

# Sustainability of Donor Funded Projects in Public Hospitals in Kenya: A Case of HIV/Aids Projects at “N” County Referral Hospital

Dr. John Cheluget (MUA), Ngari Caroline Wamuyu (MUA)

*The Management University of Africa, Kenya*

**Abstract:** The research project sought to investigate factors influencing sustainability of donor funded projects in public hospitals in Kenya; a case of HIV/AIDS projects at “N” County Referral Hospital. Project sustainability is one of the most critical challenges for all grassroots, national and international development agencies. The study objective was to evaluate how leadership, funds, capacity building, and stakeholder’s involvement can influence the sustainability of donor funded projects in public hospitals. The study provided an in-depth literature review and analysis based on the research objectives, identification of the theories applicable to this study, and the conceptual framework. The target population for this study was 137 employees from the HIV/AIDS projects funded at “N” County Referral Hospital. A census of 137 respondents was done since the target population was relatively small and therefore the need for sampling from it was overlooked. The researcher obtained a permit from National Council for Science and Technology based on authorization letter from The Management University of Africa. The researcher paid a visit to the area of study and made appointments with the target population where data was collected. A pilot survey was done before conducting the main data collection exercise and the reliability and consistency of the research instrument was assessed using the Cronbach Alpha scores obtained from the pilot study respondents. The study relied on primary data where questionnaire was used to collect the data. Data was then analysed using descriptive analysis such as descriptive statistics mean scores and standard deviations, frequencies distributions, and percentages. The relationship between the dependent and independent variables were assessed using linear regression. The findings of the study established that source of funds and stakeholder involvement significantly influenced project sustainability. Further, the study found that capacity building, leadership and government policy did not significantly influenced project sustainability. When all the variables were regressed collectively a model was generated that was fit for prediction of project sustainability. The study therefore reached a conclusion that involving stakeholders at all stages of the process and ensuring adequate funds are available for the project contributes greatly to the success of the project. The study recommends that an evaluation of capacity building and training needs assessment should be conducted in both rural and urban hospital settings in Kenya and an evaluation of the impact of leadership on the project sustainability should be evaluated within a wider geographical scope.

**Keywords:** Acquired immune deficiency syndrome, Antiretroviral Therapy, HIV/AIDS Program Sustainability Analysis Tool,

**United Nations Programme on HIV/AIDS, President's Emergency Plan for AIDS Relief.**

## I. INTRODUCTION

Sustainability is the process by which social, economic and political contexts change within a given time. The new situations that arise and changes in the community require it to adapt to them which is reflected by sustainability as referred by Williams (2012). Throughout a long period of time where a project continues to benefit the community and those involved is termed as project sustainability (Bamberger & Cheema, 2014). An organization is said to sustain a project if it completed and the requirements set and aligned there before and the fact that it continues to offer benefits to those that depend upon it for a very long time (IFAD, 2015). When the donors that were involved in the project withdraw, the project is supposed to run smoothly using its financial, managerial and technical assistance and thus continues to offer benefits to the community and continue running for a long time Leffers and Mitchell (2015). When the external donor withdraws from offering financial, managerial, and technical assistance, a successful project in the health system is required to continue running with the resources it has and continues to offer benefits to the community as it was there before as indicated by LaPelle, Zapka and Ockene (2016). The greatest challenge that affects grassroots, national and international development agencies is being able to sustain a project.

HIV has affected more than 42 million in the world and more than 20 million have died from it (WHO, 2013). The HIV/AIDS epidemic has been funded by various international donors around the world (Chavangi, 2015). This crisis has also been addressed greatly by most of the hard hit countries using their resources. These efforts have resulted to the effective prevention, treatment, and care services on HIV/AIDS in most of the countries. The major challenge is being able to maintain the social change which is temporary driven by donor funding.

There has been slowness in funding of HIV/AIDS projects recently, which has led to the HIV/AIDS financing to decrease since 2010 for the first time since the government started donating. By 2015, the international donors had tried to achieve the HIV-related goals through their commitment,

but most of the low income countries started having challenges after the international donors started decreasing their donations on the projects, where they had to carry the international donors' bulk of funds the HIV/AIDS project (Global HIV Prevention Working Group, 2008). Health care programs just like in other sectors are meant to make a contribution to the sustainable development of the organizations (Briassoulis, 2008). Briassoulis further termed a successful project as that whose manager is able to balance the competing demands whereas a sustainable project should 'produce benefits long after major donor support has been withdrawn (Labuschagne & Brent, 2006).

A study done by Chen (2013) in China found that the implementation of health-care projects and provision of healthcare services was negatively influenced by financing of human resources for health (HRH) and consequently distribution of HRH by provincial governments. Adopting a new model of success whereby success was assessed by project managers and different project stakeholders, Chen in his research among the public organization of Japan defense industry, found that Project Managers appear to understand most important issues for each stakeholder group; which was rated as a very important success factor (Hayashi & Oyama, 2014). Telephone survey was conducted in late 2009 and data analyzed using Krippendorff's Kappa alpha reliability test in Indonesia (Heywood and Choi, 2010).

Under Vision 2030, a number of flagship projects have been identified in each sector which will be improved by the government to ensure that the health sector is effective. Health projects have been identified as key in driving health growth in the health sector. Health based projects are motivated and built around the need to improve health care service delivery and by extension quality of people's lives (LeBan, Perry, Crigler & Colvin, 2014). It is important for all health facilities to ensure that they have effective management and leadership in their organizations as this helps in achievement of sustainability which ensures success of the projects in the public and private health sectors.

In Kenya, sustainability of program has been a major problem for many donors funded projects in the HIV sector. In many cases, donors usually fund HIV projects in public hospitals, assist in their start-up process and continue to support them for a period until they start delivering benefits to its target population. The donors then withdraw financial support, but may continue providing technical support for a little bit longer or as the need arises. The government is then expected to run the health project and ensure that the project continues to provide the benefits it was intended to deliver (WHO, 2015). However, sustaining the HIV/AIDS programs has been a major problem, especially for public hospitals, in which programs start deteriorating soon after the funding organization has withdrawn (WB, 2013).

When a project is able to continue offering its benefits to the beneficiaries even after the donors have withdrawn their

financial assistance is termed as sustaining of a project (IFAD, 2007). The team that undertakes a certain project should be able to determine whether the project will continue to run after its completion even without the assistance of donor (IFAD, 2006). A project is defined as a planned activity which is intended to achieve a certain goal with the use of resources, given time specifications so that the specific goals can be achieved effectively (Bolles, 2012). The use of resources to achieve a certain goals within a given time can also be called a project (Munns & Bjeirmi, 2006). Every project has to have certain specifications set, defined start and date to finish.

#### *Statement of the Problem*

Kenya has a mid-level HIV/AIDS epidemic coupled with low income levels. The donor fatigue has since started setting in with a dip in disbursements since 2010. Nevertheless, the country has managed to achieve relatively high levels of ART (Antiretroviral Therapy ) coverage (Velloso, Di-McIntyre & Rene, 2008). The cost of sustaining this coverage is unrealistic with an estimated \$350 million in 2010–2011 for ART, PMTCT (Prevention of Mother-To-Child Transmission), laboratory and diagnostic materials, opportunistic infection treatment and nutrition. For the same period, an estimated \$300 million was available, most of which came from PEPFAR (President's Emergency Plan for AIDS Relief). As the Kenya HAPSAT (HIV/AIDS Program Sustainability Analysis Tool) report points out, levels of donor funding, support and capacity building are likely to decrease over time, while the population requiring HIV/AIDS services will only continue to increase. As a way to cope with this challenge National AIDS Control Council (NACC) through the help of HAPSAT proposed decentralization of HIV/AIDS treatment and care as a way to increase the overall efficiency of service delivery (UNAIDS, 2009). According to the Health Policy Project Report (2015), over the period from FY 2013/14 to FY 2017/18, the health sector is projected to cost US\$13,142 million (KSh 1,103 billion). Management and delivery of Kenya Essential Package for Health (KEPH) interventions through health projects will require the largest share of the health sector cost at 43 percent. Projects costs on Human Resources for Health, logistics and health infrastructure make up 55 percent of the total health sector project cost, while health information systems, health financing, and governance make up 2 percent (USAID, 2015).

Further statistics from Government of Kenya (GoK) reveal that 63% of the health projects fail after a short time after implementation, thereby being not sustainable (GoK, 2014). The Organization for Economic Co-operation and Development (OECD) shows that health projects in public hospitals collapse one year after completion of the projects (OECD, 2014). Despite all the efforts from the various development partners, most of the health projects in public hospitals experience major challenges in implementing strategies and success of projects planned. Most of the projects that have been started have either failed or are

delayed due to lack of sustainability strategies (World Bank, 2013). Kenya is one of the countries that continue to face challenges in the health sector to ensure their sustainability (WB, 2013). By 2030, there is need for the government to ensure that the projects that had been previously financed by financial donors continue to benefit the community so that the challenges can be addressed. This study therefore focused on factors influencing sustainability of funded projects in public hospitals in Kenya: a case of HIV/AIDS projects funded at “N” County Referral Hospital.

The general objective of this study was to investigate factors influencing sustainability of funded projects in public hospitals in Kenya: a case of HIV/AIDS projects funded at “N” County Referral Hospital

#### *Specific Objectives*

- i. To assess how leadership influence sustainability of funded projects in public hospital.
- ii. To examine how source of funds influence sustainability of funded projects in public hospital.
- iii. To establish how capacity building influence sustainability of funded projects in public hospital.
- iv. To establish how stakeholder’s involvement influences sustainability of funded projects in public hospital
- v. To evaluate the impact of government policies in ensuring sustainability of donor funded projects in Kenya

## II. LITERATURE REVIEW

### *Theoretical Literature Review*

The theories evaluated in the study included; the sustainability theory, the dependency theory and the optimal resource allocation theory.

#### *Theory of Sustainability*

The use of resources to ensure that human needs are met both presently and in future through preservation of the environment is known as Sustainable development. According to the Brundtland Commission they defined Sustainable development as the use of resources in a reasonable way where the needs of human beings are met presently and the future generations too will benefit without being compromised their own needs when they will need them (Reclift, 1997).

The study is based on this theory due to its relevance in addressing sustainability issues especially development projects aimed at alleviating poverty at grass root level and the capacity to keep the projects running even after the initiators are not around or active in politics. Sustainability theory is pegged on several factors which include; normativity, choices, scale and place in which the project is ran, and the systems way of thinking in project management (Harrington, 2016). Further explaining, Harrington noted that the choice to have a project are determined by choices in the following ways i.e. It is impossible to sustain everything for a

long time, that sustainability is a process and pathways to ensure sustainability are essential, that the idea of sustainability has moving targets. As such the end of the project is wrapped in uncertainty, and finally, that the uncertainty in terms of shifts in the gains of a project can be sudden or gradual and a choice has to be made depending on these situations.

Theories of sustainability attempt to prioritize and integrate social responses to environmental and cultural problems. An economic model looks to sustain natural and financial capital; an ecological model looks to biological diversity and ecological integrity; a political model looks to social systems that realize human dignity. Religion has entered the debate with symbolic, critical, and motivational resources for cultural change.

#### *Resource Dependency Theory*

The theory of Resource dependence theory which was developed by (Pfeffer and Salancik, 1978) emphasized on the how organizations are affected by external resources and the power they have over the organization. How organization’s behaviors are affected by organization’s external resources is studied in the Resource dependence theory (RDT). The following is emphasized by the Resource dependence theory (RDT); resources are greatly depended upon by organizations, the organization’s environment are the sources of the resources required, other organizations are also contained in the environment, those other organization thus have the resources that the organization requires, power is based upon in there sources and this thus concludes that all organizations that are independent depend on each other (Pfeffer & Salancik, 1978).

This study was anchored on the Resource Dependence Theory. The resource dependence theory was used to explain how resources of organizations affect sustainability of organization projects. The sustainability of organization project will be affected by the resources of organizations. These resources will come in the form of human resource - therefore the need to involve all the stakeholders in the project for sustainability, other resources of land and finances. The study used the resource dependency theory to explain factors that affects sustainability of health projects in public hospitals.

#### *Optimal Resource Allocation Theory*

The Optimal Resource Allocation theory was developed by Laska, Meisner and Siegel (1972) where it is based on the fact that organizations allocating tasks to their employees without adequate resources will lead to collapsing of the organization. The theory indicates that resources are very useful for the success of projects where projects require the organization to provide resources that will be used throughout the project to make it successful (Laska, et al., 1972). It continues to recommend that to avoid collapse of projects and allow the projects to complete in time, there is need for effective

strategies to be implemented to ensure effective allocation of resources (Laska, et al., 1972).

The theory thus contends that hospitals need to implement reliable strategies to ensure that health care projects are successful by allocating adequate human resources for health (HRH) for the success of the health projects Keshtkar, Salimifard and Faghih, (2015). The health care projects would collapse if allocation of HRH that is; doctors, physicians, nurses and midwives is not done through implementation of effective strategies as related by the theory.

#### *Empirical Literature Review*

##### *Influence of Leadership on Sustainability of Funded Projects in Public Hospitals*

Projects require a strong management and leadership for them to succeed as lack of this leads to failure as observed by Chauvet, Collier and Duponchel, (2010), beneficiaries can also reject the project due to lack of local knowledge and understanding of the project's objectives and activities in the community's environment. If the leaders are able to convince the local people on the benefits of the project then the project would eventually succeed. If the future health needs will be responded to effectively, there is need for strong leadership so that sustainability and responsiveness can be achieved in the healthcare systems thus strengthening of the health systems as showed by Kasoo (2010). The health organization changes are facilitated by effective leadership and management as better health services are achieved through deployment of efficient and responsive people and resources (Colclough & De, 2010). Most of the health centers have ignored the need for good management and leadership (Bossert, Mitchell & Janjua, 2015), despite its role in ensuring that health systems are strengthened and the projects of the institutions success. It is important for all health facilities to ensure that they have effective management and leadership in their organizations as this helps in achievement of sustainability which ensures success of the projects in the public and private health sectors as reported by WHO (2007).

Management of projects during its sustainability stage involves increasing the alignment of development projects with host communities' priorities and coordinating aid efforts at all levels (local, national, and international) to increase ownership and efficient delivery of services. It is therefore basically offering leadership to achieve certain laid objectives. According to Kajola, (2008), good management ensures that sufficient local resources and capacity exist to continue the project in the absence of outside resources or donor involvement.

##### *Influence of source of funds on sustainability of funded projects in public hospitals*

The sources and composition of project finance is another key factor that may influence the success of project implementation. Analysis on a number of researches has shown that sources of finance have a positive influence on

projects. In his study, Kasoo (2010) reiterated in his findings that besides community participation, sources and composition of project finance has a bearing on project success as well. This was confirmed by Ayodele (2011) when he reported that one major cause of abandonment of construction projects in Nigeria was due to inadequate funding and finance. His study report further emphasizes the importance of financial resources in project implementation. The study is in consonance with Yang and Jackson's affirmation on the stalled pumped-hydro energy storage in the United States that financial uncertainties was the project's limiting factor (Yang & Jackson, 2011).

The sources and composition of project finance is another key factor that may influence the success of project implementation. Analysis on a number of researches has shown that sources of finance have a positive influence on projects. In his study, Kasoo (2010) reiterated in his findings that besides community participation, sources and composition of project finance has a bearing on project success as well. This was confirmed by Ayodele (2011) when he reported that one major cause of abandonment of construction projects in Nigeria was due to inadequate funding and finance. His study report further emphasizes the importance of financial resources in project implementation. The study is in consonance with Yang and Jackson's affirmation on the stalled pumped-hydro energy storage in the United States that financial uncertainties was the project's limiting factor (Yang & Jackson, 2011).

While there are no set strategies on how to finance a health system, long term goals dictate that the optimal design cannot be assessed in isolation from the epidemiological situation, strength and nature of the economy; the stability of the government and its institutions, as well as the prevailing political and policy environment (USAID, 2009). Indeed these factors tend to affect fiscal space and therefore government allocations. How well a health system performs depends on how well it achieves the goals for which it should be held accountable (WHO, 2000). The 2000 World Health Report defined three goals for health systems: good health, responsiveness to the expectations of the population, and fair financial contribution. While the health financing system does not act alone in affecting objectives and final goals, the way a health system is financed can adversely impact on the health goals (Macharia & Ngugi, 2014).

##### *Influence of capacity building on sustainability of funded projects in public hospital*

According to Bossert, Mitchell and Janjua, (2015) a health system includes the resources, actors and institutions related to the financing, regulation and provision of health actions (any set of activities whose primary intention is to improve or maintain health. Health actions are broad and thus strategies and action need to be brought together to improve the capacity building of the health facilities. It is therefore important to note that capacity building in health services plays a vital role

which led to the reason why this study was done as different components are required in the building of components (Bossert, Mitchell & Janjua, 2015). Most of the changes in the health systems can be done successfully through the improvement of management and leadership (Thomas & Martin, 2014).

#### *Influence of stakeholder's involvement on sustainability of funded projects in public hospital*

All organizations depend on the management of stakeholders for their projects to succeed. When an activity or process is done and affects some individuals either directly or indirectly, then those affected are called stakeholders as defined by (Nzekwe, Oladejo, & Emoh, 2015). Stakeholders are many and they influence projects in various different ways. The characteristics of stakeholders include; power, legitimacy and urgency as indicated by Thomas and Martin (2014). These characteristics should thus be understood by the project managers so that they can involve the stakeholders per their characteristics and provide them with roles.

The project's life determines the stakeholder's number and nature; thus the project manager will be able to provide them with appropriate roles (Thite, 2001). Community participation involves a number of processes that need to be followed to ensure that the community understands their roles and reason for participation. How they benefit from the process should be taught to them so that they can understand their roles. How their resources are allocated to them and the roles they play to make sure that they understand their roles is very crucial for the present and future development of the community to ensure that the projects in the community are also a success.

#### *Government Policy*

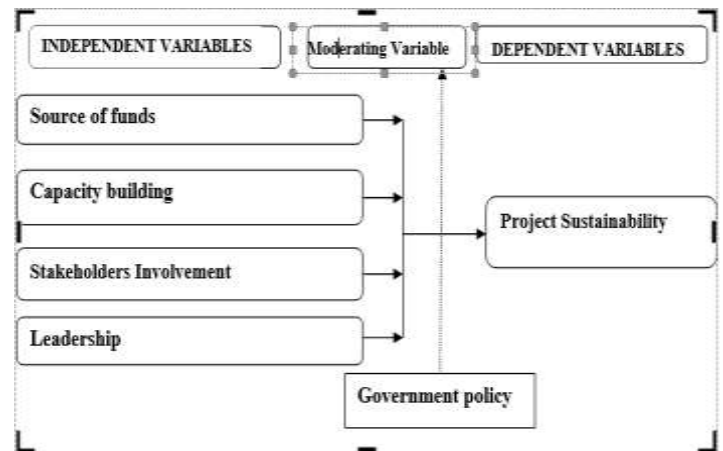
The sustainability of a project is pointed out by its continuous operation and maintenance of the system (O&M). The O&M embraces project diversity and inclusivity of all the sectors required to sustain the project. According to Assefa, Rivera and Vencatachellum (2013) sustainability of Projects is usually constrained by the inadequacy of financial resources that are needed to implement the same. Due to the imperatives of budgetary policies it is difficult to establish and resource project structures and associated institutions essential for effective implementation and the achievement of goals, except over the long haul. However, the situation can be mitigated by strong and effective capacities at the national level to manage and coordinate project financing which adequately project implementation and management

#### *Project Sustainability*

EU (2004) defined sustainability as the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended. Akannia, Oke and Akpomemie (2015) noted that project sustainability concerns itself with the continuity of a project until it attains its set objectives. Sustainability of a project is a development that aimed to meet the present needs without compromising

the ability of future to meet its needs (World Bank, 2009). The essence of sustainable project is determined by the people, authority which can be attributed to change of peoples or authority attitudes, leading to a change in their habits. Gebrehiwot, (2006) argued that, sustainability is an essentially vague concept, and it would be wrong to think of it as being precise, or capable of being made precise. Sustainable development seeks to meet the needs and aspirations of the present without compromising the ability to meet those of the future (UN 1987).

Figure 1 Conceptual framework



### III. RESEARCH METHODOLOGY

#### *Research Design*

The research problems answers are generated through the scheme, outline or plan which are defined as the research design as defined by Orodho (2003). The researcher's structure is thought by Kombo and Tromp (2006) as the research design. Census research design was used in studying of the research problem. Census is the process of systematically collecting information about all members of a particular population (FAO, 2019). This meant that within the specified population of interest, every study item was enumerated.

The functions of an organization are improved through using the organization as a case study. The findings are relevant as they provide the organization with methods of improving their activities Yin (2009). The study's results were interpreted better by understanding the qualitative approach that was used. The research problems are relevant to the process of solving problems through an intense investigation which are concerned by the method. The case study selected was used as the basis of the research questions so as to solve the possible alternatives identified by an intensive analysis through the several targeted cases selected by the underlining concept. A subject is defined and described by the researcher, through creation of a profile of the problems in the population of interest (Creswell, 2002).

### Target Population

The target population for this study was 137 respondents as shown in table 3.1. The target population unit of analysis will be HIV/AIDS programme coordinators, “N” County Referral Hospital Care & Treatment service providers (SPs), “N” County Referral Hospital HTS SPs, PMTCT SPs at “N” County Referral Hospital, Adolescents & Young people’s SPs, and donor or implementing partners supported by SPs. According to Mugenda and Mugenda (2003), the target population that the researcher targets have to have the same characteristics as those that the study has so the generalization and of results can be made easy and effective.

Table 3.1 Target Population

Personnel	Number
HIV/AIDS programme coordinators	11
Care & Treatment service providers (SPs)	17
HTS SPs	43
PMTCT SPs	21
Adolescents & Young ppl ‘s SPs	18
Donor/Implementing partners supported SPs	27
Total	137

Source: MOH records

### Sample Size and Sampling Procedure

According to Martínez-Mesa et al. (2016), sample is defined as a finite part of the population whose characteristics corresponds to the larger target population. Further noting, Martínez-Mesa and counterparts indicated that even though a sample is often chosen in cases where the target population is high, a census was preferred since the scope was small. The population, as described in the sampling frame, was considerably small and confined within the same location. As such, a census was conducted for all the 137 respondents working in the HIV project, at the “N” County Referral Hospital.

### Data Instruments

Data collection can be done through many methods as per (Cooper and Schindler, 2011). The subject, topic of research, research problem, objectives, design, expected data and results are the attributes depended mainly by the choice of tool. Specific data is collected by a specific tool. Primary data on towards sustainability of HIV programs will be collected, thus the study depended on primary data which was collected using questionnaires.

The views of the respondents were collected using the questionnaire which was the tool for data collection. All the required information was provided by the questionnaire as it was effectively structured. The questionnaire for respondents comprised of part A and part B. Part A collects the background information of respondents. While Part B comprises of the factors influencing sustainability of funded

projects in public hospital: a case of HIV/AIDS projects funded at “N” County Referral Hospital

The targeted respondents provided their information through the questionnaires they were required to fill by the three research assistants. All the variables were determined through a Likert type scale format and with an ordinal scale. The questions in form of statements were answered using a 5 point Likert scale ranging from 1 to 5 (Kiess & Bloomquist, 2008).

### Pilot Study

A pilot test is a small test that involves using a small sample that has the same characteristic with the target population to determine the effectiveness of the questionnaire (Trochim, 2006). The pilot test is used to determine the trial of the new developing projects. Before the researcher begins the actual collection of data, the pilot test helps in discovering of the errors in the questionnaire (Mugenda and Mugenda, 2003). Most of the pilot tests are done using a 10% of the targeted population to make it worth the test. Fourteen (14) respondents were selected to fill the questionnaire and their responses analyzed according to the thematic areas of the research for consistency and reliability. The respondents who participated in the pilot study were excluded from the main study. The Cronbach’s alpha was used in testing of the instrument’s validity and reliability through the pilot test conducted as the data had to be consistent with the objectives under study. According to (Rousson, Gasser & Seifer, 2002), the Cronbach Alpha scores of 0.6-0.9 are considered consistent while higher scores above 0.9 are not reliably for they would be redundant in nature. Adjustments for the instrument were made if these scores are violated to obtain a suitable instrument for data collection.

### Data Collection Procedure

The Management University of Africa provided the authorization letter and the National council for Science and Technology was later provided the permit to collect data. The target population were met by research assistants and appointment were made for the data collection. A self-administered questionnaire was used in collection of the data. The questionnaires were picked later on call back where the respondents had not provided information that same day. Data collection and analysis commenced from August of 2019 to October 2019.

### Data Analysis and Presentation

The Statistical Packages for Social Scientists (SPSS Version 22) was used to code and enter the data and descriptive statistics were used in analyzing the data. The responses content matter was used in analyzing of the data. Coherent categories were used to group the common themes or patterns of the responses.

The use of (percentages) frequencies that are absolute and relative and central tendency and dispersion (mean and standard deviation respectively) measurements were involved

in descriptive statistics. Tables and graphs were used to present the quantitative data while prose was used to present the explanations. Additionally, to establish the strength of the relationship between the independent and dependent variables the researcher used a multiple linear regression.

The multiple regression equation below was adopted

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Whereby Y = Sustainability of Health Projects

X<sub>1</sub> = Leadership

X<sub>2</sub> = Source of Fund

X<sub>3</sub> =, Capacity Building

X<sub>4</sub> =, Stakeholders Involvement

X<sub>5</sub> =, Government Policy

While  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are coefficients of X<sub>i</sub> variables and  $\varepsilon$  is the error term.

#### IV. RESEARCH FINDINGS AND DISCUSSION

##### *Summary of findings*

This study investigated different factors influencing sustainability of donor funding projects in public hospitals in Kenya. The study was done with the following guiding objectives to assess how leadership influence sustainability of funded projects in public hospital, to examine how source of funds influence sustainability of funded projects in public hospital, to establish how capacity building influence sustainability of funded projects in public hospital, to establish how stakeholder's involvement influences sustainability of funded projects in public hospital, and finally, to evaluate the impact of government policies in ensuring sustainability of donor funded projects in "N" County Referral Hospital in Kenya. In order to derive meaning from the collected information, both descriptive and quantitative data analytic techniques were used.

The descriptive findings of the study in summary were that leadership influences sustainability of projects. This in part was determined by the degree of knowledge that the managers had on the specific project needs, the ability of leaders to educate the society on the potential impact of the projects, evaluating the appropriate management systems and adopting them, basing their decisions on M&E platforms, among others. In terms capacity building, the respondents believed that the donors should be able to build the capacity of the project workers especially in the areas of project management and logistics and procurement of commodities. Factors found to be statistically significantly impact on project sustainability was the inclusion of stakeholders in project management and implementation and sources of funds and reliability of the sources. The government policies were set to be a crosscutting and moderating variable in the study but had an insignificant impact in moderating the association between the independent and dependent variables. Finally linear regression was used to

evaluate the statistical significance of the linear model constructed for sustainability of projects against the independent variables. The model deduced that the two variables were statistically significant i.e. Stakeholders Involvement and source of funds (p value < 0.05).

##### *Discussion of the study findings*

##### *Leadership*

The descriptive results showed that leadership influence the sustainability of donor funded projects as believed by 84.9% of the respondents. Several aspects of leaderships were identified and evaluated on a 5-point Likert Scale and their means derived from the average responses for the different aspects of leadership. Programme managers are considerably an integral part of project implementation and success. It was thought necessary that the programme managers have knowledge on different aspects of the projects for it to be sustainable with a Mean=4.48. Dissemination of the information on the different donor funded projects to the public is considerably important as the impact of the programme cannot be deduced without public participation. With a mean of 3.94, the respondents believed that the ability of the leaders to communicate the project specifications was key in ensuring that the projects were sustainable. In terms of the management systems of projects at the community level, the respondents believed that the systems were considerably outdated. This strained the management of projects at the community levels. However, the respondents believed that the monitoring and evaluation systems served to provide a platform for accountability and effective decision making both at programme and policy levels. Overall, the extent at which combined leadership factors influenced project sustainability was great as per the responses of 52% (77) of the respondents. However, when leadership was collectively regressed against the dependent variable it was found to have an insignificant effect on project sustainability.

The findings were in agreement with several leadership issues that were identified in the literature searches conducted in this study. Choudbury (1988) noted that the competence of project managers is a key determinant of project successes. The managers are responsible for scheduling and ensuring that the deliverables of the projects are made with certainty. Carter (2009) noted that communicating with the project beneficiaries helped create good rapport. The study identified that the linkages between the community and the project was done through the project managers. Finally, monitoring and evaluation was believed for be a critical component in ensuring that there is a basis for accountability and decision making as observed by Kimani (2009).

##### *Sources of funds*

The sources of funding are a critical part in ensuring the sustainability of donor funded projects. The key components used to evaluate the impact of sources of funding in relation to projects sustainability included; sources and composition of

project finances, soundness of the finances and reliability of the sources funding, financial and economic analysis as a crucial part in ensuring the sustainability of projects, evaluation of projects against un-equitable financial or economic benefits which are apparent to the stakeholders, financial analysis as a requirement in the formulation of programs and projects' activities, government allocation of adequate resources to HIV and AIDS projects in the county, presence of the government mechanisms to fund the donor funded projects for continuity, whether activities funded by the donors are part of the interventions in the hospital strategic plan and finally, whether the availability of funds influenced the sustainability of projects in health projects in the long run. Despite the variations observed in the level of agreement for all these variables, the findings indicated that the general feeling was strong for each variable evaluated. The average score across all the variables were above 3.5 which indicates that all the responses fell on the agreement scales of “strongly agree” and “agree”. When source of funds was collectively regressed against the dependent variable it was found to have a significant effect on project sustainability.

These findings in relation to previous studies showed desirable levels of consistency. Kasoo (2010) noted that the composition of projects finances has a significant impact on its sustainability. Defining the composition of the finances provides a basis for prioritizing different activities and how well the activities can be funded. In Nigeria, the sources funding the reliability of it thereof was considered an important recipe for sustainability (Nturibi, 2009). In terms of having government funding mechanisms, a study by Njoki (2013) found that the government’s commitment to uniform accounting standards and rules allowed for the estimation of minimum financial package associated with service delivery from the donor funded projects. This way the government could tap into the insurance funds to help assume the gaps that the donors leave at the end of the project. The government then takes up the roles of donors at the end of the project to ensure continuity and that the beneficiaries continue to enjoy the services from the projects.

#### *Capacity Building*

Capacity building in relation to donor projects was believed to be important in ensuring sustainability of donor funded projects in Kenya. The different aspects of capacity building were assessed and the perception on whether they influenced sustainability deduced. Capacity building on efficiency and cost effectiveness of projects to ensure scalability and sustainability of the projects was considered important by the respondents who responses averaged at an agreement scale of 4.16. Cooke (2005) noted that it is important for the project managers to understand these aspects of the projects in order to own the processes even after the donors have withdrawn. Besides the mutual agreement that efficiency and cost-effectiveness of the project was a necessary area to equip managers on, the role of government in the process cannot be ignored. The respondents believed that the availability of

government policies to champion capacity building were necessary. Development paradigm shifts and county ownership of development projects was also believed to be an integral part of capacity building. Community level engagements occasioned by the devolved units in Kenya calls for community and county level expertise. Crisp et al. (2000) noted that there is need to establish a comprehensively targeted strategy are instrumental in ensuring the success of projects at the specific areas that they are implemented. Another construct evaluated for capacity building on logistics and commodity management systems, and laboratory and pharmacy support services. The respondents believed this to be necessary and had even been affected in HIV and AIDS projects with an average response of 4.38. However, when capacity building was collectively regressed against the dependent variable it was found to have an insignificant effect on project sustainability.

Other areas of capacity building were on perform quality assessment and Quality improvement, data collection procedure adopted for ongoing HIV and AIDS projects, and whether the sustainability of the HIV programmes had been realized and prevention and treatment of HIV and AIDS was ongoing. The respondents indicated strongly that the capacity of the service providers to accomplish these roles was good. The need for integrity and accountability is defined by the transparency in the projects implemented. In this respect, the managers are required to communicate the project achievements with ease. As such, there is need for the tools to have the clarity needed for these purposes. This way, it is easy to manage issues associated with commodity management and even in the prioritization of interventions tied to the projects.

#### *Stakeholder involvement*

The involvement of stakeholders in health projects was believed to be important in determining sustainability. Several factors were evaluated in relation to the roles of stakeholders in the sustainability of projects. One of the greatest concerns is the delivery of services to the relevant stakeholders. The respondents believed that the need to have continuity of services after the project has ended was instrumental in ensuring that the needs of the stakeholders were met. Besides this, the interaction of the project with regard to the environment is critical. Third, the respondents believed that the projects should have a positive influence on the environment, energy and water usage, and the promotion of community wellness. Fourth, there was a general level of agreement that the project should be able to generate revenues that can help its sustainability. This way the project can become self-sustaining. Finally, the respondents believed that exit plans must be made before the end of a project. This way it is possible to any chances of reversal of the gains that the project would have made.

According to the finding by Heravi, Coffey, & Trigunarysah (2015), before the introduction of any donor funded project is made, it is important to identify the different stakeholders and



defining the roles that they play especially in planning. The study results agreed with the findings by Heravi, Coffey, & Trigunaryyah (2015). Lack of involvement serves as a barrier between the owners of these services and the project itself. As identified in literature review section, the stakeholders provide information on the needs of the groups they represent and quality requirements (Lipman, 2004).

#### *Government Policy*

The government plays an oversight role in the implementation of donor related projects. This in part is informed by the fact the projects specifications have to be done the manner in which the government prescribes. The evaluation of the government policy was considered to have moderating effect independent variables with varied magnitudes. Some of the key variables studied under the role of government policy in project sustainability included the policy environment, the donor policies, the delivery and contracting mechanisms, stakeholder participation, the management structures, and the administrative structures available. However, when government policy was collectively regressed against the dependent variable it was found to have an insignificant effect on project sustainability. According to Assefa, Rivera and Vencatachellum (2013), government policies exist to serve the interest of the stakeholders as well as that of the government and its people.

It is in the view of the government that the standard operating procedure are adhered to even in the event that the projects are donor funded (Armanios, 2014). This was in agreement with the findings that the government enforced policies that championed for stakeholder participation, the management structure, the procurement of goods and services, the environment among other. These policies are essentially protectionist policies to ensure that the needs of the people are prioritized and that the corporate social responsibility standards are honored by the donors. In order to safeguard these interests, a policy framework to guide the implementation and sustainability of projects, a government-partner policy framework was formulated (IFAD 2014). The framework preambles the high chances of project sustainability.

#### V. CONCLUSION

The study concluded that project sustainability in Kenya was majorly due to two factors namely; the source of funds, and stakeholder involvement. The regression model identified quantifiable and statistically significant relationship between them and the dependent variable. Variables with non-statistically significant variables included leadership, capacity building and government policies.

Leadership component of project sustainability was tied together with several factors such as communication, knowledge on project specifications, adapting to new governance systems, and monitoring and evaluation for decision making and leadership. For leaders to become

effective in their capacities, they must understand the projects specifications. This way they are able to communicate the project requirements not only to the stakeholders but also to all the personnel involved in project implementation. With regard to understanding of the governance structures, the managers should be able to identify changes in the government structure and make linkages based on them to the projects. The Kenyan constitution advocates for county level management of projects. It is therefore important that as the projects are structured, they should be in line with the available governance structures. Finally, M&E should be used as a basis for accountability and effective decision making. The information collected through the various M&E tools helps the government to plan for the sustainability of such projects. Despite the specific components of leadership and governance, the study identified them not statistically significant along with capacity building of those who are directly involved in project implementation.

Availability funds and reliability of the sources of funding is critical in ensuring sustainability. It is apparent the donor funded projects in Kenya are not necessarily reliable. Such projects have specific timelines before they have elapsed. As such, mitigated strategies must be put in place to ensure that the projects are sustainable even after the donors have withdrawn. One of the key components that can be applied to this effect is to ensure that the projects must be structured in a manner that it is likely to generate returns that can be used to sustain the services derived from the project. Other than this, the data obtained from the projects can be used to project the minimum insurance packages that can be funded through the government health insurance schemes. Generally, the issue with funds centers more on the reliability of its sources and the ability to sustain a steady flow of funds.

Finally, stakeholders are an important part of project management. During project inception, the stakeholders must be identified depending on their roles in the projects. The inputs from stakeholders serves to communicate the needs of the society and the types of services that they believe are appropriate for the people. In so doing, they are able to contextualize the kind of benefits that can be derived from the projects. When these needs are specific, the chances of sustaining the project increases as the services rendered are targeted and specific. Apart from the stakeholders who are directly involved in the project, other stakeholders are reached through corporate social responsibility. The project managers are required to maintain a positive social relation with the society by ensuring that they have regard to the conservation of the environment and the social wellbeing other society.

#### VI. RECOMMENDATIONS

Having identified the major influencers of project sustainability, the study provided a number of recommendations. The impact of capacity building, leadership, and government contribution were not statistically significant. Based on these items, the study recommends that

an evaluation of capacity building and training needs assessment be conducted in both rural and urban hospital settings in Kenya, an evaluation of the impact of leadership on the project sustainability be evaluated with a wider project scope adopted, and finally, an assessment on government-partner policy in the sustainability of sustainability of projects be done.

## REFERENCES

- [1] Abrams (1998), Understanding sustainability of local water services
- [2] Ahmed, R., Tahir, M., & Azmi bin Mohamad, N. (2013). Leadership is vital for project managers to achieve project efficacy. *Research Journal of Recent Sciences*, 2(6), 99-102.
- [3] Akanni, P. O., Oke, A. E., & Akpomiemie, O. A. (2015). Impact of environmental factors on building project performance in Delta State, Nigeria. *HBRC Journal*, 11(1), 91-97.
- [4] Amadi, I. (2018). Analysis of Sustainability of HIV Projects: A Case Study of Kenya Paediatric Research Consortium (Doctoral dissertation, United States International University-Africa).
- [5] Anschütz, J. (1996). Community-based solid waste management and water supply projects: problems and solutions compared. *Urban Waste Expertise Programme (UWEP), Community Participation in Waste Management, UWEP Working Document No. 2*.
- [6] Armanios, D. E. (2014). Sustainable development as a community of practice; insights from rural water projects from Egypt. *Sustainable Development*, 20(1), 42-57.
- [7] Assefa, Y., Rivera, O. P., & Vencatachellum, D. (2014). Macro and micro determinants of project performance. *African Evaluation Journal*, 2(1), 9.
- [8] Astre Merino, S. and de los Rios, C. (2012). Capacity building in development projects. *Procedia-Social and Behavioral Sciences* 46, 960-967.
- [9] Augustino, B. G. (2015). Factors Influencing Project Sustainability: A Case of Saint Franciscan Sisters Programme in Otiende Sub-County In Nairobi County.
- [10] Ayodele, E. O. (2011). Abandonment of construction projects in Nigeria: causes and effects. *Journal of Emerging Trends in Economics and Management Sciences*, 2(2), 142-145.
- [11] Baark, E., & Heeks, R. (1999). Donor-funded information technology transfer projects: Evaluating the life-cycle approach in four Chinese science and technology projects. *Information Technology for Development*, 8(4), 185-197.
- [12] Ball, B. (1997). Career management competences-the individual perspective. *Career development international*, 2(2), 74-79.
- [13] Bamberger, M., & Cheema, S. (2014). *Case studies of project sustainability; Implications for policy and operations from Asian experience*. Washington DC: Economic Development Institute for The World Bank.
- [14] Bossert TJ (1990). Can they get along without us? Sustainability of donor supported health projects in Central America and Africa. *Social Science Medicine*; 30: 1015-23.
- [15] Bossert, T. J. (2009). Sustainability in Africa: A.I.D. Health Projects in Zaire, Senegal and Tanzania. Washington, D.C.: U.S. Agency for International Development.
- [16] Cannon-bowers, J. A. & Salas, E. (1998). *Making Decisions Under Stress: Implications for Individual and Team Training* (Washington, DC: American Psychological Association).
- [17] Chavangi, N. (2015) *Participation and the Role of Women in Sustainable Development: The Kenyan Experience*. Nairobi, Open Society Initiative of East Africa.
- [18] Cheung, Y. K. F., Zolin, R., Turner, J. R., & Remington, K. (2010). Agree or disagree? Level of alignment between project manager and stakeholders on performance indicators. In *Proceedings of the 7th Annual Project Management Australia Conference*. PMGlobal.
- [19] Chitkara, K., & Kohli, U. (2016). *Project management handbook*. New Delhi: Tata McGraw-Hill publishing Company Limited.
- [20] Colclough, C., & De, A. (2010). The impact of aid on education policy in India. *International Journal of Educational Development*, 30(5), 497-507.
- [21] Cooke, J., (2005). A framework to evaluate research capacity building in health care. *BMC Family Practice* 2005, 6:44 doi:10.1186/1471-2296-6-44
- [22] Crisp B., Hal, R., Swerissen, G. & Duckett, S. J. (2000). Four Approaches to Capacity Building in Health: Consequences for Measurement and Accountability in Australian Institute for Primary Care, Faculty of Health Sciences, La Trobe University, Bundoora, Victoria 3083, Australia.
- [23] Cusworth, J. W., & Franks, T. R. (2013). *Managing projects in developing countries*. Routledge.
- [24] Duponchel, M., Chauvet, L., & Collier, P. (2010). *What explains aid project success in post-conflict situations?*. The World Bank.
- [25] FAO. (2019). ESS: CHAPTER 6. THE SURVEY DESIGN. Retrieved 23 September 2019, from <http://www.fao.org/economic/the-statistics-division-ess/world-census-of-agriculture/conducting-of-agricultural-censuses-and-surveys/chapter-6-the-survey-design/en/>
- [26] Franks, T. 1999. Capacity Building and Institutional Development: Reflections on Water, DPPC, University of Bradford, UK
- [27] Franks, T. R. & Cursworth, J. (ed) (1993). *Managing Projects in Developing Countries*. Pearsons Education Ltd. Edinburgh Gate.
- [28] Gebrehiwot, M. (2006). An assessment of challenges of sustainable rural water supply: The case of Ofla woreda in Tigray Region. *Unpublished Msc Thesis, Regional and Local Development Study (RLDS). AAU Ethiopia*.
- [29] Harrington, L. M. B. (2016). Sustainability theory and conceptual considerations: a review of key ideas for sustainability, and the rural context. *Papers in Applied Geography*, 2(4), 365-382.
- [30] Hodgkin. (1994). The Sustainability of Donor-Assisted Rural Water Supply Projects. Washington, DC. United States Agency for International Development. Wash Technical report, no.94.
- [31] Hovlid, E., Bukve, O., Haug, K., Aslaksen, A. B., & von Plessen, C. (2012). Sustainability of healthcare improvement: what can we learn from learning theory?. *BMC health services research*, 12(1), 235.
- [32] Hunter, D. J. and Brown, J. (2007). A review of health management research. *European Journal of Public health*, 17(1)
- [33] Kahura, M. N. (2013). The role of project management information systems towards the success of a project: The case of construction projects in Nairobi Kenya. *International Journal of Academic Research in Business and Social Sciences*, 3(9), 104.
- [34] Kajola, S. O. (2008). Corporate governance and firm performance: The case of Nigerian listed firms. *European journal of economics, finance and administrative sciences*, 14(14), 16-28.
- [35] Kasoo, J. (2010). International NGOs and Sustainable Agricultural Development: A Methodological Analysis.
- [36] Kaufman, M. and Alfonso, D. (1997), *Community power and grassroots democracy*, Zed Books, London.
- [37] Kaye, B. (2005). Build a culture of development. *Leadership excellence*, 22(3), 18.
- [38] Keshtkar, L., Salimifard, K., & Faghih, N. (2015). A simulation optimization approach for resource allocation in an emergency department. *QScience Connect 2015*:8, pp.2-11:
- [39] Kingoro, S. N., & Bujra, A. (2009). The contribution of non-state actors to development in Kenya. *Development Policy Management Forum (DPMF)*.
- [40] LaPelle, N. R., Zapka, J., & Ockene, J. K. (2016). Sustainability of public health programs: the example of tobacco treatment services in Massachusetts. *American Journal of Public Health*, 96(8), 1363-1369.
- [41] Laska, E. Meisner, M. & Siegel, C (1972). Contributions to the Theory of Optimal Resource Allocation. *Journal of Applied Probability Vol. 9, No. 2*
- [42] LeBan, K., Perry, H., Crigler, L., & Colvin, C. (2014). Community participation in large-scale community health worker programs. Developing and strengthening community health worker programs at scale: a reference guide and case studies for program managers

- and policy makers. Washington, DC: USAID Maternal and Child Health Integrated Project (MCHIP).
- [43] Leffers, J., & Mitchell, E. (2015). Conceptual model for partnership and sustainability in global health. *Public Health Nursing*, 28(1), 91-102.
- [44] Lemley, J. K. (1996) Image versus reality - Channel Tunnel image management, *Proceedings of the Institution of Civil Engineers. Civil Engineering* 114(3): 12-17.
- [45] Lyson, M., Smut, C. & Stephens A. (2001). Participation, Empowerment and Sustainability: How do the link work? *Urban studies*. Vol.38 (8).
- [46] Macharia, S. & Ngugi, K. (2014).Determinants of successful completion of power projects in Kenya Power and Lighting Company. *International Journal of Social Sciences and Entrepreneurship*, 1 (12), 570-580.
- [47] Macharia, S. M., & Ngugi, K. (2014). Determinants of successful completion of power projects in Kenya Power and Lighting Company. *International Journal of Social Sciences and Entrepreneurship*, 1(12), 570-580.
- [48] Marston C, Renedo A, McGowan CR, and Portela A. (2013). Effects of Community Participation on Improving Uptake of Skilled Care for Maternal and Newborn Health: A Systematic Review. *PLoS ONE*, 1371
- [49] Martínez-Mesa, J., González-Chica, D. A., Duquia, R. P., Bonamigo, R. R., & Bastos, J. L. (2016). Sampling: how to select participants in my research study?. *Anais brasileiros de dermatologia*, 91(3), 326-330.
- [50] MARY, F. N. (2018). The effect of project management leadership on performance of compassion international projects in Kitui County, Kenya.
- [51] Mutonga, B. K. (2015). Factors influencing sustainability of donor funded community water projects: a case of Kitui Central Constituency, Kitui County, Kenya (Doctoral dissertation).
- [52] Njoki, M. N. (2013). The role of Project Management Information Systems towards the success of a Project: The case of Construction Projects in Nairobi Kenya. *International Journal of Academic Research in Business and Social Sciences*.HR MARS, Vol.3, No.9, ISSN: 2222 – 6990
- [53] Nturibi, S. (2010). *A Case Study of the Integrated Community Care and Support Project in Kenya*. Family Programme Promotion Services.
- [54] Nyaga, A. (2007). Corporate governance and performance of manufacturing firms listed in the Nairobi Stock Exchange. *Unpublished MBA thesis*.
- [55] Nzekwe, J. U., Oladejo, E. I., & Emoh, F. I. (2015). Assessment of Factors Responsible for Successful Project Implementation in Anambra State, Nigeria. *Assessment*, 7(8).
- [56] Otieno, K., O., Apida, M., Eric, O., N, Graca, A. (2010). Factors Influencing Fire Stations Response to Disasters: A case of Kenya. *International Journal of Disaster Management and Fire Engineering*. Vol. 3, Issue No.2, ISSN: 2221 – 6799.
- [57] Pfeffer and Salancik (1978). The dismal science and the endless frontier: How and why economists think about S &T policy: A guide for further reading. Available at: <http://ideas.repec.org/p/wpa/wuwpit/0411007.html>.
- [58] Redclift, Michael R. (1996)*Wasted: counting the costs of global consumption*. London: Earthscan. 1996.
- [59] Rowe, L. A., Sister Brilliant, B., Cleveland, E., Dahn, B. T., Ramanadhan, S., Podesta, M., Bradley, E.H. (2010). Building capacity in health facility management: guiding principles for skills transfer in Liberia. *Human Resources for Health* 8(5).
- [60] Sadiullah, K. (2009). Local Government and participatory Rural Development. Unpublished Thesis. Gomamal University.
- [61] Seppey, M., Ridde, V., Touré, L., & Coulibaly, A. (2017). Donor-funded project's sustainability assessment: a qualitative case study of a results-based financing pilot in Koulikoro region, Mali. *Globalization and health*, 13(1), 86.
- [62] Stefl, M., E. (2008). Common competencies for all healthcare managers: the Healthcare Leadership Alliance model. *Journal of Healthcare management* 53(6), 360-373
- [63] Tandon, R. (1995). Board games: Governance and accountability in NGOs. *Beyond the magic bullet: NGO performance and accountability*, London: Earthscan.
- [64] Thite, M. (2001). Help us but help yourself: the paradox of contemporary career management. *Career Development International*, 6(6), 312-317.
- [65] Thomas, E. U., & Martin, L. (2004). Essentials of construction project management.
- [66] USAID. (2015). Resource Needs For The Kenya Health Sector Strategic And Investment Plan. *Analysis Using the One Health Tool*.
- [67] Weaver, R. L. (1981). *Understanding Interpersonal Communication*. US: Scott Freeman and Co.
- [68] Willard, R. (2009). *The Sustainability Champion's Guidebook: How to Transform Your Company*. Gabriola Island, BC, Canada: New Society Publishers.
- [69] Williams, C. J. (2012). Euro crisis imperils recovering global economy. *OECD Warns*.
- [70] World Bank. (2013). *Kenya - Health Sector Support Project: restructuring and additional financing*. Washington DC; World Bank.