Determinants of Successful Implementation of Donor Funded Projects in Wajir County Kenya

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ABSTRACT
The rate of successful project implementation is very low in Kenya especially in County governments which has resulted to economic waste, loss of public funds and displeasure of the end users. The purpose of this study was to determine successful implementation of donor funded projects in Wajir County, Kenya. The specific determinants examined included financial resources, communication, role of stakeholders’ participation and Monitoring and Evaluation (M&E). The study adopted a descriptive research design. The target population in this study comprised of the project managers, Assistant project managers and project supervisors of the 30 donor projects in Wajir County. This project included: 18 water projects, 8 sanitation projects and 4 Construction projects. The respondents were project managers, project assistant managers, Project team managers and supervisors who were 90 in total. The study used quantitative data that was collected from respondents using 5-point Likert scale questionnaire with closed ended questions to collect primary data. The study used both descriptive and inferential statistics for analysis. Inferential techniques of correlation and regression analysis was adopted at 5% significance level. The findings of the study shown that a unit increase in Financial Resources led to 0.765; a unit increase in communication led to 0.746; a unit increase in stakeholders’ participation led to 0.676 increases in successful implementation of donor funded projects; a unit increase in monitoring and evaluation led to 0.755 increase in successful implementation of donor funded projects. This means that the most significant variable was Financial Resources followed by monitoring and evaluation; communication and stakeholders’ participation respectively. The results found out that all the study variables had a positive significant effect on successful implementation of donor funded projects in Wajir County Kenya. From the findings the study recommends among others that there is need to encourage more involvement of Stakeholders in project planning and implementation as this will yield successful implementation of projects, enhance transparency and accountability.

Keywords: donor funded projects, stakeholders’ participation, accountability

INTRODUCTION
Project implementation entails the process whereby project inputs proposed in the application form are successfully and timely converted to achieve project goals and deliver results and outputs. The success of project implementation depends on internal and external factors that determine how best to plan, develop, control and deliver a project during implementation period until successful completion (Ochieng, 2016). In an increasingly complex world standards are essential. The standards will enable coordination within and across organisations to improve efficiency and effectiveness in implementation. Globalisation assures organisations to do projects across cultures. Hence people who are involved in project implementation needs standards for guidance (PMBOK, 2015). Mosley and Marion (2000) noted that, poor consultation with the expected beneficiaries; policies, programs and procedures harmonization; lack of coordination between various government agencies and alignment; poor monitoring of foreign funded projects to poor project design; and consequently indebtedness and poverty as major indicators of economic governance and ineffective utilization of development assistance problems.

Donor funded projects effectiveness is determined by financial resources, Monitoring and evaluation, stakeholder’s participation and communication. Arndt (2009) observed that the officials in the projects funded by donor may have a poor understanding of the donor expenditure protocols resulting to ineligible expenditures due to lack the formal training in budgeting, accounting and foreign aid management. These may cause donors to withdrawal further funding. Most donors have multiple objectives. The European Union lists, scientific and technological development, Stable and sustainable development as its core objectives. Donor funding can impact positively the growth in
projects with participatory and accountable systems and policies with little impact on projects whose policies are poor. Projects that are not well integrated are likely to have little or no substantial impact. Luckily Donor agencies today hardly ignore potential weak project implementation systems (Knack, 2006).

Donor funding provides the required resources to improve production, education, provide health care, build infrastructure and facilitate economic, political, and social processes. Wajir County faces challenges in the successful implementation of donor funded projects despite it receiving donor funds from both the Government and the Non-Governmental Organization. Therefore this study looks on determinants of successful implementation of donor funded projects in Kenya. A case of Wajir County.

**Global Perspective On Project Implementation**

A large percentage of IT projects fail. In the U.S., between 65% and 80% of IT projects fail by either: (1) failing to meet their stated objectives, (2) running significantly late, or (3) costing far more than planned, or some combination of these three issues (Miller, 2013; Kaminsky, 2012). The definition of a failed project in that estimate – a project that fails significantly in the areas of scope/purpose, time and/or cost – is a common one. Some other definitions of failure that are sometimes used include failure to satisfy the customer and failure to improve the business. Failed IT projects are a problem because they drain resources. They can be a financial burden that causes financial issues for companies. In the case of drug/pharmaceutical company FoxMeyer Drugs, a failed Enterprise Resource Planning (ERP) project contributed to or maybe caused the company’s bankruptcy (Scott, n.d.).

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According to Brinkhoff et al., (2007), the implementation of water projects launched by regional governments and access to water in all the 25 regions in Peru was significantly influenced by participatory development. Ahmad and Mercedes (2007) indicated that poor fiscal management adversely influenced the implementation of Water projects in Peru. Delayed financial disbursement and failure to effectively involve communities in Cambodia derailed the implementation of water projects by community councils hence influencing access to water for irrigation and domestic use in the country (Chea, 2010). Indonesia is one country globally that has seen its population grow uncontrollably with very little advances in maintaining constant water supply. In Indonesia the WSS scenario is characterized challenges in the access and low quality of service according to the World Bank report (2013). A study by UNICEF (2013) shows that, implementing projects that could give relief to the residents in the slums has proved difficult due to challenges like; poor community participation, poor security, low rates of return, poor infrastructure, poor urban planning and land ownership among others.

**Regional Perspective on Projects Implementation**

In Lesotho at a cost of $3.5 billion the European Investment Bank, World Bank, and African Development Bank initiated Lesotho Highlands water project. In 1986 the project of diverting fresh water for sale to South Africa and for electricity from the mountains was initiated. Majority of the people could not afford electricity which was expensive for them and the diversion of water caused economic and environmental havoc downstream forcing them to shut down the development fund from sale of water. The courts convicted three of the world's largest construction firms on corruption charges and jailed chief executive of the project. Many people who were victims are still waiting for compensation (Vidal, 2001).

France over a period 50 years funded a project dubbed Office du Niger in Mali at a cost of more than $300 million. The aim of the project in 1932 was the irrigation of 2.47 million acres to grow rice and cotton and develop hydropower in the Mali desert. This largest aid project required more than thirty thousand people to move to the desert to work on the project. By the end of the year 1982 only 6 percent of the region was developed and the infrastructure was falling apart. In the year 1985 the World Bank took over the project and has shown limited success with rice farming (Dorothy, 2007)

**Local Perspective on Projects Implementation**

The Norwegian Government initiated the Lake Turkana fish processing plant at a cost of $22 million. The project was initiated in 1971 to create jobs to the Turkana people through fishing and fish processing for export. The plant was quickly shut down a few days after completion. The operation costs and clean water demand in the desert were
Wajir County

Wajir County is located in North Eastern Kenya covering an area of 56,685.8 sq. Km. It has a rainfall amounts ranging between 250mm and 700mm per annum in different parts of the county with a mean annual temperature of 28 °C. Wajir Town is the administrative headquarters of the county. Pastoralism practiced in the Northern part of the county with some agro-pastoralism are main economic activities in Wajir County. Mostly much of the available land in the county provides the grazing pastures for the large cattle herds and camel present in the county. Rain-fed agriculture is practiced on a small scale basis in the higher altitude regions. Groundwater harvesting from numerous wells, dams, earth pans and boreholes is also undertaken due to the high water table. The county has mineral resources such as limestone and sand. (Map of Africa, new edition 2006).

Wajir County has water projects registered with the Ministry of Gender, children, and Social Development with the sole aim of providing potable water to residents. World Bank, Sweden, ministry of Denmark and Finland under the joint 6 programme, EU-share and the Green Growth Employment Programme (GGEP) fund all these projects to some level. Some have already been implemented and are currently functioning while others are being implemented. The objective of the projects is to improve standards of living of 5,600 Beneficiaries through provision of adequate water, Finance 65 Number Water Projects & 45 Sanitation Projects, Facilitate 22 Capacity building Workshops for Partners and Implementers. Most of the donor funded projects in Wajir County include: Riba Water & Sanitation Project, Dugo Water & Sanitation Project, Griftu water and Sanitation Project. The activities under this projects included, Construction of 20,000km3 Water Pan, Fencing, 2 door VIP Latrine.

As per the Kenya National Bureau of Statistics (2007), 46% of the total Kenyan population is absolutely poor (below the poverty line). The state has not fully meet its social responsibilities making donor funding valuable in community development. According to Fironze Manji et al, (2002), people are viewing donor funding as a substitute solution to community welfare needs. For this reason donor funding has increased yet poverty levels are on the increase.

Statement of the Problem

In Kenya there are very many donor funded community projects countrywide. This projects are facing many challenges which affect their completion. Chicati (2009), recognized that over the past decade most of the projects funded by donors have failed drastically both in Africa continent and the world in general. Many projects are being undertaken in the rural areas with the aim of empowering the communities. This challenge has finally resulted to losses to the organizations that make them unable to meet their goal or operate as planned.

According to UNCHS (2016), delays of completion of projects in Kenya result to losses of over 22.82% in the year 2015. It is estimated that about 60% of the donor funded projects in Kenya show poor performance in terms of completion in time, within budget, within scope and client satisfaction (Muchungu, 2017). Donors have flocked in some areas including wajir county in the past with others still implementing various development projects that ran into millions of dollars (USAID, 2017).

Primary schools have also been encountering these challenges of implementation of donor funded projects. These challenge have made it impossible for this organization to be effective in its operation and function properly as stated in their vision and mission statement. Considerable percentages of projects are falling behind schedule as confirmed by a study that was commissioned by the National society of professional Engineers (Yahya, 2009). It’s from the above concern that the study desired to carry out a study to analyze the necessities for the successful implementation of donor funded projects in Kenya for reference aimed at solving the Existing problems and putting measures to cater for any future problems.

Objectives of the Study

The purpose of this study was to examine the Determinants of successful implementation of donor funded projects, a case study of Wajir County.

The study sought to achieve the following specific objectives:

1. To find out how financial resources availability determines successful implementation of donor funded projects in Kenya.
ii. To Analyse how communication determines on successful implementation of donor funded projects in Kenya.

iii. To Explore how stakeholders’ participation determines on successful implementation of donor funded projects in Kenya.

iv. To assess how Monitoring and Evaluation (M&E) is a determinant on successful implementation of donor funded projects in Kenya.

**Research Questions**

i. How does financial resources availability determine on successful implementation of donor funded projects in Kenya?

ii. To what extent does communication determine on successful implementation of donor funded projects in Kenya?

iii. Does stakeholder’s participation determine on successful implementation of donor funded projects in Kenya?

iv. To What extent does Monitoring and Evaluation determine on the implementation of donor funded projects in Kenya?

**LITERATURE REVIEW**

**Theoretical Framework**

**Stakeholder Theory**

The Stakeholders theory originated from Ian Mitroff in 1983. The theory states that a firm should create value to not only shareholders but also stakeholders. According to Fontaine et al. (2006), stakeholders is a theory of organizational management and business ethics addressing values and morals in management of organizations. The concepts that is associated to stakeholder’s theory became popular during the mid-1980s (Freeman, 1984). His work assisted in conceptualizing the nature of any project to encourage going beyond the traditional pool of employees, customers, shareholders and suppliers to considering new external stakeholders, (Jonker & Foster, 2002).

**Systems Theory**

This theory was propagated in the 1940’s by Ludwig von Bertalanffy (Bertalanffy, 1968). The theory investigates both mathematical models and the common principles to all complex entities that they are used to describe. A system is a cohesive conglomeration of interdependent and interrelated parts is either natural or man-made. The real systems are open to interaction. Systems can be more than the sum of its parts if it expresses synergy or emergent behavior in terms of its effects. In the event one part of the system is changed the system will affect whole system with predictable patterns of behavior (Rudolf, 2011).

**Resource Based View Theory**

This theory was propagated by Barney in (1991). Barney indicated that resource-based view (RBV) is a managerial framework used to determine the strategic resources with the potential to deliver comparative advantage to an organization. The organization can achieve a sustainable competitive advantage by exploiting resources. RBV focuses attention on internal resources of an organization as a means of organizing processes and obtaining a competitive advantage. Resources should be imperfectly imitable, valuable, rare and not substitutable to hold potential as sources of sustainable competitive advantage. According to RBV theory organizations must develop unique, firm-specific core competencies that will allow them to outperform competitors by doing things in a different way (Killen et al., 2012).

**Management by Objective (MBO) Theory**

The MBO theory was developed by Peter Drucker in 1954. The MBO concept requires managers to set specific objectives to be achieved in future and keep on encouraging them to ask what more can be done. Modern managements are rightly described as ‘Management by Objectives’ (MBO). This concept suggests that objectives should be decided collectively by all concerned with the management and should not be imposed on subordinates (Gerry-Johnson, 2005). Achievement of such objectives becomes easy and quick because they have popular support. The superior will bring specific goals and objectives to a meeting with the subordinate who also come up with appropriate suggestions and contributions for better accomplishment of the Job. Together they will develop specific objectives and goals for the organization (Gerry-Johnson, 2005).

**Conceptual Framework**

The following diagram illustrates a conceptual framework the study adopted in carrying out of the study. The relationship between the variables are as shown below:
RESEARCH METHODOLOGY

Target Population of the Study
According to Orodho (2003), population can also refer to the larger group from which a sample is taken. The target population was 30 projects, which comprised of 18 Water projects, 8 Sanitation projects and 4 construction projects in Wajir county initiated in the county by donors. The unit of observation comprised project managers, project assistant managers, project supervisors and staff member of the 30 projects.

Sampling procedures and techniques
The target respondents were 90 in total. The entire population was small and therefore the researcher used Census method.

Data Collection Methods
Questionnaires were the main data collection instruments as this study concentrated mainly on primary data. The questionnaire was structured so as to contain both open ended and closed ended questions for maximum respondent data collection. The questionnaire were divided into four sections. The questionnaire was administered by help of a research assistants. The researcher obtained a letter from the university as permission to do research as well as permission from other relevant authorities. The researcher was required to explain the questionnaire requirements to...
the respondents, guide them where necessary when filling the questionnaire and interpret to them questions which could not be well understood. The number of respondents who filled and returned the questionnaires were 78 making a response rate of 87%.

Data Analysis Techniques
The data collected was edited for completion, consistency and legibility. The data was then analysed using qualitative and quantitative techniques and thereafter presented in narrative form, table and charts. The interview schedules were analysed using content analysis. Therefore content analysis was used to analyse the content of the instruments that could not be qualified. The analysed data was summarized and inferences as well as necessary recommendation on the findings were made.

Pilot Test
A pre-test was conducted to test the validity of the research instrument. The pilot study involved issuing a few samples of the research instruments to the respondents. The pilot test included 8 respondents who constituted 10% of the sample size as recommended by Mugenda and Mugenda (2008). Irrelevant information and ambiguity noted in the questionnaire were modified for validity purpose.

Validity of the Instrument
Validity according to Babbie (2011) refers to the extent to which inferences made on the basis of numerical scores are appropriate, meaningful and useful. The Questionnaire was tested on content validity. According to Coolican (2014), Content validity refers to the extent to which the research instrument represents all sides of a given construct. Computing a content validity index based on experts rating of item relevance to the study objectives was done. The questionnaire was tested whether it comprehensively covered project implementation effectiveness, stakeholders participation, monitoring and continuous improvement, financial resources and communication. This type of validity was assessed by the research supervisor.

Reliability of the Instrument
Reliability refers to the consistency of the research and the extent to which studies can be replicated. Cronbach alpha Test was used to test reliability of this study. If the Alpha Coefficient of correlation obtained is above 0.7 or above, then the questionnaire is accepted as reliable to be used in the study (Field, 2014). The result shows an overall Cronbach’s Alpha value of 0.798. The research instrument was therefore considered as reliable since it surpassed the minimum threshold of 0.7. Nunnly (1978) proposes 0.7 to be an acceptable reliability coefficient.

Diagnostic Tests
Normality Tests
According to Kline (2011), the univariate normality of variables can be assumed if the skewness statistic is within the interval (-3.0, 3.0) and the kurtosis statistic lying in the interval (-10.0, 10.0). Normality tests will be conducted to determine the normality of variables. This was done by use of Shapiro-Wilk test and the results of this test was presented in form of tables.

Multicollinearity Test
The issue of multicollinearity may arise if two or more variables are highly correlated (Hair et al., 2010). Multicollinearity can be detected either by the variance inflated factor (VIF) or by examining the correlation matrix. A variable is highly explained by other variables and might be considered for exclusion from the model if the VIF is more than 10 for any independent variable (Hair et al., 2010). The study used the VIF and Tolence to test for Multicollinearity.

Autocorrelation Test
In reference to Campbell et al. (1997), autocorrelation has presented a challenge to the main models in continuous-time finance, which rely on some form of the random walk hypothesis. The degree of first order linear auto-correlation in the multiple linear regression data of variables can be assumed if the Durbin-Watson statistic is within the interval (1.5<d<2.5) (Durbin & Watson, 1971). The Dubin Watson’s Autocorrelation test was computed to test for serial correlation’s absence or presence.

Data Analysis and Presentation
Data from completed questionnaires was checked for errors, edited, coded, ready for analysis. Multiple linear regression was used to establish the relationship between donor funding and success of donor funded community development projects. In empirical analysis, the following regression equation was fitted.

\[ Y=\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon. \]

\( \beta_0 = \) Constant
\( \beta_1 = \) independent variable coefficients
\( X_1 = \) Financial Resources
RESEARCH FINDINGS AND DISCUSSION
Diagnostic Tests for use of Regression Analysis
Prior to subjecting the data to inferential statistical analysis, the study conducted various diagnostic tests for use of multilinear regression model to assess whether the collected data violated some key assumptions of regression models. These were Normality Tests, and Multicollinearity Tests. Given multiple regression analysis, the study used Shapiro-Wilk to test for Normality of the residuals as shown in the table below. The P-Value is greater than 0.05, so there is no evidence of significance deviation from normality of the residuals.

Table 4.1: Tests of Normality

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>.866</td>
<td>78</td>
<td>.290</td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

Based on the coefficients output collinearity statistics obtained VIF Values above, meaning that the VIF Value obtained is between 1 and 10 and Tolerance > 0.1, it can be concluded that there are no Multicollinearity symptoms.

Table 4.2: Tests of Multicollinearity

<table>
<thead>
<tr>
<th>Model</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>.155</td>
<td>6.457</td>
</tr>
<tr>
<td>Communication</td>
<td>.349</td>
<td>2.864</td>
</tr>
<tr>
<td>Stakeholders Involvement</td>
<td>.141</td>
<td>7.110</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>.335</td>
<td>2.984</td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)  

4.3 General Information

Gender of respondents
The respondents were asked to indicate their sex to make the study gender sensitive. Their response is indicated in the table below.

The research study sought to establish the respondent’s gender distribution. From the findings above, the females were slightly above at 53% while the males at 47%. The findings mean that there were more female than male. However, the distribution was nearly equal. Therefore, it can be concluded that there is gender equality in the implementation of donor funded projects.

Table 4.3: Gender of respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>37</td>
<td>47</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>Female</td>
<td>41</td>
<td>53</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

Age bracket of respondents
To assess the response of the respondents, the respondents were requested to give their age, and the responses were as below.

Findings in the table above indicate that 7% of the respondents were below the age of 20 years, 47% were between 21-30 years, 27% were between 31-40 years, 13% were between 41-50 years and 4% were above 50 years. From the findings, it can be said that majority of the respondents are youths who can be engaged in active project implementation. This could be an indication that more youths participated in the implementation of the donor funded project.
projects. Therefore, it can be concluded that there is assurance of long term management and continuity in the implementation of donor funded projects as most respondents are still youths with many years to offer in management of donor funded projects.

Table 4.4: Age of respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 Years</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>21 - 30 Years</td>
<td>37</td>
<td>47</td>
<td>47</td>
<td>56</td>
</tr>
<tr>
<td>31 - 40 Years</td>
<td>21</td>
<td>27</td>
<td>27</td>
<td>83</td>
</tr>
<tr>
<td>41 - 50 Years</td>
<td>10</td>
<td>13</td>
<td>13</td>
<td>96</td>
</tr>
<tr>
<td>Over 50 Years</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

Education information

To be sure of the quality of the information given, the respondents were requested to provide their level of education, and the response is portrayed below.

Findings in Table 4.6 indicate that a small number of respondents were highly educated this is shown by the 19% of respondents who had masters degrees, 39% were Certificate/Diploma holders, however, 42% of the respondents which is the majority were degree holders. By their education structures, the researcher might assume that most of respondents are learned therefore they have knowledge on project implementation. This is also an indication that there are more graduates in the market whose skills have been tapped into donor funded projects implementation.

Table 4.5: Academic qualification

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate/Diploma</td>
<td>30</td>
<td>39</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>33</td>
<td>42</td>
<td>42</td>
<td>81</td>
</tr>
<tr>
<td>Masters Degree</td>
<td>15</td>
<td>19</td>
<td>19</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

Descriptive Statistics

This section consists of descriptive findings on the dependent and independent variables as used in the study. Descriptive statistics enable the description of the distribution (mean) and variation (Standard deviation) of responses of the target population as well as allowing the researcher to determine average scores on the variables used in the study. The scores in the study used a Likert-type scale where 5=strongly agree, 4=Agree, 3=Not sure, 2=Disagree and 1=strongly disagree.

Financial Resource Availability

To find out, the effectiveness of financial resource availability the respondents were asked their opinion on the statements below. The response observed was as follows:

The computed means for the statements range from 4.04 to 4.31 indicating an agreement with most of the statements, with a standard deviation ranging from .633 to .888.

From the table above the majority of the respondents are in agreement that donors ought to allocate enough funds for successful implementation of projects and the funds allocated should be well utilized for projects to be successfully implemented. Most respondents are in agreement that their projects have adequate financing mechanisms with adequate record keeping on control of capital to run the projects. It is also clear that Project financing mechanisms reduce cost overruns based on internal controls on the cost overruns. There are adequate financial plans to control project funds for the project by accounting for the funds used for the projects and keeping records on how capital invested in the projects is controlled. The respondents also agree that donors provide financial resources for routine implementation of the projects and that Project personnel take care of the available financial resources. The findings are consistent with the study of Ouma and Kamaara (2018) who conducted a study on determinants of successful implementation of Donor funded projects in Kenya: A case of Pathfinder International. The findings of the study revealed that resource allocation, project planning tools, teamwork and monitoring & evaluation positively and significantly influenced implementation of the Pathfinder International projects in Kenya.
### Table 4.6: Financial resource Availability

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donors Allocate enough funds for successful implementation of projects.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.04</td>
<td>.633</td>
</tr>
<tr>
<td>The funds allocated for the successful implementation of the project are well utilized.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.10</td>
<td>.877</td>
</tr>
<tr>
<td>There are adequate financing mechanisms in your project.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.12</td>
<td>.773</td>
</tr>
<tr>
<td>There are adequate record keeping on control of capital to run projects.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.10</td>
<td>.695</td>
</tr>
<tr>
<td>Project financing mechanisms reduce cost overruns.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.09</td>
<td>.885</td>
</tr>
<tr>
<td>Project personnel take care of the available financial resources</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.24</td>
<td>.724</td>
</tr>
<tr>
<td>There are adequate financial plans to control project funds for the project.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.22</td>
<td>.696</td>
</tr>
<tr>
<td>Record keeping control capital invested in the projects.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.13</td>
<td>.691</td>
</tr>
<tr>
<td>The internal controls on the cost overruns.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.31</td>
<td>.761</td>
</tr>
<tr>
<td>The funds used for the projects are Accounted for.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.13</td>
<td>.727</td>
</tr>
<tr>
<td>The donors provide financial resources for routine implementation of the projects</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.06</td>
<td>.888</td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

### Communication

To find out, the effectiveness of communication the respondents were asked their opinion on the statements below. The response observed was as follows:

The mean value for the statements on communication ranged from 4.08 to 4.47, indicating a strong agreement with all the statements while the standard deviation ranged from .616 to .864 as shown in Table 4.8.

Majority of the respondents are in agreement that the channels of communication determine transparency and accountability in the project implementation and in order to enhance transparency and accountability there are regular reports for the reduction of mis-appropriation or reported cases. Most of them noted that channels of communication determine transparency and accountability in the project implementation. There is also regular review and adjustment of communication reports to enhance transparency and accountability in the implementation of projects. Majority of the projects does community awareness to enhance participation in the implementation of the projects. Finally, most respondents agree that donors have established project implementation guidelines and structures.

The study was also consistent with the findings of Kinyua, Wachira and Kidombo (2015) who found that regression model showed a significance relationship between communication systems and successful implementation of biomedical projects. The study recommended that; the bureaucracy of communication which takes long and it’s not effective should be done away with and embrace the faster and effective way of communication.

### Table 4.1: Communication

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The channels of communication determine transparency and accountability in the project implementation.</td>
<td>78</td>
<td>2</td>
<td>6</td>
<td>4.32</td>
<td>.781</td>
</tr>
<tr>
<td>There are Regular Reports to enhance transparency and accountability for the reduction of mis-appropriation or reported cases</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.37</td>
<td>.667</td>
</tr>
<tr>
<td>There is regular review and adjustment of communication reports to enhance transparency and accountability in the implementation of projects.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.14</td>
<td>.785</td>
</tr>
<tr>
<td>The project does community awareness to enhance participation in the implementation of the project.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.47</td>
<td>.639</td>
</tr>
<tr>
<td>The donors have established project implementation guidelines and structures.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.44</td>
<td>.616</td>
</tr>
<tr>
<td>The channels of communication determine transparency and accountability in the project implementation.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.08</td>
<td>.864</td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)
Stakeholders Participation
To find out, the effectiveness of stakeholders participation the respondents were asked their opinion on the statements below. The response observed was as follows:

The mean value for the statements on stakeholder participation ranged from 4.04 to 4.32, indicating a strong agreement with all the statements while the standard deviation ranged from .633 to .885 as shown in Table 4.9. From the findings majority of the respondents agree that stakeholders involvement yield successful implementation of projects, enhance transparency and accountability. The majority of the respondents also agree that, stakeholders are involved in the mobilization of the resources for implementation of the project activities, to enhance engagement initiatives in the projects and decision making.

Majority of the respondents agree that there have been frequent, relevant and timely information updates to the stakeholders by the donors on project progress and that a stakeholder’s analysis was done during the project planning to ensure that all relevant stakeholders were involved in the project. They also agree that apart from the stakeholders attending project meetings they also avail necessary resources for project meetings and consulting widely before making project decisions and they as well react to changes in the project such as the budget and costs in implementation.

The findings are consistent with the study of Eskerod and Huemann (2013) who found that stakeholder issues were treated superficially in development project management in the surveyed countries. Putting stakeholders participation in the context of sustainable development would ask for a paradigm shift in the underpinning values, the existing project stakeholder practices represented mainly a management of stakeholders approach that’s making stakeholders comply to protect needs. It was also consistent with Ruwa (2016) who concluded that stakeholder participation in the four phases of the project cycle influences project performance.

Table 4.2: Stakeholders participation

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders involvement yield successful implementation of projects.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.06</td>
<td>.827</td>
</tr>
<tr>
<td>Stakeholders participation enhance transparency and accountability.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.27</td>
<td>.817</td>
</tr>
<tr>
<td>There have been frequent, relevant and timely information updates to the</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.32</td>
<td>.655</td>
</tr>
<tr>
<td>stakeholders by the donors on project progress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders are involved in the mobilization of the resources for</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.04</td>
<td>.633</td>
</tr>
<tr>
<td>implementation of the project activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders are involved to enhance engagement initiatives in the projects.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.10</td>
<td>.877</td>
</tr>
<tr>
<td>A stakeholders analysis was done during the project planning to ensure</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.12</td>
<td>.773</td>
</tr>
<tr>
<td>that all relevant stakeholders were involved in the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To what extent does stakeholder’s commitment influence the implementation</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.10</td>
<td>.695</td>
</tr>
<tr>
<td>of projects.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders often attend project meetings.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.09</td>
<td>.885</td>
</tr>
<tr>
<td>Stakeholders avail necessary resources for project meetings.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.22</td>
<td>.696</td>
</tr>
<tr>
<td>Stakeholders consult widely before making project decisions.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.13</td>
<td>.691</td>
</tr>
<tr>
<td>Stakeholders are involved in decision making.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.31</td>
<td>.761</td>
</tr>
<tr>
<td>Stakeholders react to changes in the project such as the budget and costs</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.13</td>
<td>.727</td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

Monitoring and Evaluation
To find out, the effectiveness of monitoring and evaluation the respondents were asked their opinion on the statements below. The response observed was as follows:

The mean value for the statements on financial instruments reporting recognition and measurement ranged from 4.06 to 4.47, indicating a strong agreement with all the statements while the standard deviation ranged from .639 to .888 as shown in Table 4.10.

From the findings majority of the respondents agree that there are monitoring and Evaluation teams on projects who continually monitor the projects to evaluate their success and the findings from the monitoring and evaluation process are implemented after the provision of financial resources from the donors. The roles and duties of M & E personnel are specified at the start of the project and the stakeholders participate in the development of project monitoring and evaluation framework. There are also adequate M & E Plan for continuous monitoring of project.
activities. The findings conformed with the findings of Otieno (2015) who found that many projects in the third world countries fail to be successfully completed due to several reasons. Some of the reasons include: lack of understanding of the need for monitoring and evaluation.

Table 4.3: Monitoring and evaluation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are adequate M &amp; E Plan for continuous monitoring of project activities.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.06</td>
<td>.888</td>
</tr>
<tr>
<td>There are monitoring and Evaluation team on project.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.08</td>
<td>.864</td>
</tr>
<tr>
<td>The projects are continually monitored to evaluate their success.</td>
<td>78</td>
<td>2</td>
<td>6</td>
<td>4.32</td>
<td>.781</td>
</tr>
<tr>
<td>The donors provide financial resources in monitoring of the projects.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.37</td>
<td>.667</td>
</tr>
<tr>
<td>The findings from the monitoring and evaluation process are implemented.</td>
<td>78</td>
<td>3</td>
<td>5</td>
<td>4.47</td>
<td>.639</td>
</tr>
<tr>
<td>The roles and duties of M &amp; E personnel specified at the start of the project.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.08</td>
<td>.864</td>
</tr>
<tr>
<td>The stakeholders participated in the development of project monitoring and evaluation framework.</td>
<td>78</td>
<td>2</td>
<td>5</td>
<td>4.06</td>
<td>.827</td>
</tr>
</tbody>
</table>

Source: Survey Data (2019)

4.5 Inferential statistics

The study found that as shown in table 4.11 below model explained 56.1% of the variance in the successful implementation of donor funded projects in Wajir County Kenya as shown by R2. R –Squared measured variability of the statistical model. Hence the study found that there is a relationship between successful implementation of donor funded projects in Wajir County Kenya and Monitoring and evaluation, Financial resource availability, communication and stakeholders participation when these components are considered together which explain 56.1% of changes in successful implementation of donor funded projects. While the remaining 43.99% are due to other factors not identified in the study but affects successful implementation of donor funded projects.

Table 4.4: Regression and Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.749(^a)</td>
<td>.561</td>
<td>.537</td>
<td>.31024</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Monitoring & Evaluation, Financial resource, Communication, Stakeholders

Source: Survey Data (2019) significance level=0.05

From the ANOVA statistics in table 4.12 below, the processed data, which is the population parameters, had a significance level of 0.000 (p=0.000), which is below 0.05 an indication that, Monitoring and evaluation, Financial resource availability, communication and stakeholders participation jointly have a statistically significant effect on successful implementation of donor funded projects in Wajir County Kenya. The Model was good for the study as we can affirm that from the F value of 23.368 which was significant at 5% level of confidence interval and P = 0.000 < 0.05.,Thus the regression model used in the was significant.

The sum of squares is larger than residual hence affirming that most of the variation on successful implementation of donor funded projects in Wajir County Kenya is accounted by our model. In the process of examining the relationship between variables, researchers can use t-test or ANOVA to compare the means of two groups on the dependent variable (Green & Salkind, 2012). The main difference between t-test and ANOVA is that t-test can only be used to compare two groups while ANOVA can be used to compare two or more groups. In the process of selecting the data analysis technique for this study, I considered ANOVA. The advantage ANOVA has over t-test is that the post-hoc tests of ANOVA allow to better controlling type 1 error (Hopkins, 2000).
According to the equation, taking all factors (Financial Resources, communication, stakeholders’ participation, and monitoring and evaluation) constant at zero, the overall successful implementation of donor funded projects will be 0.525. The study also indicates that a unit increase in Financial Resources will lead to a 0.765; a unit increase in communication will lead to a 0.746; a unit increase in stakeholders’ participation, will lead to a 0.676 increase in successful implementation of donor funded project; a unit increase in monitoring and evaluation will lead to a 0.755 increase in successful implementation of donor funded projects. This means that the most significant variable is Financial Resources followed by monitoring and evaluation; communication and stakeholders’ participation respectively.

The results show that communication had a positive statistically significant effect on successful implementation of donor funded projects in Wajir County Kenya, P < .05 as shown in table 4.13 below. The findings were in agreement with the findings of Anyango (2016) who found that the level of communication in the organization determines to a great extent the effectiveness of project implementation. The study also found that poor or lack of communication result in difficulty in finishing projects. The study was also consistent with the findings of Kinyua, Wachira and Kidombo (2015) who found that regression model showed a significance relationship between communication systems and successful implementation of biomedical projects. The study recommended that; the bureaucracy of communication which takes long and is not effective should be done away with and embrace the faster and effective way of communication.

Monitoring and evaluation had a positive and significant effect on successful implementation of donor funded projects in Wajir County Kenya in Kenya, P < .05. The findings conformed with the findings of Otieno (2015) who found that many projects in the third world countries fail to be successfully completed due to several reasons. Some of the reasons include: lack of understanding of the need for monitoring and evaluation. The study was also in agreement with Solomon and Young (2007) findings that Monitoring activity supports both staff and project managers in the process of understanding whether the projects are progressing on schedule or meet their objectives and deadlines.

The results show that financial resource availability had a positive and significant effect on the successful implementation of donor funded projects in Wajir County Kenya, P < .05 which is consistent with the study of Ouma and Kamaara (2018) who conducted a study on determinants of successful implementation of Donor funded projects in Kenya: A case of Pathfinder International. The findings of the study revealed that resource allocation, project planning tools, teamwork and monitoring & evaluation positively and significantly influenced implementation of the Pathfinder International projects in Kenya. The findings are also consistent with the study of Mwitia (2017) who concluded that adequate and available funds were key to implementation of ICT Projects.

Stakeholders participation had a positive and significant effect on successful implementation of donor funded projects in Wajir County Kenya in Kenya, P < .05. The findings are consistent with the study of Eskerod and Huemann (2013) who found that stakeholder issues were treated superficially in development project management in the surveyed countries. Putting stakeholders participation in the context of sustainable development would ask for a paradigm shift in the underpinning values, the existing project stakeholder practices represented mainly a management of stakeholders approach that’s making stakeholders comply to protect needs. It's also consistent with Ruwa (2016) who concluded that stakeholder participation in the four phases of the project cycle influences project performance.
Table 4.6: Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.525</td>
<td>.564</td>
<td>.931</td>
<td>.355</td>
</tr>
<tr>
<td>Financial Resource Availability</td>
<td>.765</td>
<td>.227</td>
<td>.664</td>
<td>3.373</td>
</tr>
<tr>
<td>Communication</td>
<td>.746</td>
<td>.191</td>
<td>.512</td>
<td>3.901</td>
</tr>
<tr>
<td>Stakeholders Participation</td>
<td>.676</td>
<td>.246</td>
<td>.567</td>
<td>2.746</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>.755</td>
<td>.212</td>
<td>.562</td>
<td>3.179</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Successful  

Source: Survey Data (2019)  
Significance level=0.05

We can establish the regression equation as extracted as shown below:  
\[ Y = 0.746 + 0.765X_1 + 0.755X_2 + 0.676X_3 + 0.525X_4 + \varepsilon. \]

The regression equation above revealed that holding Monitoring and evaluation, Financial resource availability, communication and stakeholders participation to a constant zero, successful implementation of donor funded projects in Wajir County Kenya would be .525, increasing in Monitoring and evaluation, Financial resource availability, communication and stakeholders participation by one unit each will increase successful implementation of donor funded projects by a factor of .765, 0.746, .676 and .755 respectively.

DISCUSSION

The study found that the model explained 56.1% of the variance in the successful implementation of donor funded projects in Wajir County Kenya as shown by \( R^2 \) which measured the variability of the statistical model. Hence the study found that there is a significant relationship Monitoring and evaluation, Financial resource availability, communication and stakeholders participation and successful implementation of donor funded projects in Wajir County Kenya when these components are considered together which explains 56.1% of changes in successful implementation of donor funded projects. While the remaining 43.99% are due to other factors not identified in the study but affects successful implementation of donor funded projects.

The study found that from the processed data, which is the population parameters, had a significance level of 0.000 (p=0.000), which is below 0.05 an indication that, Monitoring and evaluation, Financial resource availability, communication and stakeholders participation jointly have a statistically significant effect on successful implementation of donor funded projects in Wajir County Kenya. The Model was good for the study as we can affirm that from the F value of 23.368 which was significant at 5% level of confidence interval and \( P = 0.000 < 0.05 \). Thus the regression model used in the study was significant. The sum of squares is larger than residual hence affirming that most of the variation on successful implementation of donor funded projects in Wajir County Kenya is accounted by our model.

The regression equation revealed that holding Monitoring and evaluation, Financial resource availability, communication and stakeholders participation to a constant zero, successful implementation of donor funded projects in Wajir County Kenya would be .525, increasing in Monitoring and evaluation, Financial resource availability, communication and stakeholders participation by one unit each will increase successful implementation of donor funded projects by a factor of .765, 0.746, .676 and .755 respectively.

The coefficient results of the regression analysis shows that financial resource availability had a positive and significant effect on the successful implementation of donor funded projects in Wajir County Kenya, \( P < .05 \) which is consistent with the study of Ouma and Kamaara (2018) who conducted a study on determinants of successful implementation of Donor funded projects in Kenya: A case of Pathfinder International. The findings of the study revealed that resource allocation, project planning tools, teamwork and monitoring & evaluation positively and significantly influenced implementation of the Pathfinder International projects in Kenya. The findings are also consistent with the study of Mwitia (2017) who concluded that adequate and available funds were key to implementation of ICT Projects.

The study also found that communication had a positive statistically significant effect on successful implementation of donor funded projects in Wajir County Kenya, \( P < .05 \). The findings were in agreement with the findings of Anyango (2016) who found that the level of communication in the organization determines to a great extent the effectiveness of project implementation. The study also found that poor or lack of communication result to difficulty...
in finishing projects. The study was also consistent with the findings of Kinyua, Wachira and Kidombo (2015) who found that regression model showed a significance relationship between communication systems and successful implementation of biomedical projects. The study recommended that; the bureaucracy of communication which takes long and it’s not effective should be done away with and embrace the faster and effective way of communication.

The study further found that stakeholders participation had a positive and significant effect on successful implementation of donor funded projects in Wajir County Kenya. P < .05. The findings are consistent with the findings of Otieno (2015) who found that many projects in the third world countries fail to be successfully completed due to several reasons. Some of the reasons include: lack of understanding of the need for monitoring and evaluation. The study was also in agreement with Solomon and Young (2007) findings that Monitoring activity supports both staff and project managers in the process of understanding whether the projects are progressing on schedule or meet their objectives and deadlines.

The study found that majority of the respondents are in agreement that donors ought to allocate enough funds for successful implementation of projects and the funds allocated should be well utilized for projects to be successfully implemented. Most respondents were in agreement that their projects have adequate financing mechanisms with adequate record keeping on control of capital to run the projects. There are adequate financial plans to control project funds for the project by accounting for the funds used for the projects and keeping records on how capital invested in the projects is controlled. The respondents also agreed that donors provide financial resources for routine implementation of the projects and that Project personnel take care of the available financial resources.

The study also found that majority of the respondents are in agreement that the channels of communication determine transparency and accountability in the project implementation and in order to enhance transparency and accountability there are regular reports for the reduction of mis-appropriation or reported cases. Most of them noted that channels of communication determine transparency and accountability in the project implementation. There is also regular review and adjustment of communication reports to enhance transparency and accountability in the implementation of projects. Majority of the projects does community awareness to enhance participation in the implementation of the projects. Finally, most respondents agree that donors have established project implementation guidelines and structures.

From the findings, majority of the respondents agree that stakeholders involvement yield successful implementation of projects, enhance transparency and accountability. The majority of the respondents also agree that, stakeholders are involved in the mobilization of the resources for implementation of the project activities, to enhance engagement initiatives in the projects and decision making.

The study also found that majority of the respondents agree that there have been frequent, relevant and timely information updates to the stakeholders by the donors on project progress and that a stakeholder’s analyses was done during the project planning to ensure that all relevant stakeholders were involved in the project. They also agree that apart from the stakeholders attending project meetings they also avail necessary resources for project meetings and consulting widely before making project decisions and they as well react to changes in the project such as the budget and costs in implementation.

From the findings majority of the respondents agree that there are monitoring and Evaluation teams on projects who continually monitor the projects to evaluate their success and the findings from the monitoring and evaluation process are implemented after the provision of financial resources from the donors. The roles and duties of M & E personnel are specified at the start of the project and the stakeholders participate in the development of project monitoring and evaluation framework. There are also adequate M & E Plan for continuous monitoring of project activities.

CONCLUSION
The study concludes that the model explained the variance in the successful implementation of donor funded projects in Wajir County Kenya as shown by $R^2$, which measured the variability of the statistical model. Hence the study further concludes that there is a relationship between successful implementation of donor funded projects in
Wajir County Kenya and Monitoring and evaluation, Financial resource availability, communication and stakeholders participation when these components are considered together explains the changes in successful implementation of donor funded projects. The study also concludes that Monitoring and evaluation, Financial resource availability, communication and stakeholders participation jointly have a statistically significant effect on successful implementation of donor funded projects in Wajir County Kenya. Thus the regression model used in the study was significant. The sum of squares is larger than residual hence affirming that most of the variation on successful implementation of donor funded projects in Wajir County Kenya is accounted by our model.

RECOMMENDATION

The study recommends that apart from the stakeholders attending project meetings they should also avail necessary resources for project meetings and consulting widely before making project decisions and they as well react to changes in the project such as the budget and costs in implementation. There is need to encourage more involvement of Stakeholders project planning and implementation as this will yield successful implementation of projects, enhance transparency and accountability. The stakeholders should be involved in the mobilization of the resources for implementation of the project activities, to enhance engagement initiatives in the projects and decision making.

The study further recommends that project managers should embrace appropriate channels of communication as they determine transparency and accountability in the project implementation and in order to enhance transparency and accountability there are regular reports for the reduction of mis-appropriation or reported cases. The study also recommends regular review and adjustment of communication reports to enhance transparency and accountability in the implementation of the donor funded projects. There should also be community awareness to enhance participation in the implementation of the projects.

The study also recommends that the project staff should be trained and/or given inservice courses on project implementation. This will give them the requisite skills and knowledge in project implementation. More training needed to be given to the community representatives and shareholders at large to enlighten them on the goals the projects were meant to achieve. This knowledge will help them know whether the projects achieved their goals or not.

The study recommends adequate financing mechanisms with adequate record keeping on control of capital to run the projects. There should also be adequate financial plans to control project funds for the project by accounting for the funds used for the projects and keeping records on how capital invested in the projects is controlled.

The study recommends that there should be monitoring and Evaluation teams on projects who continually monitor the projects to evaluate their success and the findings from the monitoring and evaluation process are implemented after the provision of financial resources from the donors. That monitoring and evaluation should be well integrated into project implementation right from inception to completion.

Also the study recommends regular Monitoring and Evaluation should be understood as a management tool and should be carried out for learning, documentation, control, transparency and legitimization and improve decision making. The roles and duties of M & E personnel should be specified at the start of the project and the stakeholders participate in the development of project monitoring and evaluation framework. Programme managers through regular monitoring will help improve decision making through provision of immediate feedback of performance-related information into the management process.

REFERENCES


Otieno (2015). Explained the role of monitoring and evaluation in projects implementation in sub-Saharan Africa.


