

**FACTORS INFLUENCING IMPLEMENTATION OF HEALTH PROJECTS IN  
INFORMAL SETTLEMENTS: A CASE OF DREAMS PROGRAMME, LVCT  
HEALTH, NAIROBI COUNTY, KENYA**

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the Award of the Degree of Master of Arts in Project Planning and Management of the  
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**DECLARATION**

This research project report is my original work and has not been presented to any university for any academic credit.

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This research project report has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

This study is dedicated to my parents, Mr. and Mrs. Mageria, my siblings: Ronald, Lewis and Petronilla for their unwavering support. Their support, care, encouragement, and love stirred me throughout this research study.

Am grateful for everything.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>LVCT</b>	Liverpool Voluntary Counselling and Testing, Care and Treatment
<b>LVCT</b>	Liverpool Voluntary Counselling and Testing, Care and Treatment
<b>NGO</b>	Non-Governmental Organization
<b>PMBOK</b>	Project Management Body of Knowledge
<b>PMI</b>	Project management Institute
<b>SPSS</b>	Statistical Package for Social Science
<b>SPSS</b>	Statistical Package for Social Science
<b>U.K</b>	United Kingdom
<b>U.S.A</b>	United States of America
<b>UN</b>	United Nations

## ABSTRACT

Global urbanization and a lack of responses from the governments has led to the increase in poverty within the urban region, slums which has led to health inequalities in the global south. The primary purpose of this study is to identify the factors that influence health projects implementation in Kenya. The study scope was LVCT Health in Kibra Sub County and based on the following sub-objectives; to assess how project funding influences the implementation of the DREAMS Programme LVCT Health, to determine the impact of planning on the implementation of the DREAMS Programme LVCT Health, to establish how stakeholders' involvement influences the implementation of the DREAMS Programme LVCT Health and to establish how organizational structure of projects influences the implementation of the DREAMS Programme LVCT Health. The research was based on a descriptive research design with a sample size 105 who included the project staff and stakeholders; from which 33 respondents was attained. Both open and closed-ended questionnaires were used for data collection. The instrument was divided into various sections with each section addressing a specific objective. The data collection instrument was pretested to ensure its effectiveness to measure the expected results. The data collected was entered into SPSS for editing, coding, and tabulation and results presented in frequencies, percentages, mean and standard deviation including correlations. The study revealed that with an average mean of 4.47 that funding as a factor affected the implementation of projects while a mean of 4.21 agreed that planning had a statistically substantial association with execution of health projects. In addition, an average mean of 4.45 established that stakeholder engagement had a great influence on project implementation. Furthermore, it postulated that organization structure influenced implementation of DREAMS Programme Projects with an average mean of 4.22. Further correlation results showed a positive and weak correlation on all the variables which were funding, planning, stakeholders' involvement and organization structure implementation of the DREAMS Programme Projects. Finally, the study recommended that for project implementation to be effective it was key to adopt the best practices in project implementation; ensure adequate project funds for the realization of the project objectives and goal, need for adequate proper planning for all project resources, scheduling and staffing for effective implementation of projects to achieve the intended project objectives and goal, consider stakeholders involvement as a key and vital aspect that needs to always be factored in during project management for project ownership and project sustainability and also put in place flexible and simple organization structures with better organization policies and strategies to ensure timely, quality decisions are made and that there is no duplication hence smooth implementation of projects. Besides, future studies should be replicated in other parts of the country for purposes of benchmarking and put inconsideration other vital numerous factors that influence project implementation.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Global urbanization and a lack of responses from the governments has led to the increase in poverty within the urban region, slums, which has led to health inequalities in the global south. According to Habitat/WHO (2010), slum dwellers population is on the rise, currently 828 people live in these informal settlements though it is estimated that by 2020 it would have increased by 85% in the global south. Cities in the Sub-Saharan region have approximated 1 million people, from which 50% to 80% live in informal settlements (UN Habitat, 2014). These settlements are thus seen as an acceptable way of life among the people in the global south. Urban informal settlement has had multiple definitions and in especially being termed as a “slum” which is absolute in measuring human deprivation or a relative concept that differs from one urban town to another in terms of social class and culture. Informal settlements have been termed differently by different scholars, UN Habitat has described it as a settlement which has an aspect of human deprivation in terms of safe drinking water, security, access to sanitation, quality of housing and overcrowding.

In Kenya urban population especially in Nairobi, is estimated to be almost 3.2million of which 65% live in these informal settlements which signifies the magnitude of the problem in the nation (UN Habitat, 2014). Slums in Nairobi include Kariobanagi, Baba Dogo, Huruma, Mathare, Kawangware, Kayole, Dandora, Fuata Nyayo, Kangemi and Kibera which is the largest. Thus, INGOs and NGOs has grown as they act as an intermediary between people and their access to basic needs that is, they assist in provision of basic needs which leads to a more improved living standard.

Projects remain crucial instruments for policy makers for both national and international development. In the third world countries whose development still lag behind, development projects have played key roles in providing basic necessities to the people. In particular, these projects aim to fill the gap that the government of a particular state has fall short. Thus, these gaps have led to the growth of INGOs and NGOs in the world especially the third world countries. According to Riddell (2007), NGOs are currently recognized as the key third sector actor on different aspects of peoples’ lives especially on development, civil

rights, environment and public opinion. Lewis (2009) states that NGOs are known for delivering services to the community it exists in to ensure social transformation. NGOs have been in existence for centuries but they became prominent in the 1980s and 1990s in the global development strategy. NGOs are active in many sections that is agriculture, children's rights, human rights, population, education, peace, health, water, gender and development.

Globally, NGOs that implement projects in the health sector have had a significance impact on determining important health agendas and ensuring that tackling diseases like malaria, HIV/AIDS and other epidemics are put on the forefront of every government initiative. In the third world and especially Africa, these NGOs have proven to be reliable in trying to improve government efforts in tackling health issues. Many of these NGOs work in collaboration with the local governments for the delivery of various range of governments. They complement each other's efforts. Examples of nations in Africa who have these include Kenya, Lesotho and Malawi. Many states in the Sub-Saharan region have made great strides in ensuring its people have access to health care and Kenya has been no exception which has seen the achievement of Millennium Development Goals regarding health. These health organizations have distinctive features and within the resource constraint setting wherever there comes area unit being enforced, there exists mixed results with some comes acting well whereas others haven't had important impact relating to a myriad of reasons (Barr, 2006).

This study utilized reports of NGOs in Kibra Sub County which focus on health of the community to investigate the underlying factors that leads to their impact not being felt. Brass (2012) stated that "One learns by failing", that is any proactive project manager gains wisdom as much from failed projects as from well performing ones thus enabling them to know what works and what doesn't.

The contexts in which the NGOs operate in continues to evolve and thus a shift in role and approach becomes critical. Most of them have the community's needs being there main focus and assist in the health care delivery to remote places in the various elements of health they operate in (Gruskin, 2010). For these NGOs to continue supplementing government efforts in health, they must be implementing the projects to the satisfaction of stakeholders, within the stipulated time and budget. NGOs acts as a medium between the donor community and the project beneficiaries (Seckinelgin, 2005). Where funding is an issue in the implementation of

the project, projects delivery and completion is at risk. A study that was carried out on grassroots projects concluded that optimal implementation and thus success of a project is greatly dependent on careful planning, sufficient finances, competent skills in the project's leadership and management and stakeholder involvement (Kraeger, 2011). Good leadership which comes with good planning is therefore an important driver of project implementation. Leadership should be transparent and involving with emphasis on the company objective and project targets.

There exist many INGOs and NGOs operating in Kibra and especially those tackling health related issues. Notably the Liverpool Voluntary Counselling and Testing has had an impact on the community of Kibra though not on large scale. LVCT is a Kenyan non-governmental organization which was enlisted in 2001 after an investigate venture that spearheaded the primary three HIV Voluntary guiding and testing centers in Kenya. The organization main target is to focus on reducing HIV among the community between the years running from 2018 to 2021 ([www.lvcthealth.org](http://www.lvcthealth.org)). They are in operations in 25 counties of the 47 counties. They also assist in the provision of technical support in nations within the Eastern and Southern front in Africa. In Nairobi they operate in Kibera, Korogocho, Kawangware and Kibagare informal settlements.

After the needs assessment was done it was established that HIV prevalence is mostly on the informal settlement due to poverty and other unique challenges that face people living there. It was also established that young girls and women aged between 10 and 24 years were the most at risk. This identification of the target group led to a girls' program called Dreams.

This program is implemented in 10 countries in Africa. Its aim is to reduce the vulnerability of the young women to HIV AIDS. The girls are put in clusters that is 10-14 years, 15-17 years and 18-24 years and are taught of the prevention of the disease as pertaining their respective age groups using mentors. They use behavioral intervention and condom education as the basis in teaching these young girls in making better choices of their lives.

In case of those girls who are not going to school for one reason or another they do assessment of the girls' home that is in involving the parents, if it is established the girl is not going to school because of lack of school fees they assist in the school fees. In case the girl is

not willing to go back to school, they enroll them in vocational training to equip them with skills that will reduce their vulnerability in the society.

In Kenya, factors influencing project implementation in NGOs are many and one specific factor can be described as the ultimate reason for poor project implementation (Obisi, 2012). According to Wafula and Ndirangu (2009), CRESS which is a Kenyan community-based organization (CBOs) whose main objective is to support those affected by HIV, though due to poor leadership and poor management of funds the organization has not been able to accomplish its goal. In Kenya there are many CBOs which are involved in the enactment of various projects. Kaaka (2013) states that variety of issues has been put forward as an indication of failure in project implementation in these organizations, though one major indicator is the non-involvement of project stakeholders. Using the stakeholders' skills will lead to the success of projects (Lopes, 2012). According to Mkutu (2011), the level of education is an indicator of the project stakeholders' impact on the project. Thus, the skills, level of education, and the number of stakeholders is an indicator of project stakeholders, which, in turn, influences the project either positively or negatively.

This study strives to broaden our knowledge of the determinants of project implementation basing our focus on those working in the health sector and the reasons that may impact its project implementation negatively.

## **1.2 Statement of the Problem**

NGOs operating at the national and international levels work towards poverty alleviation in developing countries. They seek to be the voice to the voiceless by helping them stand up for their rights and demand for local, national, and international change in their governments. In Kenya, there is an existence of a large database of these INGOs and NGOs though it has been reported that not very much impact from them can be reported in the local community that they have been in operation for years. According to ODI (1995) NGOs despite their success stories, it is still found that NGOs still face numerous problems in making an impact.

David et al. (2007) stated that poor health outcomes among occupants of informal settlements involved factors that were outside of the health care system. Few statistics are revealed on the health standing of residents of the informal settlements therefore brought a

requirement to see how to scale back the unfolding of preventable diseases. DREAMS has been in operation since 2015 but its impact has not been felt much by the local community in Kibra. The programme core package is to empower girls and young women, mobilizing communities and strengthening families all in the aim of reducing HIV/AIDS prevalence. However, though the programme has been in existence since 2015, HIV/AIDS is still on the rise among the young women (CDC, 2018).

Communities' experiences to project vary as each has unique challenges, though it is interesting to note that some challenges are constant in the informal settlements. They include ownership of the programme, dignity and recognition of the community its targeting, community involvement, recognition of power relations within the programme and structural barriers in provision of the services to the local community (Zulu E et al, 2006). An attempt to establish factors influencing health projects in the informal settlements lead to the primary purpose of this study and how these projects have contributed in the reduction of HIV/AIDS in Kibra and contributing in other spheres in the social life of the community it exists in.

### **1.3 Purpose of the Study**

The main purpose of this research is to assess the factors influencing the implementation of health projects in informal settlements putting its study in the Dreams Programme, LVCT Health, Nairobi County.

### **1.4 Objectives of the Study**

In line with the aim identified above, the study was guided by these specific objectives:

- i) To determine how project financing impacts the implementation of the DREAMS Programme LVCT Health in Kibra Sub-County.
- ii) To assess how project planning influences implementation of DREAMS Programme LVCT Health in Kibra Sub-County.
- iii) To establish how stakeholders' involvement influences the implementation of DREAMS Programme LVCT Health in Kibra Sub-County.
- iv) To determine the impact of organizational structures in the implementation DREAMS Programme LVCT Health in Kibra Sub-County.



## **1.5 Research Questions**

Based on the specific objectives identified above, the following research questions were developed;

- i) How does funding influence the implementation of DREAMS Programme LVCT Health in Kibra Sub-County?
- ii) What is the role of planning in the implementation of DREAMS Programme LVCT Health in Kibra Sub-County?
- iii) How does stakeholder involvement impact implementation of DREAMS Programme LVCT Health in Kibra Sub-County?
- iv) Does organizational structure influence the implementation DREAMS Programme LVCT Health in Kibra Sub-County.

## **1.6 Significance of the Study**

Evidence collected from the research will add knowledge to the already existing body of literature on project implementation challenges. This is because it would give an in-depth analysis on the implementation challenges of health projects in the NGOs based projects. This might prompt further research.

This study would be of importance to the DREAMS programme, LVCT Health in that they will benefit on prior knowledge on how the planning, organizational structure, funding and stakeholder involvement influences project implementation and hence need for addressing the underlying causes of the challenges.

This study might also give the DREAMS programme, LVCT Health a base on the relevant issues affecting the implementation of projects which would serve as a scientific guide on developing project management guidelines to be used across all informal settlement programs being implemented in Kenya and even the rest of Africa.

This study is also significant to the NGO coordination Bureau, in the improvement of strategies representing the NGO division in the particular Nation besides elucidating those tests that they face in execution from claiming their tasks.

### **1.7 Delimitation of the Study**

The study was limited to the DREAMS programme, LVCT Health which is based in the Deputy County Commissioner's Office in Makina ward, Kibra Sub county. The programme has been in existence since 2015 and aims in reducing HIV/AIDS among young women in the Kibra slum which is quite prevalent. It operates in four wards in Kibra which includes Makina ward, Lindi ward, Serangombe Ward and Laini Saba ward. The population was sampled to get a representative sample. The study was delimited in four specific areas. These areas were; funding of the programme, organizational structures, planning within the organization and stakeholder involvement and how it influenced project implementation in the health programmes in LVCT Health.

### **1.8 Limitations of the Study**

Like many other research studies, this particular came with its limitations. First, was the inability of the researcher to study the whole population or a majority of it. Only a representative sample was selected for study and the findings there-of were used to draw inferences of the study to the whole population. Second, there were time and financial constraints that limited the study to one program, the DREAMS Programme in Kibra Sub-county. This limitation was mitigated against by ensuring that all the major factors affecting the programme implementation were focused on. The researcher also ensured that all the relevant data was collected within the available time.

### **1.9 Assumptions of the Study**

The author assumed that information collected from the respondents was truthful and accurate data that contributed in generating credible findings and drawing inferences. Another assumption was that there were no other factors affecting project implementation. Factors affecting implementation were numerous in number; but for the sake of this particular study, attention was given on only four of these factors.

## **1.10 Definition of Terms**

**Project:** A project denotes an undertaking by either an individual, group or government with the aim of realizing a specific objective.

**Program:** It is the action of arranging operations that one intends to accomplish by putting them in a systematic manner to ensure they work in a complementary manner to ensure the success of an activity.

**Health Projects:** These are those projects whose main aim is to improve on the health standards of a community it is operating in.

**Informal Settlements:** These are area where housing units are constructed on land that the residents occupy illegally.

**Project Implementation:** It is the phase planned activities are put into action.

**Project Management:** This entails planning, organization, coordination, and management efforts towards the realization of project success.

**Project Donors:** Refers to all individuals or institution contributing money towards the projects in LVCT Health.

**Organizational Structure:** This is a typical hierarchical arrangement in an organization in terms of communications, duties and rights to ensure an objective has been achieved.

**Stakeholder Involvement:** This is the act of involving all persons that have stake being in the project either directly or indirectly.

### **1.11 Organization of the Study**

The present study is organized into five chapters. Chapter one reviewed the background information, statement of the problem, objectives, research questions, study scope, significance, and limitations. Chapter two reviewed existing literature on the study topic in relation to the study objectives. Further a theoretical framework was developed to summarize the literature and how it related to the study objectives. Chapter three covers the methodology including the data collection methods, research design, study sample, sampling technique, instrumentation, and ethical consideration for the study. Chapter four presents the results and interpretations. Chapter five presents the summary of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews existing works related to the research variables. Some of the variable reviewed included project implementation, stakeholder involvement, funding, planning, and organizational structure and how they affected project efficacy. In addition, the chapter outlined the knowledge gaps and a summary of the literature.

#### **2.2 Implementation of Health Projects in Informal Settlements**

A project to be considered effective, is thought to have achieved its targets on time, within the specified timeline, within monetary budget and has achieved its goal. Thus, project implementation is the incorporation of the four aspects to achieve a certain goal. Project implementation Profile (PIP) developed by Pinto (2010), identified 10 CSFs to help in the identification and measurement of successful projects. It also included a set of factors, that is, project mission (clear goals and general direction), project schedule (a specified and detailed schedules of project implementation), client consultation (adequate communication, listening and consultation with clients), management support (willingness to provide authority, resources and influence), personnel (selection, training and recruitment), technical expertise, monitoring and evaluation (providing adequate information at every implementation stage) and communication. Pinto et al (2010) stated that it is crucial to identify CSFs to help projects to minimize damage and minimize uncertainties in the process of implementation.

Project implementation has various definitions. However, it can be defined in four simple facets. A project is considered efficacious if it is completed within schedule, within the required budget, achieves all the goals set by the stakeholders, and meets the demands of the customers. Besides, successful projects attract both internal and external clients' cooperation. They also upraise the competence of the project management team. Therefore, it is imperative for the manager to consider these four parameters.

Effective project management is imperative in the contemporary world. According to Rosario (2000), projects can be managed by either an individual or group of people. In the process,

the project scope should be determined and controlled (Rosario, 2000; Holland et al., 1999). Once the scope is established it should be limited. Limitation includes the amount of project process reengineering and system implementation required in the process. Summer 1999 and Wee 2000 argue that in the event of change the proposed alterations should have evaluated against the project benefits while awaiting final implementation. Furthermore, scope expansion proposals should be reviewed to determine additional costs and time for the proposed extensions (Summer, 1999). On the other hand, Holland et al. (1999) indicates that a project should be defined based on its milestones. Projects need to have project timelines. Limiting the scope of the project to a specific deadline ensures that the managers complete the project within the set timeline and within the set budget (Wee, 2000). These aspects ensure that the project credibility is maintained. Project enactment should be disciplined and based on coordinated training by the human resource department (Falkowski et al. 1998). Further, a successful development completion should be divided into distinct tasks with accurate estimations of labor. In the process disputes and conflicts that might occur should be managed to avoid compromising the whole project (Rosario, 2000). The project sponsors play a pivotal role in project implementation. In this regard, the commitment of such stakeholders is critical to create consensus and supervise the whole project. It is, therefore, paramount to guarantee that someone is placed in charge of the project and foresee successful project completion. Falkowski et al. (1998) asserts that having a high-level executive sponsor to set targets and enact change. Project leaders ensure that the project has a perspective. Summer (1999) proposes that such leaders should apply transformational leadership style. Leaders employing this style strive to resolve conflicts between the members and manage resistance from the employees.

In developing countries, successful project implementation is important in project success (Wayne & Wittig, 2002). Successful project implementation contributes to economic development of a country (Arrowsmith, 1998). Successful project execution is the chief principle over which the government realizes developmental needs such as infrastructure and supply of basic commodities (Rege, 1999). The availability of project deployment allows managers to pursue their development objectives. This strategy is applicable in developing states where “the ability to exercise discretion in the award of government contracts has been

a source of valued political patronage and procurement has been a means for the illicit transfer of funds from governmental to private hands” (Rege, 1999: 496).

Another crucial aspect in the implementation of projects in developing countries is the concept of development partners who investment into the project (World Bank, 1998). The global pool of developmental assistance is estimated to be \$60 Billion annually. However, a large portion of the amount are tied to a wide array of demands from the donor states. This phenomenon has driven critics to question if really the developing countries are the real benefactors of the projects or the donors (Hancock, 1989).

During the 1960s when most of the African countries got independence after colonization, the western countries implemented AID programs to assist the African nations’ economy to grow. Aid is capital inflows into a nation (Krueger 1986). This assistance which was referred to as AID mostly consisted of foreign direct investment to these African states. AID can also be defined as any official cash flow agreed by the states involved either bilateral or multilateral that can either be in the form of loan or grant that is for the development of a given state (Charkavarti 2005). This directive from the western states brought forward the aspect of the Non-Governmental Organizations (NGOs) which aims to upgrade the living standards communities.

NGOs are active in various sectors of the economy for instance education, health, human rights, poverty alleviation, environment, among others. The implementation of projects for these NGOs has had challenges from within and outside the project. In this chapter we will focus on the challenges affecting its implementation. The focus was at looking at the various literature review on factors influencing project implementation in Kenya focusing our study on NGOs in Kibra, Nairobi County. We were discussing on how funding practices, planning, stakeholder involvement and organizational structures influence the implementation of health-related programmes in Kibra Sub-County.

### **2.3 Funding and Implementation of Health Projects in Informal Settlements**

Project funding denotes the process of financing a project to guarantee completion in line with the developed budget (PMBOK, 2008). Project funding includes resource planning, cost budgeting, cost estimation, and cost control. Cost management entails the process of controlling funds needed to complete a project. For-profit organizations pursue profit maximization, wealth enhancement, return on investment for the shareholders. While non-profit entities focus on serving the community.

While wealth enrichment might not be the ultimate expression of what companies are trying to accomplish, prosperity should not be overlooked. Entities have sufficient capital and only a limited amount of "right" decisions will be made to see the failure of the business. Therefore, businesses make decisions that are beneficial to the entity. Valuation decisions should consider the future profitability of the business and the investment risk. For many businesses, the critical issues are not allocation of tasks but rather that these functions are completed promptly and effectively. As such, the function of finance should be handled in line with the set objectives and organizational goals.

According to West (2008) project success is measured by the efficiency in project completion and that efficacy is measured relative to cost and time. Essentially, the project timeline is determined by the period of individual tasks and the resources required. It is, therefore, critical to optimize the resource usage to reduce direct project costs associated with overtime employees and machinery. Project managers should also ensure that project time, cost, and resources are appropriately estimated to ensure accurate project planning, scheduling, and controlling. At every level, an expert with the task should make the estimations whereas the line supervisor strives to guarantee project completion within the developed budget (West, 2008). Schultz and Slevin (2000) further assert that project managers have direct control of the budget and are responsible for project outcomes. An accurately developed budget forms the basis of performance management and control. The budget should indicate how resources are utilized to achieve the set objectives within a specific timeline. Further, it should be structured relative to the estimations and the collection of actuals. It is the basis of measuring project achievement as tasks completed within the budgetary frameworks are considered a success.



During the conceptual stage, the project operating budget is developed and approved. Once the milestone phases of the project are noted, the budget is twisted to accommodate each phase. The manager then develops an operating budget using the work breakdown schedule. The cost of each stage is determined based on the complexity, detail, and timeline developed at that time. As the project progresses, the operating budget at every stage is devised. The detailed budget at each stage is compared against the project budget and variance determined (Stir & Kjelin, 2009). Negative deviation is subjected to scrutiny and planning to determine the necessary action required to subvert the situation. Effective cost control gives managers an opportunity to forecast cost escalations, potential constraints, and focus on savings.

Various scholars have established the importance of acquiring resources for the success of the project in that it improves the organizational capacity (Ingraham & Joyce, 2003). Bouwhuis 2016 stated that the most important aspect to ensure the success of a project is funding. Funding is very necessary in the developmental and survival of local NGOs and as Fowler (1997) suggests that through research it has been established that funding is one of the major reasons that has contributed to the growth of NGOs. Thus, lack of funding will lead to their closures.

These NGOs major funding comes from external sources for instance World Bank, United Nations, UK, USA, other governmental grants, contributions from private foundations, individuals, communities or other organizations that assist in the distribution of funding on behalf of another organization or an agency. More (2005) states that to understand and appreciate the challenges that NGOs face it is necessary to look at their sources of funding in that availability of it will lead to the prosperity of the organization while lack will lead to the closure of these NGOs.

A study conducted by Therkildsen and Semboja (2005) on the local NGOs established that the NGOs major sources of funding was from the international donors. NGOs have three sectors that they can derive funding that is the general public, the government/public sector and the private sector of the member and non-member states. Sources of funding from the general public involve well-wishers who are drawn to the NGOs' work and thus provide funds for them. In the aspect of public funding; according to UNDP (2007) established that major sources of funding for the NGOs was the local governments who assisted in giving

them subsidies, government grants and contracting. During the reign of Bill Clinton (1993-2000) support of these NGOs was huge with the assistance of USAID. In nations where there is presence of a private sector which is vibrant, the INGOs and NGOs look upon these corporate agencies for support. According to Lotsmart (2007) these corporate agencies have a responsibility to enhance social justice, equity and development.

Fernand (2006) stated that an NGO whose 30% funding comes from external forces will not be independent in its actions. (Turary, 2002) stated that in a case where an organization proportionate funding is generated from external factors then in the long run lack of funds may lead to its failure. Thus when these external factors come into play, these NGOs fail to make decisions for their best interest as they have to take into consideration their funders. NGOs are forced to consider the demands of their donors as opposed to interest of the communities they serve; therefore, funding has a great impact on project implementation and the overall organizational strategy.

#### **2.4 Planning and Implementation of Health Projects in Informal Settlements**

Planning and implementation are essential is successful completion of development projects. Taking shortcuts is discouraged because projects follow a strict schedule and program. Project planning entails risk assessment, stakeholder engagement, schedule development, and benefits mapping. Without consideration to these factors projects are slated to fail. Failure of many projects is attributed to poor communication, lack of proper planning, lack of stakeholder involvement, and unclear assignment of responsibilities. A study by Angela Lecomber (2013) concludes that a common factor that new projects have is lack of agreement between stakeholders as they have individual interests. It is, therefore, critical for project managers to identify stakeholders and ensure are in unison with the project goals. Prior to project planning, the stakeholders should have an agreement on the project outcomes. After which, detailed planning is done to identify the major milestones and deliverables that should be met to ensure project success. This is one of the major challenges facing contemporary projects. The next phase is to develop detailed work schedule including activities, tasks, and responsibilities of employees. Along with this is the sequencing of tasks and deliverable to ensure smooth transition from one phase to another. Following these steps guarantees achievement of granularity in project management.

The culture of poor planning and execution is an enemy of development. The success of the world's greatest achievements such as the great pyramids of Giza, discovery of cure for diseases, and moon exploration all began in the form of a project. It is nearly impossible to pick up a newspaper, government periodicals or business magazine that don't mention something about a project or project management. According to Gray and Larson (2008) project planning and implementation is the current standard methods of managing private and public business. This is because the growth of any developed or developing nation is hinged upon successful project planning and implementation of development projects and infrastructures. For the projects to be successfully executed and completed, they must be adequately planned, budgeted for and funded.

Given the poor track record of project planning and implementation in Kenyan environment, the significance of sound project management practices cannot be over emphasized. Effective project management is now recognized as a superior management concept for change within business setups and to meet economic agendas of developing states including Kenya. Consequently, any research that attempts to analyze development planning and execution in the context of global best practices would be meaningful to re-inventing administrative and transformational strategies, for sustainable project development and implementation.

Planning is paramount in project management because it contributes to either accomplishment or failure of a plan. According to Hermano et al. (2012), effective planning leads to the success of a project with consideration to the parameters of quality, cost, and time. Their review made planning an effective means to the success of projects in that projects through planning are able to meet certain targets set. This aspect of planning in projects has also been supported by other researchers namely (Khang & Moe, 2008) and (Agheneza, 2009). They stated that planning helps in identifying the challenges that may be faced during a project cycle in terms of conceptual aspects. Further, it is important to have the necessary background information about the project through investigation and surveys to ensure adequate projects monitoring and evaluation.

Planning has numerous benefits and one of the main importance is that it ensures near accurate cost estimates and documentation of each stage during the project implementation. This facilitates to keep track of the project and any issues that crop up during the

implementation is able to be tackled before it becomes a major challenge. Successful projects are used as benchmarks for future projects which ensures institutionalization of learning hence assists in preventing challenges that is faced during the project cycle. Goatham (2013) stated that a plan to be effective it needs to take into consideration all financial and non-financial resources and built within the corrective mechanism to ensure that deviations are tackled before they become too hard to tackle.

Involving beneficiaries of a certain project is a key aspect in the planning process. Involvement of the local stakeholders and beneficiaries is important in that they will own the project unlike noninvolvement where they will feel it was imposed to them. The major risk in this is that the beneficiaries may remain indifferent to the project which will make the project not reach its optimal performance. Hershey (2013) stated that lack of proper planning, change in project design, lack of experience from the executing team, scope creep, and fraud may lead in budgetary overruns.

Whilst planning is considered time consuming at the beginning, it assists in the reduction of reworking and rescheduling during the project (Ika, 2009). Project planning may seem tedious as it involves a lot of repetitive process until it's gotten right, but it will save the project a lot of cost and time in the future. Kerzner (2009) states that risks associated with poor planning necessitate that the planning exercise be as precise as possible to enable a project achieve success.

## **2.5 Stakeholder Involvement and Implementation of Health Projects in Informal Settlements**

Stakeholders form an important part in successful project completion. Stakeholders are the owners of the projects and the beneficiaries. Therefore, they dictate the parameters within which a project operates (Boddy 2003). Stakeholders engagement is essential in the decision making process as their input dictates the direction the project takes. This clearly shows that stakeholder involvement has great influence on project implementation. The findings concur with CIDA (2003) who stated that it is crucial to involve project stakeholders in a project to ensure articulation of the development problem and the proposed development solution. The community being involved is key to involve them from the commencement of the project in

assuming roles for the attainment of the set objectives and desired outcomes of the project within the community. Aaltonen (2011) explained that many organizations have identified that stakeholder involvement is important in moving the project from the preplanning phase to the inception stage and ensure that their views dictate the direction the project takes. Furthermore, stakeholder involvement enhances the sense of ownership and commitment of development initiatives.

However, different stakeholders may have conflicting interests within the project resulting in conflict. In this regard, each stakeholder exerts pressure on the project deliverables with the desire to achieve the outcomes that will satisfy his or her strategic needs. Project stakeholders include member of the project team, beneficiaries, interested parties, donors, and investors. However, the project team is responsible for identifying the interested of all parties and focusing the project deliverables to satisfy the need of all (Williams, 2008).

Furthermore, the stakeholder engagement occurs in different levels and their responsibility varies in a project. However, this level keeps changing throughout the project lifecycle. The engagement of stakeholders also varies from expert contribution, needs assessment, project sponsorship including financial and political support. Alternatively, stakeholders may detract the project from its timeline either actively or passively. The project manager should be concerned about the interests of the stakeholders to ensure that their demands are addressed. Project stakeholders include sponsor who is a person, group or organization that provides resources and support and is accountable for enabling success. Then there are customers, users or beneficiaries who use the program's product, service or result (PMI, 2013).

CIDA (2003) stated that it is crucial to involve project stakeholders in a project to ensure articulation of the development problem and the proposed development solution. The community being involved its key to involve them from the commencement of the project in assuming roles for attaining the set objectives of the project. Aaltonen, K. (2011) explain that many organizations have identified that stakeholder involvement important is moving the project from pre-planning to the inception stage. (Van, Beers, 2003) stated that stakeholder involvement is crucial to ensure they own the project and are committed to ensure its sustainability.

According to Hinton, (2008) and Hart, (2002) engagement of stakeholders in all stages can lead to effective project implementation. They believe that stakeholder involvement throughout a project presents benefits to stakeholders' wellbeing and also enhances their project ownership. DFID, (2010) and Cahil, (2007) state that active involvement of stakeholders in programming fosters greater sustainability of projects. According to DFID, (2010) a few stakeholders can interfere and deter the involvement of other stakeholders in project implementation with their authoritarian approaches, unethical behavior, lack of adequate training, poor management, ignorance, poor management and or reluctance to attend training, workshops, and forums that their peers attend.

Research that has been conducted by Save the Children in 2010 has shown that project stakeholder involvement in these organizations is of importance in the development activities and its optimum success. They also state that every project should be designed with the target of realizing the stakeholders' rights to involvement, survival, protection, and growth. Project stakeholders vary in levels of authority and their impact on the project life cycle. These levels keep on changing during the project life cycle. For instance, the stakeholders may be involved during needs assessment, involvement in specific activities, or full project sponsorship like financial, political or any other support.

According to DFID, (2010) whether knowingly or unknowingly, a few stakeholders can interfere with the mindset of other stakeholders which may ruin the involvement of other stakeholders in project implementation. This may occur through poor management, ignorance, lack of adequate training, authoritarian behavior, unethical behavior and reluctance to attend forums or workshops in which some stakeholders are participating.

## **2.6 Organizational Structure and Implementation of Health Projects in Informal Settlements**

Organizational structure is the hierarchical arrangements in an organization in terms of authority, rights, communications and duties. Each organizational structure differs from one organization to another due to varied objectives and strategies. Schaap (2006) states that an organization structure needs to be adjusted to fit into the organizational strategy which may be referred to the perfect strategy by the organization. Mintzberg (1983) describes organization structure as the process of organizing individuals or groups on the aspect of division of duties and tasks to ensure coordination within the organization.

In this changing world, NGOs are forced to study how to plan and execute their approaches through organizational structures to successfully mitigate risks utilizing the available opportunities. Through the emergence of the contingency theorists the aspect of organizational structure has gained prevalence as an important component in organizational development. Lawrence and Lorsch (1967) in their research on 6 enterprises identified the features of the organizational structure as the number of levels, span of control, and formal rules. According to Drazil and Van de Ven (1985) organization structure is the specification, discretion, standardization and personal expertise.

According to Dutt (2006) it is crucial for an organization to ensure that the functional components of an organization interlinks. He states that the first step to ensure the success of a project being implemented is to set clear objectives. Thus, managers need to figure out the right approach in organizational structure to ensure the project is a success. For an organization to function to its optimum it is important to have a clear organizational design. This organizational design has to be in align with the organizational strategy. One way of designing organizational structure is departmentalization which is the grouping of related activities into units or departments.

In designing organizational structure also comes with its challenges for instance in many organizations they get challenges in striking a balance between the functional and project levels which leave gaps for poor project performance. Smit et al (2007) recommends that both the functional and project departmental structures should be combined to enhance productivity. Its major advantage is that it creates flexibility among the organization as

employees can operate in various projects. This arrangement ensures that the functional components work independently and still aim at the overall objective of the organization.

Rajasekar (2014) established the correlation between organizational structure and strategy. The author indicates that the primary challenge in project implementation is poor coordination of activities. Hickson (2004) proposed that realigning roles, responsibilities and accountabilities will lead to a reduction in poor coordination within a project. Hrebniak (2006) also added to the discussion by stating that failure of a project at the implementation stage is caused by unaccountability, poor communication channels, unclear responsibilities, and opposition of set organizational power structure.

## **2.7 Theoretical Framework**

This study depended on two primary theories; the Theory of Change (ToC) and the Stakeholder Theory. The ToC was first developed in the 1990s in the United States with the aim of improving practice in community projects. Other scholars define it as the theory for developing solutions for social issues. Its use has become popular in community development making it a mainstream approach in development activities. ToC has been described as a number of things for instance a roadmap, a blueprint, and an engine of change and a theory of action. There is no defined definition of ToC as it has variety of purposes. ToC articulates the changes occurring in the project life cycle and assists in its documentation (Harris, 2005). This theory will be useful in this study as it highlights the essential steps need to realize the set objectives. It will be also useful in that it highlighted the initial and transitional phases required for the long-term accomplishment of the project. Therefore, the change process needs to be examined for program implementation to be more effective.

The second theory is the stakeholder theory which defines a stakeholder a person or group of individuals who can either be affected or affect by the completion of a project. The proprietor of this theory is Freeman (1984). The general aim of the theory is to redefine how the organization operates. Friedman (2006) stated that an organization in its self should be thought of as a stakeholder grouping and the organization purpose should be to manage the stakeholders' interests, viewpoints and needs. This theory deals with how the project

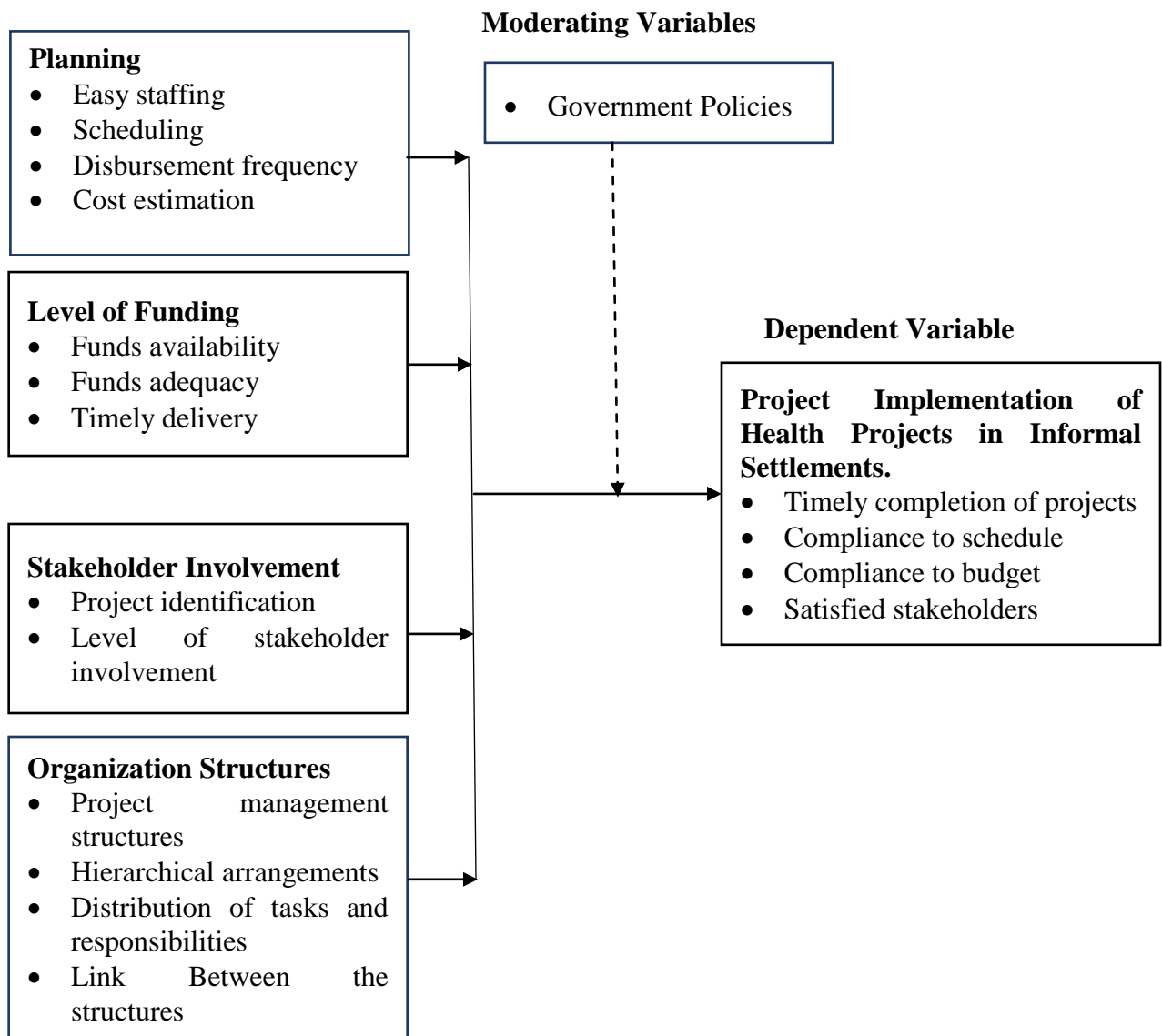


managers can incorporate all stakeholders to ensure the project is beneficial and sustainable. This theory will be quite useful in this study as it ensures that all stakeholders are involved in the project from start to finish. As the theory emphasizes on the involvement of all stakeholders, it will be quite beneficial to this study whose one of the objectives is to determine if indeed stakeholder involvement affect project implementation.

## **2.8 Conceptual Framework**

The following conceptual framework was developed to create an understanding of the different variables of this study.

## Independent Variables



**Figure 2.1: Conceptual Framework**

## 2.9 Knowledge Gap Matrix

The following section highlights the research gaps that informed the study and thus the objectives discussed above.

**Table 2.1: Knowledge Gap Matrix**

<b>Variable</b>	<b>Author and Year</b>	<b>Title of the Study</b>	<b>Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the Current Study</b>
Planning	Nick Ngozi Igwe (2018)	“Project planning and implementation in Nigeria: Revisiting International Best Practices.”	It is important to create systems and policies that will ensure that projects are supported from start to finish to ensure better public projects delivery system.	The findings of the study did not show how planning influences project implementation of health projects in informal settlements	The current study established how planning influences the implementation of health projects in informal settlements
Funding	Dr. Mary Omondi and Winfred Wanza Kaptui (2017)	“Factors affecting projects implementation in state corporations in Kenya: A case study of Ministry of Environment, Water and Natural Resources.”	Increase in funding will lead to competence in management during project implementation	The findings did not show how funding affect health project implementation in informal settlements	The study focused on the reasons as to why organizations need to have stable funding
Stakeholder Involvement	John Mungai and Leon Awiti, Ph.D (2018)	“Stakeholder participation in the project cycle and performance of End Child Marriage project in Homa Bay County, Kenya.”	Stakeholder engagement is important project formulation and in project financing.	This study did not show how ignoring stakeholders impacts negatively on project implementation in health projects	The current study focused on the impact of stakeholder engagement in the implementation of the DREAMS Programme in Kibra Subcounty.
Organizational Structure	Aljaz Stare (2011)	“Impact of organizational structure on success of projects in the food industry in transition countries.”	Organizational structure is important in defining tasks and activities are divided and coordinated in an organization	This study did not show how organizational structure influences project implementation of health projects	The current study focuses on the influence of organizational structure on implementation of a health-related programme in Kibra Sub county.

## **2.10 Summary**

This chapter reviewed the general concept of project implementation in NGOs and defined the relationship between the various objectives of the study and project implementation. Also, various theoretical framework on these topics were explored in relation to NGO project implementation challenges. A theoretical framework was developed to show the relationship between independent and dependent variables of the study. The knowledge gap was identified and ways of addressing the issues stated.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on research methods employed in the survey. This covered the study sample, sampling method, instrumentation, data collection methods, data analysis methods, research ethics, and the research design.

#### **3.2 Research Design**

Research design denotes the approach the study took to acquire the expected results. It gave elaboration on what data was collected, how it was collected, analyzed and interpreted. This study employed correlation and descriptive research designs. The former allowed the use of inferential statistics where there was more than one variable being measured. They aid in showing the influence of one variable to the other (Creswell, 2014). It was applicable in this study because there was need to identify the connection between dependent and independent variables. It allowed for the use of the mixed methods independently where qualitative and quantitative was used. The researcher through the triangulation of the data to better understand this phenomenon. This made the research to be beneficial to all the stakeholders because the descriptive research design was well elaborated.

#### **3.3 Target Population**

The target population denotes the people or subjects the author selects for observation and study (Kothari, 2004). It can also be defined as the population the researcher surveys and whose findings represent those of the whole population. For this particular study, staff members of LVCT Health in Kibra Sub-county were targeted. These included the Senior Coordinators, Project Managers, Field and Technical Coordinators and the Young Women targeted by the project who added up to 105 individuals.

### 3.4 Sample Size and Sampling Procedures

#### 3.4.1 Sample Size

The objective of most of the studies is to get results, which can be generalized, to a wider world (Fox, Amanda, and Mathers, 2009). This becomes possible if a right representative sample is attained. According to Singh (2006), the research is based on inductive thinking and generalization of results. A good sample is very important in accomplishing this since it gives the situation of the entire population to allow for statistical techniques and statistical analysis (Barlett, Joe and Higgins, 2001). Yamane formula for calculating sample size was formulated by the statistician Tara Yamane in 1967.

**Table 3.1: Sample Size**

<b>Categories</b>	<b>Target Population</b>	<b>Sample Size</b>
Senior Co-ordinator	6	2
Project Managers	10	3
Young Women	65	20
Field and Technical Coordinators	24	8
<b>Total</b>	<b>105</b>	<b>33</b>

**Source: LVCT Health Organization**

#### 3.4.2 Sampling Procedure

For this study, a stratified random sampling method was utilized. The research stratified the study sample based on the management level in the LVCT Health Organization. The selected sample would serve as a representative of the whole population. The researcher then used a proportionate stratified sampling method to represent the selected sample. Cooper and Schindler (2003) argue that to generalize the entire population properties, it is crucial to have a sample of at least 30 characters. Kothari (2004) also added that a selected sample representing 10% of the population gives a credible information of the population. Because of the huge number of the target population, a sample representing 30% of Kibra sub-county was included in this current study.

### **3.5 Data Collection Instruments**

Data collection entails contacting the selected study sample in order to collection information needed for the study. Primary data collection was important since it provided the validity of the research findings. Cooper and Schindler (2003) suggest that data collection is key to any research as it improves the credibility of the study. For the current study primary and secondary data collection methods were used.

For the instrumentation, the author used a both open and closed questionnaires for data collection. A self-administered survey was sent out to the selected sample and responses received. The questionnaire was categorized into sections whereby each segment focused on one objective of the study. Orodho (2004) concluded that a questionnaire is an important data collection tool as it assists the researcher to reach out many responded over a short period. Besides, questionnaires were cost effective and free of bias. Further, the respondent had adequate time to effectively respond (Kothari, 2004).

### **3.6 Validity of the Research Instrument**

During data collection, validity of the research tool was pivotal in the accuracy of the data. A valid instrument should accurately measure parameters set out by the researcher (Orodho, 2002). Validity of a data instrument allowed the researcher of effectively interpret data and meet the objectives of study, and answered the research questions. In this study, the researcher ensured that the instruments gave clear guidelines, instructions and the questions were clearly phrased and easy to understand. This study also conceptualized the variables based on literature review and theories studied by a number of researchers to validate them thus validity was ensured.

### **3.7 Reliability of the Research Instrument**

On the other hand, reliability is the extent to which the instrument produces the intended results consistently (Mugenda & Mugenda, 2003). When a data collection tool produces similar results under a different methodology it is regarded as reliable. Accurate results represent the actual characteristics of the entire population. Validity and reliability of a data instrument was determined during the pilot study using a Cronbach's alpha. The alpha measured consistency in the results and concluded on the reliability of the tool. The value of

the alpha ranges from 0 to 1 whereby figure close to zero were unreliable and those close to one were considered reliable. The most acceptable reliability coefficient is 0.7.

### **3.7.1 Pilot Testing of the Instruments**

As indicated by Mugenda and Mugenda (2003), piloting denotes the pretesting of the research instrument by testing it on a representative sample that is parallel to the selected study sample. This piloting study was conducted at the LVCT Health in Kibra whereby it was to determine the clarity of questions, credibility of the questionnaire. Once the study was completed, reliability was calculated using a correlation coefficient. Gray (2004) indicates that a coefficient of 0.7 shows that the questionnaire is valid and reliable. For this study, a reliability coefficient of 0.65 was achieved which affirmed the dependability of the instrument expected to be utilized.

The study also utilized the assistance of 2 research assistants who were carefully selected on their ability to interact quite well with the respondents and their understanding of what was under study. They were taken through each question on the questionnaire for the purposes of clarification.

### **3.8 Data Collection Procedures**

A letter of consent was first acquired from the University of Nairobi's Department of Extra-Mural Studies. A replica of the introductory letter was attached to each questionnaire before they were sent out to the respondents. The researcher made appointments with the senior coordinators in charge of the DREAMS Programme, LVCT Health in order to get consent to conduct the research. After the permission was granted, questionnaires were administered to the respondents for a period of two weeks. The researcher worked closely with two assistants who assisted in the data collection. The researcher hand delivered the questionnaire to all respondents.

### **3.9 Data Analysis Techniques**

The researcher used qualitative and quantitative data analysis methods. The later involves the use of descriptive and inferential statistics. According to Mann (2011) descriptive statistics entails presentation and organization of data in graphs, tables, and summaries. According to



Cooper and Schindler (2006) data analysis is the reduction of collected data to manageable size, tabulating the data, looking for patterns, and presenting it. The collected data was recorded, edited, and coded into SPSS for analysis. The data being descriptive involved the use of frequencies, mean, and standard deviation. Measures. For the open-ended questionnaires, content analysis was employed. Once the data was analyzed, it was presented in tables.

### **3.10 Operationalization of Variables**

The table 3.2 presented the operational variables that included data collecting instruments, scales of measurement, and data analysis.

**Table 3.2: Operationalization of Variables**

<b>Objectives</b>	<b>Variables</b>	<b>Indicators</b>	<b>Measurement Scale</b>	<b>Tools of Analysis</b>	<b>Type of Analysis</b>
To determine how project financing impacts the implementation of the DREAMS Programme LVCT Health in Kibra Sub-County.	<b>Independent</b> Adequate funding	Funds allocate Number of donors Funds availability Period of funding	Ordinal	Mean and Standard Deviation	Descriptive and Inferential statistics
To establish how planning influences implementation of health projects in informal settlements within Nairobi County.	<b>Independent</b> Effective planning	Tasks completed on or delivered on time Work breakdown structures Resource allocation	Ordinal	Mean and Standard Deviation	Descriptive and Inferential statistics
To establish how stakeholders' involvement influences the implementation of DREAMS Programme LVCT Health in Kibra Sub-County.	<b>Independent</b> Stakeholder involvement	Stakeholder analysis Stakeholder meetings	Ordinal	Mean and Standard Deviation	Descriptive and Inferential statistics
To establish how organizational structure of projects implementation of health projects in informal settlements within Nairobi County.	<b>Independent</b> Effective organization structures	Effective operational structures Presence of clear and functional project management structures	Ordinal	Mean and Standard Deviation	Descriptive and Inferential statistics
	<b>Dependent</b> Implementation of health projects	Timely completion of projects Compliance to schedule and budget Stakeholders satisfaction	Ordinal	Mean and Standard Deviation	Descriptive and Inferential Statistics

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The response rate and background information to identify how gender, age, level of education, and years of service at LVCT Health including each specific objective had influenced the implementation of health projects in informal settlements: a case of Dreams Programme, LVCT Health, Nairobi County in Kenya.

#### 4.2 Response Rate

All 33 questionnaires that were sent out were returned for analysis. This is illustrated in table 4.1 below:

**Table 4.1: Response Rate**

Response Rate	Frequency	Percent
Response	33	100
Non-response	-	-
<b>Total</b>	<b>33</b>	<b>100</b>

#### 4.3 Reliability Statistics

Gray (2004) indicates that a coefficient of 0.7 shows that the questionnaire is valid and reliable. In this study as shown below in table 4.2, a reliability coefficient of 0.65 was achieved which affirmed the reliability or dependability of the instrument.

**Table 4.2: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.645	.653	5

#### 4.4 Background Information

The author analyzed the demographic attributes of the respondents including their age, gender, level of education, and year of service work at LVCT Health.

##### 4.4.1 Gender

The study sought information on the gender of the respondents and this is shown on table 4.3.

**Table 4.3: Distribution of Respondent by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	14	42
Female	19	58
<b>Total</b>	<b>33</b>	<b>100</b>

Results indicate show that 57% are female compared to 42% that represent male.

##### 4.4.2 Age

The age distribution of the respondents is shown in Table 4.4 below

**Table 4.4: Distribution of Respondent by Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Below 18 years	2	6
19 - 25 years	5	15
26 - 30 years	10	30
31 - 40 years	5	15
41 - 45 years	5	15
Above 45 years	6	18
<b>Total</b>	<b>33</b>	<b>100</b>

Findings indicate that 30% of the respondents are aged between 26 - 30 years, 18% are above 45 years at 18%. Ages 19 - 25 years, 31 - 40 years and 41 - 45 years were at 15% each. Below 18 years were the least at only 6%.

#### 4.4.3 Level of Education

Table 4.5 shows the level of education of the respondents

**Table 4.5: Distribution of Respondent by Level of Education**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
Primary Education	5	15
Secondary Education	9	27
College	7	21
University	12	36
<b>Total</b>	<b>33</b>	<b>100</b>

Majority of the respondents (36%) have university level education, followed by secondary education at 27%. 15% and 21% were of primary and college education levels respectively.

#### 4.4.4 Years of Service at LVCT Health

An analysis of years of service at LVCT Health of the respondents is shown below on table 4.6.

**Table 4.6: Distribution of Respondent by Years of Service**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 years	6	18
Between 3-4 years	8	24
Between 6-10 years	9	27
Over 10 years	10	30
<b>Total</b>	<b>33</b>	<b>100</b>

Results show that 30% had been in service for over 10 years, 27% had served between 6-10 years., 18% of the respondents had served for 3 years and 24% had worked for between 3-4 years respectively.

#### **4.5 Funding and Implementation of Health Projects in Informal Settlements**

The first was to assess the impact of project financing on the implementation the DREAMS Programme LCVT in Kibra Sub County. To achieve this, the respondents were asked some questions on a 5-point Likert scale whereby; “(1 = Strongly Disagree, 2 = Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree).”

**Table 4.7: Funding**

<b>Statements</b>		<b>f</b>	<b>%</b>	<b>Mean</b>	<b>Std. Dev.</b>
Funding has dictated the kind of projects that are undertaken by the organization	Strongly Disagree	-	-		
	Disagree	1	3		
	Undecided	2	6		
	Agree	11	33		
	Strongly Agree	19	58		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.42</b>	<b>0.867</b>
Funding has limited the scope of the organization's projects	Strongly Disagree	-	-		
	Disagree	-	-		
	Undecided	3	9		
	Agree	19	58		
	Strongly Agree	11	33		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.24</b>	<b>0.614</b>
Funding has slowed down the speed with which projects are implemented at the organization	Strongly Disagree	-	-		
	Disagree	-	-		
	Undecided	2	6		
	Agree	15	45		
	Strongly Agree	16	48		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.42</b>	<b>0.614</b>
Generally, has funding affected the implementation of the projects in the organization?	Strongly Disagree	-	-		
	Disagree	-	-		
	Undecided	-	-		
	Agree	7	21		
	Strongly Agree	26	79		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.79</b>	<b>0.415</b>
<b>Composite Mean and Std. Dev.</b>				<b>4.47</b>	<b>0.628</b>

From the study results in table 4.7 above, majority of the respondents with a mean of 4.79 agreed that generally, funding affected the implementation of the projects in the organization while a mean of 4.42 each said that funding had slow projects implementation at the organization and funding influenced the type of project undertaken. A mean of 4.24 agreed that funding had limited

the scope of the organization's projects.

Overall, a composite mean of 4.47 showed that funding influenced the implementation of the DREAMS Programme.

#### **4.6 Planning and Implementation of Health Projects in Informal Settlements**

In line with the second objective, the respondents were asked some questions on a 5-point Likert scale whereby; “(1 = Strongly Disagree, 2 = Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree)”



**Table 4.8: Planning**

<b>Statements</b>		<b>F</b>	<b>%</b>	<b>Mean</b>	<b>Std. Dev.</b>
Ease on ease of project staffing	Strongly Disagree	-	-		
	Disagree	2	6		
	Undecided	4	12		
	Agree	12	36		
	Strongly Agree	15	45		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.21</b>	<b>0.893</b>
Effect on adequacy of scheduling	Strongly Disagree	-	-		
	Disagree	3	9		
	Undecided	3	9		
	Agree	18	55		
	Strongly Agree	9	27		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.00</b>	<b>0.866</b>
Speed in deployment of project resources	Strongly Disagree	-	-		
	Disagree	1	3		
	Undecided	1	3		
	Agree	14	42		
	Strongly Agree	17	52		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.42</b>	<b>0.708</b>
Impact of project stakeholders' understanding of project timelines	Strongly Disagree	-	-		
	Disagree	2	6		
	Undecided	3	9		
	Agree	12	36		
	Strongly Agree	16	48		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.27</b>	<b>0.876</b>
Effect on clarity of required frequency of funds disbursed	Strongly Disagree	-	-		
	Disagree	3	9		
	Undecided	1	3		
	Agree	18	55		
	Strongly Agree	11	33		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.12</b>	<b>0.857</b>
<b>Composite Mean and Std. Dev.</b>				<b>4.21</b>	<b>0.840</b>

The results show that the mean of 4.42 agreed that planning speed in placement of project properties while a mean of 4.27 said that impact of project stakeholders' understanding of project timelines was essential in planning. The mean scores of 4.21 and 4.12 agreed that ease on ease of project staffing and effect on clarity of required frequency of funds disbursed was very vital in planning. Finally, a mean of 4.00 agreed that effect on adequacy of scheduling played a great impact in planning.

A composite mean of 4.21 showed that planning influenced the implementation of health projects in informal settlements within Nairobi County.

#### **4.7 Stakeholder Involvement and Implementation of Health Projects in Informal Settlements**

The third wanted to establish the impact of stakeholders' involvement in project implementation in informal settlements within Nairobi County. Responses were based on a 5-point Likert scale whereby; "(1 = Strongly Disagree, 2 = Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree)."

**Table 4.9: Stakeholder Involvement**

<b>Statements</b>		<b>f</b>	<b>%</b>	<b>Mean</b>	<b>Std. Dev.</b>
Stakeholder analysis influences project implementation	Strongly Disagree	-	-		
	Disagree	-	-		
	Undecided	4	12		
	Agree	11	33		
	Strongly Agree	18	55		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.42</b>	<b>0.792</b>
Stakeholder meetings influence project implementation	Strongly Disagree	-	-		
	Disagree	2	6		
	Undecided	-	-		
	Agree	13	39		
	Strongly Agree	18	55		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.42</b>	<b>0.792</b>
Stakeholder involvement in policy decisions influences project implementation	Strongly Disagree	-	-		
	Disagree	1	3		
	Undecided	-	-		
	Agree	13	39		
	Strongly Agree	19	58		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.52</b>	<b>0.667</b>
<b>Composite Mean and Std. Dev.</b>				<b>4.45</b>	<b>0.722</b>

The study findings indicated that majority of the respondents with a mean of 4.52 agreed that stakeholder involvement in policy decisions influenced project implementation. The mean scores of 4.42 each were in agreement that stakeholder meetings and stakeholder analysis influenced project implementation.

Overall, a composite mean of 4.45 showed that stakeholder involvement influenced the implementation of health projects in informal settlements within Nairobi County.

#### 4.8 Organization Structure and Implementation of Health Projects in Informal Settlements

The fourth objective sought to evaluate the extent to which organization structure influence the implementation of the DREAMS Programme in Kibra Subcounty. To achieve this, the respondents were asked some questions on a 5-point Likert scale whereby; “(1 = Strongly Disagree, 2 = Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree)”.

**Table 4.10: Organization Structure**

Statements		F	%	Mean	Std. Dev.
The organization structure allows timely decision making	Strongly Disagree	-	-		
	Disagree	1	3		
	Undecided	1	3		
	Agree	21	64		
	Strongly Agree	10	30		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.21</b>	<b>0.650</b>
The organization structure allows quality decision making	Strongly Disagree	-	-		
	Disagree	2	6		
	Undecided	2	6		
	Agree	17	52		
	Strongly Agree	12	36		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.18</b>	<b>0.808</b>
The organization structure has no duplication	Strongly Disagree	-	-		
	Disagree	3	9		
	Undecided	2	6		
	Agree	8	24		
	Strongly Agree	20	61		
	<b>Total</b>	<b>33</b>	<b>100</b>	<b>4.27</b>	<b>1.206</b>
<b>Composite Mean and Std. Dev.</b>				<b>4.22</b>	<b>0.888</b>

Results indicate a 4.27 mean that the organization structure had no duplication while a mean of 4.21 said that the organization structure influence decisions. The mean score of 4.18 was in agreement that the organization structure allowed quality decision making.

The composite mean of 4.22 shows that organization structure influenced the implementation of the DREAMS Programme.

#### **4.9 Other Factors Attributed to Effective Project Implementation**

The study sought information on the other factors that attributed to a great extent effective project management in the DREAMS Programme, LVCT Health and as shown below on table 4.11.

**Table 4.11: Factors**

<b>Factors</b>	<b>Frequency</b>	<b>Percent</b>
Budgeting	1	6
Management not involving staff in decision making	2	12
Personnel not qualified	1	6
Top management influence/ Top down approach	4	24
Poor planning	2	12
Poor communication	2	12
Non-involvement of young women	2	12
Poor management of resources/ Inequality of resources	2	12
Unrealistic expectations	1	6

Majority of the respondents above at 24% attributed top management influence/ top down approach to a great extent affected project management in the DREAMS Programme, LVCT Health, followed by management not involving staff in decision making, poor planning, poor communication, non-involvement of young women and poor management of resources/ inequality of resources at 12% each. On the other hand, budgeting, unqualified personnel and unrealistic expectations was at 6% each.

#### 4.11 Correlation Analysis

A correlation analysis was carried out to show the correlation between dependent and independent variables. Table 4.12 shows the results

**Table 4.12: Correlations**

		Project Implementation	Funding	Planning	Stakeholder Involvement	Organization Structure
Project Implementation	Pearson Correlation Sig. (2-tailed) N	1  33				
Funding	Pearson Correlation Sig. (2-tailed) N	.359* .040 33	1  33			
Planning	Pearson Correlation Sig. (2-tailed) N	-.078 .666 33	.069 .702 33	1  33		
Stakeholder Involvement	Pearson Correlation Sig. (2-tailed) N	.303 .086 33	-.158 .379 33	-.037 .836 33	1  33	
Organization Structure	Pearson Correlation Sig. (2-tailed) N	.521** .002 33	.542** .001 33	.161 .372 33	.181 .314 33	1  33

The correlation analysis portrayed above shows a positive weak correlation between funding and implementation of health projects in informal settlements which implied that a unit increase in funding increases execution of health projects in informal settlements by 0.359.

There was also a negative weak correlation between implementation and planning of health projects in informal settlements which implied that a unit decrease in planning decreases execution of health projects in informal settlements by 0.078.

On the other hand, there was a positive weak correlation between stakeholder engagement and project implementation in informal settlements which implied that a relative increase in stakeholder engagement increases health projects implementation by 0.303.

Finally, a positive moderate correlation was evident between organization structure and health projects implementation, which implied that a unit increase in organization structure increases implementation of health projects in informal settlements by 0.521 in Kenya.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

Chapter Five presents summary of the results, conclusion, and recommendations for future studies.

**5.2 Summary of Findings**

The study sampled 33 respondents who were personnel from the DREAMS Programme LVCT Health. The primary data collection tool was a questionnaire, while analysis was done using SPSS Version 21. The data was then presented in tables; frequencies, percentages means and standard deviation for the purpose of interpretation. Majority of the respondents were female at 58% and male at 42% with majority aged between 26 - 30 years at 30%, followed by ages above 45 years at 18%. Ages 19 - 25 years, 31 - 40 years and 41 - 45 years were at 15% each. Below 18 years were the least at only 6%. In addition, majority of the respondents at 36% had university level achievement, followed by secondary education at 27%. 15% and 21% were of primary and college education levels respectively. And lastly, majority of the respondents at 30% had been in service for over 10 years, followed by 27% who had worked between 6-10 years. 18% and 24% had worked for less than 3 years and between 3-4 years respectively. This gave a good representation for accurate and valid responses given from the staff.

Further correlation shows a positive and weak correlation on all the variables which were funding, planning, stakeholders' involvement and organization structure and implementation of the DREAMS Programme in Kibra Subcounty.

**5.3 Discussion of the Findings**

**5.3.1 Funding and Implementation of Health Projects in Informal Settlements**

Results indicate that respondents with a mean of 4.79 agreed that generally, funding affected the implementation of the projects in the organization while a mean of 4.42 each said that funding had delays project implementation and funding influenced the type of projects that



were undertaken by the organization. A mean of 4.24 agreed that funding had limited the scope of the organization's projects. Overall a composite mean of 4.47 implied that all the statements relating to funding in terms of funding. This was in agreement with studies done by Ingraham & Joyce (2003), that various scholars had established the importance of acquiring resources for the success of the project in that it improved the organizational capacity. In addition, Bouwhuis 2016 stated that the most important aspect to ensure the success of a project is funding. Funding is very necessary in the developmental and survival of local NGOs and as Fowler (1997) suggested that through research it has been established that funding is one of the major reasons that has led to the growth of the NGOs thus lack of funding led to their closures.

### **5.3.2 Planning and Implementation of Health Projects in Informal Settlements**

The study results revealed a significant number of respondents with a mean of 4.42 agree that planning increases the speed of deploying resources while a mean of 4.27 said that stakeholders' approval of the timeline is essential in planning. Furthermore, mean scores of 4.21 and 4.12 agreed that ease on ease of project staffing and impact on precision of required financial disbursement was essential in planning. And finally, a mean of 4.00 agreed that effect on adequacy of scheduling played a great impact in planning. Overall, this implied that planning influenced the implementation of health projects in informal settlements within Nairobi County with a composite mean of 4.21. These results were further confirmed by a negative weak correlation of -0.078 between planning and implementation of health projects in informal settlements.

The above findings agree with Hermano et al. (2012), that effective planning contributed to the success of a project with consideration to the parameters of quality, cost, and time. Their review made planning an effective means to the success of projects in that projects through planning were able to meet certain targets set. This aspect of planning in projects has also been supported by other researchers namely (Khang & Moe, 2008) and (Agheneza, 2009).

### **5.3.3 Stakeholder Involvement and Implementation of Health Projects in Informal Settlements**

The study showed that majority of the respondents with a mean of 4.52 agreed that stakeholder involvement in policy decisions influenced project implementation. The mean scores of 4.42 each were in agreement that stakeholder meetings and stakeholder analysis influenced project implementation. Overall, the majority of the respondents with a composite mean of 4.45 showed that stakeholder involvement influenced the implementation of health projects in informal settlements within Nairobi County. These results were further confirmed by a positive weak correlation of 0.303 between stakeholder involvement and implementation of health projects in informal settlements.

In line to the above study results, Aaltonen (2011) explained that many organizations have identified that stakeholder involvement is important in moving the project from the preplanning phase to the inception stage and ensure that their views dictate the direction the project takes. Furthermore, stakeholder involvement enhances the sense of ownership and commitment of development initiatives. According to Hinton, (2008) and Hart, (2002) engagement of stakeholders in all stages can lead to effective project implementation. They believe that stakeholder involvement throughout a project presents benefits to stakeholders' wellbeing and also enhances their project ownership. DFID, (2010) and Cahil, (2007) stated that active involvement of stakeholders in programming fosters greater sustainability of projects.

### **5.3.4 Organization Structure and Implementation of Health Projects in Informal Settlements**

Results indicate that a significant number of respondents (Mean=4.27) agreed that organization structure had no duplication while a mean of 4.21 said agreed that decision making was influenced by organizational culture. The mean score of 4.18 was in agreement that the organization structure allowed quality decision making. Overall, a composite mean of 4.22 showed that organization structure influenced the implementation of health projects in informal settlements within Nairobi County. This was further confirmed by a positive strong correlation of 0.521 between organization structure and project implementation.

In line with these study results was Dutt (2006), who stated that it was crucial for an organization to ensure that the functional components of an organization interlink. He continued to state that the first step to ensure the success of a project being implemented was to set clear objectives. Hickson (2004) proposed that realigning roles, responsibilities and accountabilities led to a reduction in poor coordination within a project. Hrebniak (2006) also added to the discussion by stating that failure of a project at the implementation stage was caused by unaccountability, poor communication channels, unclear responsibilities, and opposition of set organizational power structure.

#### **5.4 Conclusion**

From the above discussion the study findings, the following deductions were made;

The study revealed that funding influenced the implementation of health projects in informal settlements within Nairobi County which was attributed by projects undertaken by the organization, scope of project, speed with which projects were implemented and generally, funding had affected the execution of the projects in the organization.

Planning had also influenced the implementation of health projects in Kibra Subcounty whereby the study revealed that it was vital to have ease on ease of project staffing, speed in deployment of project resources, adequacy of scheduling, respect to timelines, and frequency of funds disbursement.

Furthermore, stakeholder engagement had impacted the implementation of health projects in informal settlements within Nairobi County whereby vital aspects of focus were stakeholder analysis, stakeholder meetings and stakeholder involvement in policy decisions that influenced project implementation.

Finally, organization structure influenced the implementation of health projects in informal settlements within Nairobi County whereby the organization structure was considered that it allowed timely and quality decision making and had no duplication.

In summary, there was a positive correlation between funding, stakeholder involvement and organization structure and enactment of health projects in informal settlements while a negative weak correlation was observed between health projects planning and implementation in informal settlements in Nairobi County in Kenya.

## **5.5 Recommendations**

The following recommendations were proposed by the researcher;

1. Ensure there is adequate project funds for the realization of the project objectives and goal.
2. There is need for adequate proper planning for all project resources, scheduling and staffing for effective implementation of projects to achieve the intended project objectives and goal.
3. Stakeholders' involvement as a key and vital aspect need to always be factored in during project management to achieve project ownership and project sustainability.
4. Put in place flexible and simple organization structures with better organization policies and strategies to ensure timely, quality decisions are made and that there is no duplication hence smooth implementation of projects.

## **5.6 Suggestions for Further Research**

While the current study assessed the aspects influencing the implementation of health projects in informal settlements putting its study in the Dreams Programme, LVCT Health, Nairobi County in Kenya. There are other numerous vital factors that have the potential to affect the implementation of health projects and better understand project management like communication, management, skills, knowledge and expertise which can be studied too. Therefore, future studies also should be replicated in other parts of the country for purposes of benchmarking.

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## APPENDICES

### Appendix I: Letter of Introduction

Diana Mageria,  
University of Nairobi,  
P.O. Box 30197, GPO,  
Nairobi, Kenya.

Dear Sir/Madam,

#### **RE: REQUEST FOR PARTICIPATION IN AN ACADEMIC RESEARCH STUDY**

I am currently carrying out a research study as part of the requirement for the Master degree in Project planning and management at University of Nairobi. The title of my research is: Factors influencing implementation of health projects: A case study of the DREAMS Programme, LVCT Health. The purpose of this letter is to request for your participation in the research by filling in a questionnaire that has been herewith attached to collect data for the study.

You are assured that the information that will be collected will be solely for academic purposes, and your name or any other personal details will not appear in the research report. I therefore humbly request you to spare some time to complete the attached questionnaire.

Thank you.

Yours faithfully,

Diana Mageria,

L50/6871/2017

Masters Student: University of Nairobi

**Appendix II: Questionnaire for Staff Members of the DREAMS Programme, LVCT  
Health**

The information requested in the questionnaire is solely for academic purposes and will be analyzed on aggregate basis and the responses shall be treated with utmost confidence. The respondent is not required to give their name for anonymity. Please answer truthfully based on the instructions provided. Thank you in advance.

**Section A: Background Information of Respondents**

1. **Gender:** Male  Female
2. **Age:** Below 18 years  19-25 years  26-30 years   
31-40 years  41- 45 years  Above 45 years
3. **Level of education:** Primary education  Secondary education:   
College:  University:
4. **Years of service at LVCT Health:** Less than 3 years  Between 3 -4 years   
6 – 10 years  Over 10 years

**Section B: Extent to which various factors influence project implementation in the DREAMS Programme, LVCT Health.**

**a) Extent to which funding as a factor affect project implementation in the DREAMS Programme, LVCT Health**

You are requested to give your opinion based on the levels of agreement or disagreement using a Likert scale of 1-5 where: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree and 5=Strongly Agree.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Funding has dictated the kind of projects that are undertaken by the organization					
Funding has limited the scope of the organization's projects					
Funding has slowed down the speed with which projects are implemented at the organization					
Generally, has funding affected the implementation of the projects in the organization?					

**Section C: To what extent does planning affect project implementation in the DREAMS Programme, LVCT Health.**

1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree and 5=Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Ease on ease of project staffing					
Effect on adequacy of scheduling					
Speed in deployment of project resources					
Impact of project stakeholders' understanding of project timelines					
Effect on clarity of required frequency of funds disbursed					

**Section D: To what extent does stakeholder involvement influence project implementation in the DREAMS Programme, LVCT Health.**

1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree and 5=Strongly Agree

Statement	1	2	3	4	5
Stakeholder analysis influences project implementation					
Stakeholder meetings influence project implementation					
Stakeholder involvement in policy decisions influences project implementation					

**Section E: To what extent does organization structure influence project implementation in the DREAMS Programme, LVCT Health.**

1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree and 5=Strongly Agree


Statement	1	2	3	4	5
The organization structure allows timely decision making					
The organization structure allows quality decision making					
The organization structure has no duplication					


**Section F: Are there other factors to which you would attribute to a great extent effective project implementation in the DREAMS Programme, LVCT Health?**

.....  
 .....  
 .....

**Thanks for your cooperation**


**Appendix III: Research Permit**

  
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