entailed learning of the individual or object involved in some behavior concurrent with happenings that are unfolding during the project management leading to precise data collection that are in acquiescence to that in the questionnaires to sightsee the effectiveness of implementation procedures and methods that should assent to the project management action plan for Pathfinder International in Kenya. Analysis in this research paper was done using SPSS version 22 and Excel. Furthermore, inferential statistics were used to test variable relationships. Multiple regression was conducted to examine whether project performance is predicted by the four elements of project management. Results of this analysis showed the proportion of variance in project implementation success contributed by the combination of the four predictor or independent variables, and measured the unique contribution of each independent variable to the dependent variable (project implementation success).

The analysis was therefore modeled as follows: -

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

Where Y is project implementation success;  $\beta_0$  is the constant or the intercept of the regression line;  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are the regression coefficients of independent variables;  $X_1$ ,  $X_2$ ,  $X_3$  and  $X_4$  represents independent variables – resource allocation, project planning, teamwork and monitoring & evaluation;  $\epsilon$  is error term.

## 4.0 Results and Discussion

A total of 100 questionnaires were administered to the employees of the Pathfinder International Kenya office who were the study respondents. Out of these, 57 questionnaires were filled and returned. This represents a response rate of 57%.

### 4.1 Respondents Demographic Information

**Table 1: Respondent Demographic Information**

| Demographic Characteristic                | Category          | Percentage |
|---|-------------------|------------|
| Respondent's department                   | Finance           | 19.05%     |
|   | Administration    | 14.29%     |
|   | HR                | 9.52%      |
|   | Programs          | 35.71%     |
|   | IT                | 14.29%     |
|   | Other             | 7.14%      |
| Respondent's position                     | Non-management    | 23.33%     |
|   | Lower management  | 20%        |
|   | Middle management | 43.33%     |
|   | Senior management | 13.33%     |
| Respondent's level of education           | High school       | 12.2%      |
|   | Diploma           | 21.95%     |
|   | Degree            | 39.02%     |
|   | Post graduate     | 26.83%     |
| Respondent's duration in the organization | Below 5 years     | 4.3%       |
|   | 5-10 years        | 28.3%      |
|   | 10-15 years       | 45.7%      |
|   | 15-20 years       | 19.6%      |
|   | Above 20 years    | 2.2%       |

## 4.2 Descriptive results of the study

### 4.2.1 Resource Allocation

The findings of the study on resource allocation showed that majority of the study respondents revealed that availability of financial resources, human resource experience and skills, project team knowledge, distribution of resources broadly, strictly following the laid down organizational procedures, uniform resource allocation and proper understanding of various cost estimation approaches contributes to successful implementation of donor funded projects in Kenya to a very great extent, (mean 3.3, 3.57, 3.5, 3.63,3.46, 3.31, 3.59 and 3.37 respectively). On average therefore, respondents indicated that proper project resources allocation influenced implementation of donor funded projects to a great extent (mean 3.49).

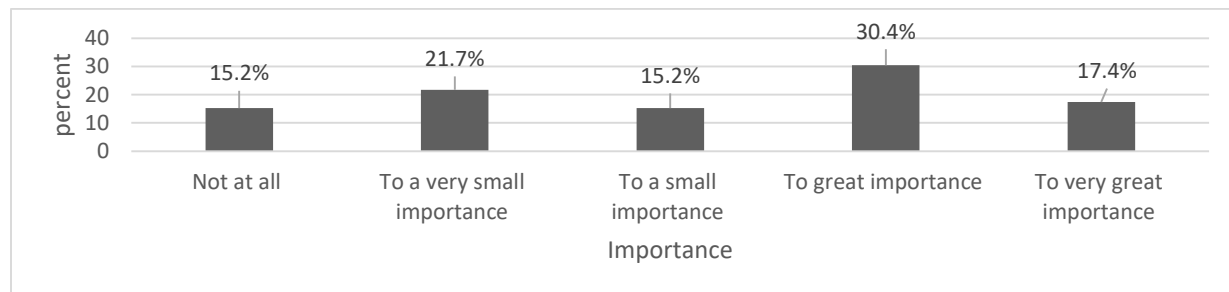


**Table 2: Resource Allocation**

| Statement  | Not at all | Very small extent | Small extent | Great extent | Very great extent | Mean        | Std Dev     |
|--|------------|-------------------|--------------|--------------|-------------------|-------------|-------------|
| Availability of financial resources  | 21.70%     | 13.00%            | 8.70%        | 26.10%       | 30.40%            | 3.30        | 1.56        |
| Human resource experience and skills   | 4.30%      | 23.90%            | 17.40%       | 19.60%       | 34.80%            | 3.57        | 1.31        |
| Project team knowledge (tacit/explicit)                                      | 15.20%     | 8.70%             | 17.40%       | 28.30%       | 30.40%            | 3.50        | 1.41        |
| Distribution of resources broadly  | 8.70%      | 13.00%            | 15.20%       | 32.60%       | 30.40%            | 3.63        | 1.29        |
| Organizational procedures  | 13.00%     | 10.90%            | 21.70%       | 26.10%       | 28.30%            | 3.46        | 1.36        |
| Uniform resource allocation  | 15.20%     | 13.00%            | 17.40%       | 30.40%       | 21.70%            | 3.31        | 1.36        |
| Proper understanding of various cost estimation approaches                   | 2.20%      | 21.70%            | 17.40%       | 32.60%       | 26.10%            | 3.59        | 1.17        |
| Project time frame   | 15.20%     | 10.90%            | 19.60%       | 30.40%       | 23.90%            | 3.37        | 1.37        |
| Inclusion of project donors and stakeholders in resource allocation planning | 2.20%      | 23.90%            | 10.90%       | 30.40%       | 32.60%            | 3.49        | 1.23        |
| <b>Average</b>   |            |                   |              |              |                   | <b>3.49</b> | <b>1.34</b> |

#### 4.2.2 Project Planning

The findings of the study showed that majority of the study respondents revealed that project planning is of great importance in implementation of pathfinder projects in Kenya.



**Figure 1: Extent of Importance of Project Planning**

The descriptive results revealed that the study respondents revealed that work breakdown structure influenced successful implementation of pathfinder projects in Kenya to a great a very great extent (3.28). The findings of the study further indicated that the study respondents agreed to a very great extent that critical path network influenced successful implementation of pathfinder projects in Kenya to a very great extent (3.63). The results also revealed that the respondents agreed to a great extent that adopting a performance evaluation and review technique influenced successful

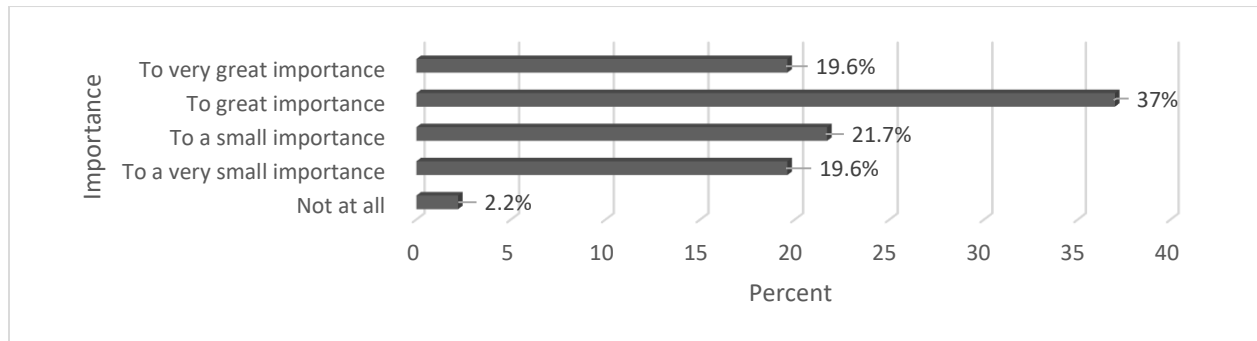
implementation of pathfinder projects (3.39). On the same note the findings of the study depicted that respondents revealed that the use of a project initiation document influenced successful implementation of pathfinder projects in Kenya to a very great extent (3.65). The descriptive results further revealed that study respondents revealed that the use of Gantt charts influenced successful implementation of pathfinder projects in Kenya (3.3). On average, the study respondents revealed that the use of such project planning tools as work breakdown structure, critical path network, performance evaluation and review technique, project initiation document, Gantt charts, logical framework, project communication plan, project status report, project time frame and project charter influenced successful implementation of pathfinder projects to a great extent (3.47).

**Table 3: Project Planning**

| Statement  | Not at all | Very small extent | Small extent | Great extent | Very great extent | Mean        | Std Dev     |
|--|------------|-------------------|--------------|--------------|-------------------|-------------|-------------|
| Work breakdown structure                           | 19.60%     | 17.40%            | 6.50%        | 28.30%       | 28.30%            | 3.28        | 1.53        |
| Critical path network                              | 2.20%      | 26.10%            | 10.90%       | 28.30%       | 32.60%            | 3.63        | 1.25        |
| Performance evaluation and review technique (PERT) | 15.20%     | 13.00%            | 15.20%       | 30.40%       | 26.10%            | 3.39        | 1.41        |
| Project Initiation Document                        | 4.30%      | 26.10%            | 6.50%        | 26.10%       | 37.00%            | 3.65        | 1.34        |
| Gantt charts                                       | 15.20%     | 19.60%            | 10.90%       | 28.30%       | 26.10%            | 3.30        | 1.44        |
| Logical framework                                  | 2.20%      | 19.60%            | 17.40%       | 26.10%       | 34.80%            | 3.72        | 1.20        |
| Project communication plan                         | 15.20%     | 15.20%            | 13.00%       | 28.30%       | 28.30%            | 3.39        | 1.44        |
| Project status report                              | 4.30%      | 28.30%            | 8.70%        | 21.70%       | 37.00%            | 3.59        | 1.36        |
| Project time frame                                 | 15.20%     | 19.60%            | 10.90%       | 28.30%       | 26.10%            | 3.30        | 1.44        |
| Project charter                                    | 13.00%     | 10.90%            | 17.40%       | 32.60%       | 26.10%            | 3.48        | 1.35        |
| <b>Average</b>                                     |            |                   |              |              |                   | <b>3.47</b> | <b>1.38</b> |

#### 4.2.3 Teamwork

The findings of the study revealed that study respondents agreed teamwork is of great importance in implementation of pathfinder projects in Kenya (37%).



**Figure 2: Extent of Importance of Team Work**

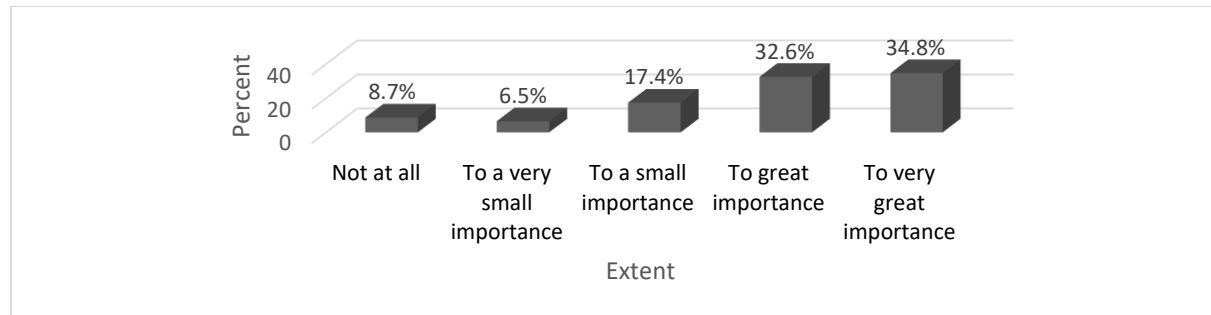
The descriptive results on teamwork revealed that the study respondents revealed that diversity among the team members, having a strong team leader, good communication skills among the team members, following the laid down conflict management, team empowerment, creation of team spirit (mean 2.93, 3.01, 2.91, 3.22, 3.2, 3.61 and 3.67 respectively). Moreover, the findings did depict that majority of the study respondents revealed that good interpersonal skills led to improvement of teamwork during project implementation to a great extent (3.67). On average therefore, the descriptive results on teamwork depicted that respondents revealed that teamwork enhanced successful implementation of pathfinder projects to a small extent (mean value 3.17).

**Table 4: Teamwork**

| statement  | Not at all | Very small extent | Small extent | Great extent | Very great extent | Mean        | Std Dev     |
|--|------------|-------------------|--------------|--------------|-------------------|-------------|-------------|
| Diversity among the team members                 | 17.40%     | 23.90%            | 26.10%       | 13.00%       | 19.60%            | 2.93        | 1.37        |
| Strong team leader                               | 13.00%     | 28.30%            | 23.90%       | 13.00%       | 19.60%            | 3.01        | 1.34        |
| Good Communication skills among the team members | 23.90%     | 19.60%            | 19.60%       | 15.20%       | 21.70%            | 2.91        | 1.49        |
| Project conflict management procedure            | 13.00%     | 21.70%            | 17.40%       | 26.10%       | 21.70%            | 3.22        | 1.36        |
| Team empowerment                                 | 6.50%      | 30.40%            | 21.70%       | 19.60%       | 21.70%            | 3.20        | 1.28        |
| Creation of team spirit                          | 8.70%      | 13.00%            | 15.20%       | 34.80%       | 28.30%            | 3.61        | 1.27        |
| Good interpersonal skills                        | 6.50%      | 13.00%            | 17.40%       | 32.60%       | 30.40%            | 3.67        | 1.23        |
| Beneficiaries acceptance                         | 17.40%     | 37.00%            | 45.70%       | 0.00%        | 0.00%             | 2.28        | 0.75        |
| Team motivation                                  | 8.70%      | 17.40%            | 26.10%       | 21.70%       | 26.10%            | 3.39        | 1.29        |
| Team training                                    | 17.40%     | 8.70%             | 13.00%       | 34.80%       | 26.10%            | 3.43        | 1.42        |
| <b>Average</b>                                   |            |                   |              |              |                   | <b>3.17</b> | <b>1.28</b> |

#### 4.2.4 Monitoring and Evaluation

The findings of the study show monitoring and evaluation was of very great importance in implementation of donor funded projects in Kenya (34.8%).



**Figure 3: Extent of Importance of Monitoring & Evaluation**

The descriptive results on monitoring and evaluation showed the study respondents revealed that adopting a reflexive approach during project implementation, adopting a result oriented approach, adopting impact approach in monitoring and evaluation, conducting a Meta –evaluation, conducting Ex- post evaluation, and Mid-term evaluation and improves project monitoring and evaluation to a very great extent (mean 3.86, 3.57, 3.7, 3.65, 3.74, 3.59 and 3.59). On average therefore, descriptive results on monitoring and evaluation showed that study respondents revealed that Monitoring and Evaluation enhanced successful implementation of pathfinder projects in Kenya to a great extent (mean 3.65).

**Table 5: Monitoring and Evaluation**

| Statement                | Not at all | Very small extent | Small extent | Great extent | Very great extent | Mean        | Std Dev     |
|--------------------------|------------|-------------------|--------------|--------------|-------------------|-------------|-------------|
| Reflexive approach       | 4.30%      | 8.70%             | 15.20%       | 32.60%       | 37.00%            | 3.86        | 1.18        |
| Result oriented approach | 10.90%     | 13.00%            | 13.00%       | 34.80%       | 28.30%            | 3.57        | 1.33        |
| Impact approach          | 4.30%      | 17.40%            | 15.20%       | 26.10%       | 34.80%            | 3.70        | 1.24        |
| Meta -evaluation         | 8.70%      | 6.50%             | 21.70%       | 37.00%       | 26.10%            | 3.65        | 1.20        |
| Ex- post evaluation      | 2.20%      | 17.40%            | 19.60%       | 26.10%       | 34.80%            | 3.74        | 1.18        |
| Mid-term evaluation      | 8.70%      | 13.00%            | 15.20%       | 37.00%       | 26.10%            | 3.59        | 1.26        |
| Summative evaluation     | 4.30%      | 21.70%            | 15.20%       | 26.10%       | 32.60%            | 3.61        | 1.27        |
| Formative evaluation     | 6.50%      | 10.90%            | 21.70%       | 30.40%       | 30.40%            | 3.67        | 1.21        |
| Project baseline         | 2.20%      | 23.90%            | 10.90%       | 28.30%       | 32.60%            | 3.64        | 1.24        |
| Project sustainability   | 10.90%     | 15.20%            | 17.40%       | 19.60%       | 34.80%            | 3.51        | 1.40        |
| <b>Average</b>           |            |                   |              |              |                   | <b>3.65</b> | <b>1.25</b> |

### 4.3 Correlation Results

The study findings revealed a positive and significant relationship between resource allocation and successful implementation of donor funded projects in Kenya ( $R = 0.824$ ,  $Sig < 0.05$ ). This therefore implies that availability and improvement in various indicators of resource allocation including availability of financial resources, human resource experience and skills, project team knowledge (tacit/explicit), broad distribution of resources, organizational procedures, uniform resource allocation, proper understanding of various cost estimation approaches, project time frame and inclusion of project donors and stakeholders in resource allocation will result to a significant improvement in successful implementation of donor funded projects in Kenya.

The correlation results also revealed that project planning and successful implementation of donor funded projects in Kenya are positively and significantly related ( $R = 0.837$ ,  $Sig < 0.05$ ). This therefore implies that an improvement in various indicators of project planning such as work breakdown structure, critical path network, availability of performance evaluation and review technique, availability project initiation document, Gantt charts, drafting a logical framework, developing a project communication plan, availability of project status report, developing a project time frame and availability of a project charter will result to a significant improvement in successful implementation of donor funded projects in Kenya.

**Table 6: Correlation Analysis**

| Correlations                   |                     | Resource allocation | Project planning | Teamwork | Monitoring & Evaluation |
|--------------------------------|---------------------|---------------------|------------------|----------|-------------------------|
| Resource allocation            | Pearson Correlation | 1                   |                  |          |                         |
|                                | Sig. (2-tailed)     |                     |                  |          |                         |
| Project planning               | Pearson Correlation | .823                | 1                |          |                         |
|                                | Sig. (2-tailed)     | 0.254               |                  |          |                         |
| Teamwork                       | Pearson Correlation | .331                | 0.232            | 1        |                         |
|                                | Sig. (2-tailed)     | 0.224               | 0.221            |          |                         |
| Monitoring & Evaluation        | Pearson Correlation | .747                | .797             | .343     | 1                       |
|                                | Sig. (2-tailed)     | 0.064               | 0.073            | 0.232    |                         |
| Project implementation success | Pearson Correlation | .824**              | .837**           | .418**   | .777**                  |
|                                | Sig. (2-tailed)     | 0.000               | 0.000            | 0.004    | 0.000                   |
|                                | N                   | 57                  | 57               | 57       | 57                      |

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

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

The results also showed that teamwork had a positive and significant association with successful implementation of donor funded projects in Kenya, ( $R = 0.418$ ,  $Sig > 0.05$ ). This also implies that an improvement in various indicators that enhance teamwork during project implementation such as diversity among the team members, having a strong team leader, availability of good communication skills among the team members, following a properly laid project conflict management procedure, project team empowerment, creation of team spirit, developing good



interpersonal skills within the project team, enhancing beneficiaries acceptance, team motivation and team training will result to a significant improvement in successful implementation of donor funded projects in Kenya. Finally, the correlation results showed that monitoring and evaluation are positively and significantly related with successful implementation of donor funded projects in Kenya ( $R = 0.777$ ,  $Sig < 0.05$ ) implying that improvement in various indicators of monitoring and evaluation such as adopting a reflexive, result oriented, impact approach, conducting meta – evaluation, ex- post evaluation, mid-term evaluation, summative evaluation, formative evaluation, conducting a project baseline and evaluating project sustainability will lead to a significant improvement in successful implementation of donor funded projects in Kenya.

#### 4.4 Regression analysis

The model summary results as presented revealed that the coefficient of determination was 0.796 implying that the four variables of resource allocation, project planning, teamwork and monitoring & evaluation jointly account for up to 79.6% of the variation in successful implementation of donor funded projects in Kenya. This implies that the remaining 20.4% of the variation in successful implementation of donor funded projects in Kenya is accounted for by other factors not covered in the study model.

**Table 7: Model Summary**

| <b>R</b>   | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--|-----------------|--------------------------|-----------------------------------|
| .892   | 0.796           | 0.776                    | 0.5583                            |
| Predictors: (Constant), Monitoring & Evaluation, Teamwork, Resource allocation, Project planning |                 |                          |                                   |

The F statistic indicating the overall significance of the model is significant at 5% ( $Sig < 0.000$ ) showing that the model was significant. The F calculated statistic of  $39.943 > F(4, 52)$  critical value of 2.5498 confirming that the model was significant. The model significance results therefore imply that resource allocation, project planning, teamwork and monitoring & evaluation which are the independent variables adopted in the study are suitable factors in predicting variation in successful implementation of donor funded projects in Kenya. The results are presented in Table 8.

**Table 8: ANOVA (Model Significance)**

|  | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|--|-----------------------|-----------|--------------------|----------|-------------|
| Regression   | 49.795                | 4         | 12.449             | 39.943   | .000        |
| Residual   | 12.778                | 52        | 0.312              |          |             |
| Total  | 62.573                | 56        |                    |          |             |
| Dependent Variable: Project implementation success   |                       |           |                    |          |             |
| Predictors: (Constant), Monitoring & Evaluation, Teamwork, Resource allocation, Project planning |                       |           |                    |          |             |

The regression results revealed that resource allocation positively and significantly influences successful implementation of donor funded projects in Kenya (Beta = 0.327, Sig < 0.05). This implies that a unit increase in various indicators of resource allocation such as availability of financial resources, human resource experience and skills, project team knowledge (tacit/explicit), broad distribution of resources, organizational procedures, uniform resource allocation, proper understanding of various cost estimation approaches, project time frame and inclusion of project donors and stakeholders in resource allocation will lead to 0.327 unit significant improvement in successful implementation of donor funded projects in Kenya. The regression results on project planning further showed that this variable positively and significantly influences successful implementation of donor funded projects in Kenya (Beta = 0.411, Sig < 0.05) implying that a unit increase in project planning indicators such as work breakdown structure, critical path network, availability of performance evaluation and review technique, availability project initiation document, Gantt charts, drafting a logical framework, developing a project communication plan, availability of project status report, developing a project time frame and availability of a project charter will result to 0.411 unit significant improvement in successful implementation of donor funded projects in Kenya.

The regression results further revealed that teamwork positively and significantly affects successful implementation of donor funded projects in Kenya (Beta = 0.215, Sig < 0.05) implying that a unit increase in indicators of teamwork such as diversity among the team members, having a strong team leader, availability of good communication skills among the team members, following a properly laid project conflict management procedure, project team empowerment, creation of team spirit, developing good interpersonal skills within the project team, enhancing beneficiaries acceptance, team motivation and team training will result to 0.215 unit significant improvement in successful implementation of donor funded projects in Kenya.

The regression results finally showed that monitoring and evaluation had a positive and significant influence on successful implementation of donor funded projects in Kenya (Beta = 0.178, Sig < 0.05). This implies that a unit improvement in indicators of monitoring and evaluation such as adopting a reflexive, result oriented, impact approach, conducting meta –evaluation, ex- post evaluation, mid-term evaluation, summative evaluation, formative evaluation, conducting a project baseline and evaluating project sustainability will result to 0.178 significant improvement in successful implementation of donor funded projects in Kenya.

**Table 9: Regression Coefficients**

| Coefficients            | Unstandardized Coefficients |            | Standardized Coefficients |       |       |
|-------------------------|-----------------------------|------------|---------------------------|-------|-------|
|                         | B                           | Std. Error | Beta                      | t     | Sig.  |
| (Constant)              | 0.455                       | 0.371      |                           | 1.225 | 0.228 |
| Resource allocation     | 0.327                       | 0.143      | 0.301                     | 2.291 | 0.027 |
| Project planning        | 0.411                       | 0.138      | 0.429                     | 2.981 | 0.005 |
| Teamwork                | 0.215                       | 0.100      | 0.166                     | 2.163 | 0.036 |
| Monitoring & evaluation | 0.178                       | 0.144      | 0.154                     | 2.119 | 0.042 |

Dependent Variable: Project implementation success

The optimal regression model is as shown below

*Project implementation success = 0.455 +0.411 Project planning +0.327 Resource allocation +0.215 Teamwork + 0.178 Monitoring & evaluation.*

## 5.0 Conclusions

The study concluded that an improvement in various indicators of resource allocation including improvement in various indicators of resource allocation variable such as availability of financial resources, human resource experience and skills, project team knowledge, broad distribution of resources, organizational procedures, uniform resource allocation, proper understanding of various cost estimation approaches, project time frame and inclusion of project donors and stakeholders in resource allocation will lead to a significant improvement in implementation of donor funded projects in Kenya.

The study also concluded that improvement in project planning tools including use of work breakdown structure, critical path network, availability of performance evaluation and review technique, availability project initiation document, Gantt charts, drafting a logical framework, developing a project communication plan, availability of project status report, developing a project time frame and availability of a project charter will significantly improve implementation of donor funded projects in Kenya.

Another conclusion that was made by the study is that positive change in teamwork indicators such as diversity among the team members, having a strong team leader, availability of good communication skills among the team members, following a properly laid project conflict management procedure, project team empowerment, creation of team spirit, developing good interpersonal skills within the project team, enhancing beneficiaries acceptance, team motivation and team training will positively and significantly influence successful implementation of donor funded projects in Kenya.

The final conclusion made by the study is that a change of M&E in the positive will lead to a significant improvement in successful implementation of donor funded projects in Kenya. An improvement in M&E involves adopting a reflexive, result oriented, impact approach, conducting Meta-evaluation, ex- post evaluation, mid-term evaluation, summative evaluation, formative evaluation, conducting a project baseline and evaluating project sustainability.

## 6.0 Recommendations of the Study

The study recommends that in order to enhance significant improvement in implementation of donor funded projects in Kenya, there is need for improvement in various indicators of resource allocation variable such as availability of financial resources, human resource experience and skills, project team knowledge, broad distribution of resources, organizational procedures, uniform resource allocation, proper understanding of various cost estimation approaches, project time frame and inclusion of project donors and stakeholders in resource allocation.

The study also recommends that for the purpose of successful implementation of donor funded projects in Kenya, there is need for enhancing project planning tools including use of work breakdown structure, critical path network, availability of performance evaluation and review technique, availability project initiation document, Gantt charts, drafting a logical framework,

developing a project communication plan, availability of project status report, developing a project time frame and availability of a project charter.

Another recommendation made by the study is that for successful implementation of donor funded projects in Kenya, there is need to pay close attention to positively adjust teamwork indicators such as diversity among the team members, having a strong team leader, availability of good communication skills among the team members, following a properly laid project conflict management procedure, project team empowerment, creation of team spirit, developing good interpersonal skills within the project team, enhancing beneficiaries acceptance, team motivation and team training.

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