

**‘ASSESSMENT OF MONITORING PRACTICES ON THE PERFORMANCE
OF DONOR SPONSORED HEALTH PROJECTS: A CASE OF VUKISHA-95
PREVENTION, CARE AND TREATMENT PROJECT, KISII COUNTY,
KENYA’**

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REQUIREMENTS FOR THE AWARD OF MASTER OF PUBLIC HEALTH
DEGREE IN MONITORING AND EVALUATION OF
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DECLARATION

'Declaration by the Student'

'This research report is my original work and has not been presented for a degree in any other university or for any other award'.

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SCHOOL OF PUBLIC HEALTH

MOUNT KENYA UNIVERSITY

DEDICATION

I would like to devote this work to my parents Mr. and Mrs. Mouko who sacrificed their immense resources to invest in me.



ACKNOWLEDGEMENT

I would like to acknowledge numerous people who assisted me along the way to make this study a reality.

I would also like to acknowledge the Almighty Father who bestowed upon me the wisdom knowledge and understanding to see me through this academic work.

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ABSTRACT

‘Health projects aim at increasing the accessibility and affordability of healthcare services through instituting a human resource base that is responsive to helpless individuals in society. It also aims to improve accessibility of healthcare facilities and therefore monitoring practices are required to be established in this situation. Monitoring practices are processes employed to collect useful information and analyze them for better performance by maximizing positive influences and minimizing risk adverse effects. Monitoring practices are established with proper documentation of performance plans at given interval. Monitoring and evaluation becomes a very essential practice of several health projects. Therefore, this study aimed at assessing influence of monitoring practices on health projects - a case of Vukisha-95 donor funded HIV Care, Treatment and Prevention Projects. The specific objectives were: To inspect the influence of auditing practice on performance of health projects; To determine the influence of progress review and follow-ups on performance of health projects; and, To examine the influence of management by exception on performance of health projects. The study adopted an analytical research design that. The descriptive research design was also used to describe the application of mixed research design on variables under the study. The goal population encompassed of 293 respondents from the Ministry of Health employees from 124 Vukisha-95 Project facilities supported in the county. This is because they employ monitoring practices for the ongoing health projects. This target population included clinical officers, doctors, nurses, lab technologists, counselors, data officers and Community Health Promoters (CHPs). The research used questionnaires to collect data. Descriptive and inferential statistics were analyzed by the Statistical Package for Social Sciences (SPSS). Incidences, percentages and means constituted expressive statistics The study found that monitoring practices have a huge positive impact on the performance of

Vukisha-95 Projects in Kisii County. The study also found that human and technology-based challenges may hinder the execution of monitoring practices in donor funded projects. The outcomes will be significant to healthcare workers, policy makers, and Ministry of Health, policymakers and future researchers’.



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‘LIST OF ABBREVIATIONS AND ACRONYMS’

AIDS:	Acquired Immune Deficiency Syndrome
CHP:	Community Health Promoter
HIV:	Human Immunodeficiency Virus
‘HPPG’:	High Priority Performance Goals
KNBS:	Kenya National Bureau of Statistics
M&E::	Monitoring and Evaluation
M&E:	Monitoring and Evaluation
MoH:	Ministry of Health
NACOSTI:	National Commission of Science, Technology and Innovation
NIMES:	National Integrated Monitoring and Evaluation System
NMPF:	National Monitoring Policy Framework
OECD:	Organization for European Cooperation and Development
UK:	United Kingdom
USA:	United States of America
YIKE:	Youth Initiative Kenya

‘1.10 Operational Definition of Terms’

Auditing refers to the systematic and independent examination of a project's financial records and activities to ensure accountability and transparency. It verifies that funds have been used efficiently, effectively, and in accordance with the agreed-upon project plan and donor regulations.

Progress review refers to the process of meeting and assessment of project sites with staff members to talk about improvements for achieving the project's expectations and goals.

Scheduled follow ups are a means of authenticating that you keep an eye on cross-supervision and determine whether there are any unfinished business related to the projects

Management by exception – aids managers in keeping an eye on projects that pose particular problems. This is the procedure for looking over the project's financial and operational outcomes in order to identify problems that management budget needs to address.

Communication is the process of sharing information about a project concept

Monitoring is the systematic and ongoing process of tracking project activities, outputs, and outcomes to assess progress toward achieving pre-defined goals and objectives. It involves regularly collecting and analyzing data to identify any deviations from the planned activities, potential risks, and the overall effectiveness of interventions.

Evaluation refers periodic assessment of project milestones to assess results or impact.

Performance refers to the value of achievement from available resources at lowest cost of operations

Practice is that precise way to do an activity for own achievement

Project refers to workplace activity for future development of service delivery or product.

Tools refers to approaches or methods of performing project oriented for the better results.

Technique is a method of working towards an expected outcome

Project management is that application of specific skills to achieve a goal under certain plan



CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter debates the study's background. It also states the unruly of the study and lists the objectives together with the research questions of this study. Other items include the justification and study scope together with delimitations and limitations.

1.2 Background to the Study

With the propagation of health projects within counties, it has become more problematic to measure individual capacities' efficacy. Monitoring practices are obligatory to check the performance of health projects, for example, through beneficiary audit report changes over time. Well-set Project schedules and a deeper understanding of how to measure progress are just two of many factors that can contribute to the performance of health projects (O'Connor, Choi & Winkler 2016).

Monitoring can be used by the project managers and the stakeholders to enhance project delivery. This is because the success in such projects results in good community deliverables. As much as a skyward trend has been witnessed in donor funding in the health sector, the performance of the health facilities portrays a desire. This has been attributed to bad or non monitoring of time, quality and cost factors of the same projects. Cultural, technical, social, legal, political and economic spheres interpose between performance of our health projects. Nonetheless, the effect of monitoring practices on donor-funded health projects has sparse data. Serrador & Tumer assert that, as much as

the success of a major system is based on the quality of the software used, the research framework of the system is also acceptable just like the software, and is an important component of the system (2014).

The project loyalty is pegged on clients, the project mission, the top management, and technology so as to assist the personnel through monitoring processes and communicating feedback.

There are other nations like the USA, which have proper systems that provide the direction in which donor-financed health projects are being implemented (Mark, 2018). Nations can achieve project development success as evident in the country of United States of America; they have adopted proper systems on how to develop their health-funded projects (Mark, 2018). The above demonstrates that best practices in projects have also been developed in United States of America through proper monitoring practices. It is administered with appropriate coverage of health projects that the three presidents; Bill Clinton, George Bush and Barrack Obama have delivered (Katharine, 2018).

Monitoring in the 3rd term of office in South Africa government, has taken the form of instrument of Democracy and Rule of Law in Africa (Florin, 2018). Several investigations have been carried out to examine the variables influencing project effectiveness in emerging nations. According to a study conducted in 2016 by Faridi and El-Sayegh, for instance, project delays in the United Arab Emirates were caused by a paucity of competent labor, poor leadership, inadequate supervision and site management, and tackle breakdown as a result of subpar monitoring procedures. According to Mbachu & Nkando (2017), Quality and attitude of service (QOS) are the main problems to actual monitoring practices on project deliverables in South Africa.

Mostafa & Fujimoto (2015) looked into the monitoring and assessments of irrigation project management in Egypt. The study addressed the autonomous and effective nature of evaluation and monitoring practices with regard to completed projects, plans, and utilization of results. Monitoring procedures evaluate a project's viability, effectiveness, and significance to an organization's management (Uitto 2014). According to Kerzner (2022), project monitoring is an action plan that tracks the advancement of an activity and implements corrective measures in project controls and management. The management of leadership abilities extends the project's observation to the projected areas' execution. Comparable to this, monitoring procedures make it easier to differentiate between signs of determined difficulties that health projects face (Gyrkos 2003). In Uganda, public sector sustainability results are the focus of monitoring practices that are modeled after those of other global public organizations (Ssentamu 2018). It is because plans are becoming more and more important in monitoring and evaluations on a global scale. Many projects are recognized for their benefits, and it attempts to look at the majority of operations in this field. Monitoring procedures are said to be important for better partnership planning and management in Rwanda and to contribute to the sustainability of projects (Umugwaneza and Warren 2016).

Because of the complexity of providing services, some health projects require a very specific monitoring process that is difficult to identify and finish (GOK, 2006). In order for the government to perform better when it comes to funding, these projects must be properly managed and monitored. Project managers must be aware of monitoring procedures in order to progress internal controls for performance across all organizational structures. By the appropriate assessment, the most critical project management framework in most of the sponsored settlement is the project rendering activities which are used in the process of monitoring. The processes stipulated on performance take an

accurate account of the project in case it is adequately written and attentively observed to pass effective tests in each and every established framework. The country of which calculations are put on place is experiencing higher quality economic growth due to invested projects (Abdulkadir, 2014).

Monitoring practices are also enhanced under the endeavors of the ministry of National Development and Planning in applying the right Projects approaches. The programs are carefully monitored to achieve organizational goals through the general undertaking of the project. The managers must still address the development facets so that they can attain methods to trace the projects on which the funds are given on a fair ground without the loss of money (Kiruja, 2015). Poor monitoring procedures have led to a degradation of health-funded projects of the Ministry of Health (MoH) to lose performance recognition with time. Since the year 2003 and up to 2008, monitoring and evaluation systems (NIMES) were re-formulated such that they conformed to the vision 2030 master strategy in the five-year plan, which had replaced the medium-term plan of economic recovery strategies.

The practices of monitoring are vital in establishing better developments of the country in terms of its project and amelioration of state owned projects (Kiruja 2015, Muturi & Mburu 2016). Technical capability and theoretic form of capacity building determines the level at which projects are monitored to ensure the growth of the country. Other activities on the large research design and implementations normally facilitate the growth of health funded projects. Health funded project has been widely applied on the development of actual work and a wide extent of application process. This could run within the administrative boundaries which were applied to individual groups under the

project alignments but the public organizations are struggling with the issue of building capacity on the global health funded projects.

1.3 Statement of the Problem

Kenyan counties trust on the best practices for performance evaluation and citizen service delivery. Monitoring procedures have increased effectiveness while lowering operating costs, which has an impact on performance. Studies have shown that a lack of cooperation between shareholders and stakeholders results in ineffective monitoring practices. Due to this, most monitoring procedures fall short of the requirements for execution. The majority of projects fall short of their objectives due to inadequate monitoring practices, which account for roughly 60% of the performance gap in the health sector (KNBS, 2018). There is evidence that in the majority of Kenya's health sectors, about 60% of projects have failed or have not been completed because of substantial project demands. The projects are delivered to most areas influenced by the kind of monitoring techniques that include efficient use of funds, scheduling, quality control, and time management, all of which have an impact on performance.

In Kisii County, HIV/AIDS has been a major concern, that prompted the design and implementation of the Vukisha-95 Project. Prior to the implementation of the project, there were high incidence, mortality and prevalence rates of the disease within the County, in all 165 public health facilities. Monitoring and evaluation has become a key driver of success in many sectors, the health sector included. Studies, though, have not scrutinized solid data regarding how the best monitoring practices affect health project performance. This exemplified the need to evaluate the current body of knowledge concerning implemented monitoring practices. This study therefore sought to assess the

influence of the Vukisha-95 Project on key deliverables such as incidence, prevalence and mortality rates with regard to HIV/AIDS in Kisii County.

1.4 Purpose of the Study

This study aimed to establish the impact of monitoring practices on donor-funded health ingenuities, specifically in the setting of the Vukisha-95 Prevention, Care, and Treatment Project in Kisii County.



1.5. The Objectives of the Study

1.5.1. General Objective

To assess monitoring performs on the performance of donor funded health projects: The case of ‘Vukisha-95 Prevention, Care and Treatment’ Project in Kisii County during the period 2021 to 2023.

1.5.2. Specific Objectives

The study’s specific objectives were:

1. To investigate the influence of financial auditing on the performance of ‘Vukisha-95 Prevention, Care and Treatment Project’ in Kisii County, Kenya, during the period 2021 to 2023.
2. To examine the influence of progress review and scheduled follow-ups on the performance of ‘Vukisha-95 Prevention, Care and Treatment Project’ in Kisii County, Kenya, during the period 2021 to 2023.
3. To establish the influence of management related factors of monitoring on the performance of ‘Vukisha-95 Prevention, Care and Treatment Project’ in Kisii County, Kenya, during the period 2021 to 2023.

1.6. Research Questions

The study sought to answer the following research questions:

1. How has financial auditing influenced the performance of Vukisha-95 Prevention, Care and Treatment Project in Kisii County, Kenya, during the period 2021 to 2023?
2. How has progress review and scheduled followups influenced the performance of Vukisha-95 Prevention, Care and Treatment Project in Kisii County, Kenya, during the period 2021 to 2023?
3. How have management related factors influenced the performance of Vukisha-95 Prevention, Care and Treatment Project in Kisii County, Kenya, during the period 2021 to 2023?

1.7. Significance of the Study/Rationale/Justification

Depending on their interest in and inspiration over the project, the public sectors, academics and researchers, and policy makers will treasure this study to be significant and interesting.

1.7.1 Public Sector

The government possesses the public sector, and its ingenuities use monitoring techniques that may have an impact on the way the projects turn out. The goals are increased productivity, condensed expenses, and clear government initiatives free from corruption in the providing of services. Project management with sound decision-making is communicated to the public through the implementation of precise procedures, monitoring practices, and project programs, as well as targeted reporting tools.

1.7.2 Academic and Researchers

According to 'Croom (2015)', these researchers aim to generate fresh perspectives on specific information gaps and alter research perceptions. It tells to any strategies or tactics employed by researchers to obtain the best monitoring practices for applying not only health-funded projects but also projects in other sectors.

1.7.3 Policy Makers

Even with the use of numerous policies and procedures to support funded projects, the majority of organizations worldwide face difficulties with their monitoring practices. The majority of initiatives and programs employed by state corporations, associations, professionals, and project managers to manage funded projects aim to address problems stemming from insufficient systems; however, monitoring procedures are employed to a sufficient degree. Among other things, the majority of organizations' funded projects have been impacted by their monitoring practices. In order to keep an eye on funded projects across organizations, policy makers can supervise pertinent project authorities. The monitoring process between organizations is still not equitable, responsible, effective, efficient, or translucent. This is because there has not been enough capacity building, stakeholder confidence, or self-sufficiency with other large beneficiary implementation. In this respect, policy makers within the Ministry of Health, which is in charge of policy formulation in the health sector, will find the findings of this study useful in employing the best practices with regard to monitoring of projects.

1.8 Scope of the Study

The purpose of the study was to evaluate how monitoring procedures affect funded projects in the health sector, and it was carried out in Kisii County. This will concentrate on 'Vukisha projects' related to 'HIV/AIDS' treatment and prevention. Further research is necessary to determine the optimal project monitoring practices because some projects have proven to be ineffective. The best monitoring methods to employ in order to improve funded projects continue to be a source of confusion.

The study's health-funded projects were selected due to the increasing difficulties in completing ongoing initiatives (health). A workforce that is well translates into a productive workforce. This investigation will solely focus on the effect of monitoring procedures on the Vukisha-95 project's performance was the exclusive focus of this investigation.

1.9 Study Limitations

The respondents may be reluctant to provide information out of concern that it will be used against them or the organization, or to threaten them. In order to overcome this restriction, a research permit was obtained, the purpose of the study was made evident, and participants were provided with a guarantee that the data they provide was kept private and used only for academic purposes.

1.10 Delimitations

There are many health sector projects covering the counties of Nyanza region. The Vukisha -95 project, for instance, covers 'Kisii and Homa Bay Counties. The research was limited to Kisii County alone. The project-supported facilities' staff members portion the target population as well as the representatives of the beneficiaries, known as peer

navigators. It was anticipated that this will provide the needed details on donor-funded health initiatives in Kisii County .

1.11 Assumptions of the Study

The study will work under certain assumptions: The researcher will receive complete support from both respondents and staff during data collection. It was assumed that all approached respondents were literate, mitigating the use of a questionnaire for data collection. Due to the absence of a sampling frame, expediency sampling was employed. The study also adopts a linear relationship between the independent variable indicator and the reliant on variable.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The theoretical frameworks, empirical framework, critical literature review, conceptual framework, and summary of the study's conceptual framework are all included in this chapter.

2.2 Theoretical Literature Review

The study's pertinent theory was discussed in the theoretical framework. This study focused on the Theory of Change.

2.2.1 Theory of Behavior Change

The Theory of Change became popular when Carol Weiss (1995) indicated that the significant motivations behind the previous theory of complexity became the driving elements. This theory holds that it is an uphill task to assess assumptions made by management on the monitoring practices (Weiss and her colleagues, Carol et al., 1995).

It states that the best way of showing a belief is through beliefs. Monitoring of healthcare services can be explained with the help of the theory of change. This is the fastest method to measure the progress and achieve improved long term results. The use of smart relationships and the subsequent evolution of the project ensures changes that would result in better performance as indicated by Carol et al., (1995).

The alterations in the composition of the services provided in healthcare are reviewed to define the most appropriate practices in monitoring. It is in the study that the peripheral project management domains are established which are highly affected by operations interventions. The theory of change

embedded by the project management model has enabled an even greater boost in the performance. Programs that change in regard to the theory of change in the logical model (TOC et al., 2018).

The Theory of Change indicates that the monitoring practices assumption gets enhanced because of varied relations among the healthcare providers. It is relevant to the research and surveillance arena regarding organizational and change management requirements. Carol et al. (1995) assert that application of this theory of change can influence monitoring process and the input products of projects that manifest itself in effective evaluation methods.

Under this Theory of Change, there should be monitoring and implementation which is required to achieve quality and variations in performance evaluation. As stated in the article, entitled, Carol et al., 1995, it helps to give one of the basic ways of performance monitoring practices.

When monitoring procedures are followed between documentation outcomes and performance interventions, the project quality information becomes real. It is imperative to explicate the significance of project monitoring and evaluation methodologies, (Carol et al., 1995).

‘Subsequently, it demonstrates that involvement involves taking theory of change into account when developing monitoring and evaluation systems to support healthcare. Then, monitoring procedures can give ownership for shared program improvement in planning instruments. Planning and managing projects with exceptions is necessary to improve healthcare, (Ika G. et al., 2019)’.

Monitoring performance and planning in a number of perspectives are included in the Theory of Change. The theory of change can be efficiently displayed as the planning and analysis of projects, which incorporates various planning procedures of steps adopted in order to check the level of care that care services present, as stated by Ika G. et al. (2019).

Such factors may be affected by supporting different ways of starting the implementation practice and decision-making. This entails an external management plan on how the theory of change is to be implemented in the course of the project, a very critical factor in the successful management and evaluation of the current management practices in the project (Reeler, 2007).

The Theory of Planned Change comes in to give a rationale behind the individual contribution that each of them makes on the map that shows the name of the practitioners that are making positive contributions to the healthcare services. The theory of change will help to explain the functionality of healthcare service monitoring process and the need to choose the period of change introduction in project context in order to ensure healthy growth of organizations (Reeler et al., 2017).

2.3 Conceptual Framework

An example of conceptual framework used to illustrate the relationship between the independent and dependent variables that are being investigated is (Mugenda & Mugenda 2006). It exemplifies the various aspects that characterize the model to investigate and draw a connection between project metrics and processes adopted in monitoring the performance. The independent variable is the one which extends its multi-faceted prediction of an effect. The intervening variables are the organizers of the independent variable and the aspects of dependent variables would be taken by the aspects of independent variables (Alison, 2006).

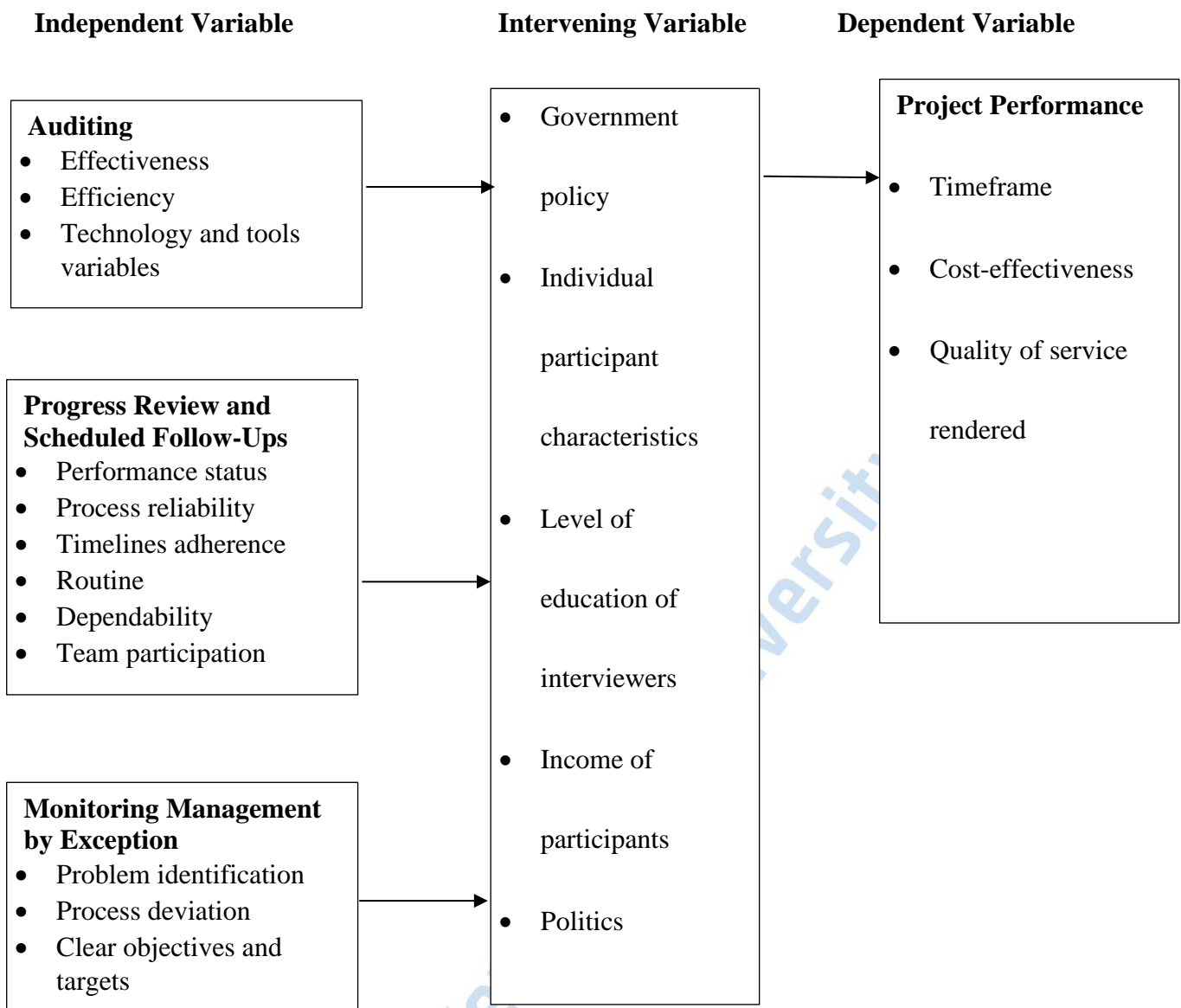


Figure 1. Conceptual Framework

2.3.1 Clarification of Conceptual Framework

Independent variables

Different project management behaviors like auditing, progressive review, scheduled follow up and management by exception may make surpassing impacts on the performance of project. This is a concise description of the role that each of these practices plays on project performance:

Auditing

Effect on Project Performance: Financial Accountability: Financial auditing provides a financial accountability element; that is, it promotes financial correctness of the project funds and aligns them with its objectives and requirements of the donors.

Risk Mitigation Audit identifies and eases risks through review processes in order to avoid problems likely to have adverse effects on project performance. Compliance Assurance: Audits will be used to determine whether the project is in accordance with any applicable regulations, policies and contractual agreements.

Progressive Review

Implication on the Project Performance: Real Time monitoring: Due to progressive review of the project, the project activities can be monitored in real time and it is important to note that screening of the problem can be done in real time as well so that the issue can be rectified in real time environments.

Flexibility: Flexibility can be achieved through regular reviews notified to the project team and hence the information can be adjusted according to prevailing conditions which will enhance the overall performance.

Scheduled Follow-Up

Effect on the Project Performance: Consistency: Follow-ups are planned at specific times, which would help in maintaining consistency in the monitoring practices, and missing important project elements would also be reduced. Proactive Intervention: There are constant opportunities of timely interventions in case of missing of the project plan through periodic follow-ups, thus eliminating the occurrence of several performance shortcomings.

Management on exception

Effect on Project Performance: Efficiency: Management by exception helps in high efficiency of the management, as the management is concentrated on the areas that are far much not as per the plan.

Proactive Decision-Making: The project managers will be able to make a proactive decision and take corrective measures to put the project back on track because of their focus on exceptions.

Intervening variables

They moderate the relationship between independent variable and the dependent variable. These are government policy, individual subject traits, educational level of interviewees and income of all the participants as well as politics.

The intervening variables are mediators as they affect the measure of relationship between the project interventions and outcomes. Good project management will engage and work around the complexity that the given variables bring to increase the chances of success in project performance.

2.4 Empirical Literature Review

This examines the body of research on the subject in light of the study's objectives. The highlights the major gaps in the body of knowledge and provides gaps based on that knowledge, indicating the need for further research by other researchers in the future.

2.4.1 Financial Auditing and Performance of Donor Funded Projects

Going by the international view, auditing involves an internal review that is done on regular basis, probably by the supervision and management of errors. Due to the rules of general auditing, it is

meant to report an opinion. The performance monitoring procedures which are known to the auditor are used when prioritizing and double-checking errors. Monitoring practices should be audited so as to get approved practices and then the financial resources would be presented and allocated depending on the amount signed.

Over the years, several studies have been conducted to determine the impact of funding on the effectiveness of donor projects. Ndibaru & Ongwae's study, "Financial Accountability Practices and Financial Sustainability of Donor Funded Projects in Kiambu County, Kenya," sought to determine how these two factors related to the financial sustainability of projects that received donor funding. 189 managerial staff members made up the sample size for the study, which also used questionnaires and a descriptive research design. The findings showed that the sustainability of donor-funded projects in Kiambu County was statistically influenced by financial planning, financial control, and financial monitoring. The study also found a small but positive impact of fund utilization on the long-term financial viability of projects supported by donors (Ndibaru & Ongwae, 2023). This study therefore shows that financial aspects of project implementation, critically planning, control and monitoring, are critical to ensuring project implementation success.

Mwangi and Ngugi (2018) conducted research titled "The Impact of Financial Auditing on the Performance of Donor-Funded Projects in Kenya," aiming to analyze the effect of financial auditing on the performance of donor-funded projects in the country. The research analyzed 50 projects financed by donors in different sectors (healthcare, education, agriculture). The research utilized a Mixed-methods approach, incorporating quantitative surveys and qualitative interviews with project managers and auditors. The research indicated that financial auditing greatly enhances accountability and diminishes the misappropriation of funds. The study also revealed that projects undergoing consistent audits had greater completion rates and improved financial stability, while noted weaknesses comprised delays in audit reporting and insufficient follow-up on suggestions. The research offers important findings, yet it is constrained by a limited sample size. It also emphasizes

that project managers might bring bias, given that auditors' viewpoints were not adequately represented

In Kenya, Kamau & Wanyama (2021) conducted research titled *The Role of Internal Audits in Improving Transparency in Donor-Funded Projects: A Case Study of Kenya*. The primary goal of the study was to assess how effective internal audits are in enhancing transparency in projects funded by donors. The research involved 20 projects backed by international donors in Kenya, utilizing qualitative interviews with project personnel and internal auditors. The research revealed that internal audits played a vital role in identifying fraud and maintaining compliance, while inadequate skilled auditors and constrained resources limited their effectiveness. Another discovery was that initiatives with robust internal audit systems enjoyed greater donor trust. Although the research is current and pertinent, it solely concentrates on internal audits. The qualitative method also restricts generalizability

In Africa, Adebayo & Mensah (2020), in their research named “Audit Quality and Donor Fund Utilization in Sub-Saharan Africa: Evidence from Ghana and Nigeria,” aimed to evaluate the impact of audit quality on the proper use of donor funds in Sub-Saharan Africa. The research examined 30 donor-supported initiatives in Ghana and Nigeria, utilizing case study analysis and a review of audit documents. The research found that superior audits were linked to enhanced fund usage and project results; that differing audit standards among nations impacted comparability; and, that political interference posed a significant obstacle in executing audits. The research emphasizes local problems but misses a wider African perspective. Additionally, its dependence on secondary data restricts the thoroughness of analysis.

Worldwide, Smith & Johnson (2019) executed a project titled “Financial Auditing and Accountability in International Donor Projects: A Comparative Study.” The primary aim of the study was to evaluate auditing practices and their effects on donor-funded projects worldwide. The research sample included 100 projects from Asia, Africa, and Latin America, utilizing a cross-sectional survey

and a meta-analysis of prior studies methodology. The research indicated that initiatives in nations with robust audit systems showed improved performance. It was also found that donor influence enhanced audit compliance, though it occasionally resulted in perfunctory audits, and that cultural and institutional variations affected audit effectiveness. The research is thorough, yet it misses details specific to individual countries. The meta-analysis may also fail to account for specific project contexts

2.4.2 Progress Review and Scheduled Follow-Ups and the Performance of Donor Funded Projects

This literature review examines the impact of planned follow-ups on improving the outcomes of donor-funded initiatives, concentrating on Kenya, Africa, and international viewpoints

A Kenyan study was conducted by Wambua & Mutua (2020) regarding scheduled follow-up and the execution of donor-funded projects. The research, named “The Influence of Planned Follow-ups on the Effectiveness of Donor-Financed Initiatives in Kenya,” aimed to evaluate the effect of planned follow-ups on project performance and responsibility. The research examined 35 donor-supported projects in agriculture and infrastructure areas, utilizing a mixed-methods approach that included surveys with project managers and an analysis of follow-up reports. The research indicated that initiatives with organized follow-ups exhibited greater completion rates and improved financial responsibility. It also discovered that follow-ups aided in recognizing bottlenecks promptly, minimizing delays. Finally, the project identified that weaknesses comprised irregular follow-up schedules and insufficient stakeholder involvement. The research was restricted to two sectors, so its wider relevance is unclear. It also depended significantly on self-reported information, which could introduce bias.

Kenyans Kariuki and Otieno (2021) conducted a study named “Stakeholder Participation in Progress Reviews and Performance of Donor-Funded Projects in Kenya,” aiming to evaluate how stakeholder involvement in progress reviews contributes to the success of projects. The research examined 25

projects supported by international donors in Kenya and utilized qualitative interviews with project teams, donors, and beneficiaries. The research indicated that inclusive progress assessments improved project relevance and sustainability, while the absence of beneficiary engagement in reviews resulted in misaligned project results. It also determined that donors frequently overshadowed review processes, marginalizing local stakeholders. The research primarily emphasizes qualitative insights but is missing quantitative validation and is restricted to projects with significant donor visibility

In Kenya, Kamau and Wanyama (2022). Conducted research titled “Structured Follow-ups and Performance of Health Sector Projects in Kenya.” The aim of the study was to examine the impact of structured follow-ups on donor-funded health projects, sampling 20 such projects in both rural and urban areas of Kenya. The research utilized qualitative interviews with project groups and beneficiaries. The research revealed that consistent follow-ups resulted in prompt corrective measures and enhanced service provision. It also determined that community participation in follow-ups enhanced project sustainability, while resource limitations impeded successful follow-up execution. The study's specific emphasis on health projects restricts its generalizability. Moreover, the views of beneficiaries were not adequately represented.

In a pan-African research, Banda & Mwamba (2017) conducted the investigation “Review Mechanisms of Progress and Project Efficiency in East and Southern Africa.” The aim of the study was to assess progress evaluation methods and their effects on project outcomes. The research included 40 projects from Kenya, Tanzania, Zambia, and South Africa. The approach used in this research involved cross-sectional surveys and comparative case studies. The research indicated that nations with established review frameworks (e.g., Kenya, South Africa) had superior performance, while those with informal review systems (e.g., Tanzania) resulted in accountability deficits. It also determined that flexibility from donors during reviews enhanced adaptability but posed a threat of insufficient oversight. The research offers regional perspectives but does not explore sector-specific variations. Moreover, survey answers might reflect a bias in favor of donor viewpoints.

In the African region, Adebayo & Mensah (2019) conducted a study named “Scheduled Follow-ups and Donor-Funded Project Success in Sub-Saharan Africa,” aimed at exploring the connection between follow-up processes and project results. The research included 50 projects from Ghana, Nigeria, and Kenya, utilizing comparative case studies and interviews with project managers. The research indicated that projects with consistent follow-ups demonstrated improved adherence to donor stipulations. It also discovered that follow-ups enhanced transparency, though they were frequently driven by donors, which restricted local ownership. Finally, it discovered that political interference occasionally hindered follow-up procedures. The research, however, concentrated solely on Anglophone Africa, excluding Francophone and Lusophone settings. It also did not investigate the function of technology in follow-ups.

Banda & Mwamba (2018) conducted research in Kenya, Tanzania, and Zambia called "Follow-up Mechanisms in Donor-Funded Projects: A Comparative Study of East and Southern Africa" from a comparative African viewpoint. The research focused on analyzing follow-up systems in Kenya, Tanzania, and Zambia. The research included 45 projects from the three nations and utilized surveys and focus group discussions with stakeholders of the projects. The research revealed that Kenya possessed the most organized follow-up systems, resulting in improved outcomes. It also discovered that Tanzania and Zambia depended on informal follow-ups, leading to accountability issues. Finally, the research found that donor flexibility enhanced follow-up adaptability but posed a risk of inconsistency. A limitation of this study is that it omitted Francophone Africa, reducing regional representation

From a worldwide viewpoint on the same variable, Smith & Johnson (2021) conducted research called “The Role of Planned Follow-ups in Global Development Projects: A Meta-Analysis.” The aim of the study was to assess the efficacy of follow-ups in global donor-funded projects. The research included 120 projects from Asia, Africa, and Latin America, utilizing a methodology that consisted of meta-analysis of prior studies and reports from donors. The research revealed that follow-ups notably enhanced project outcomes, particularly in managing risks. It also found that

digital tools (e.g., project management software) improved follow-up effectiveness. It ultimately concluded that excessive dependence on donor-led follow-ups occasionally diminished local accountability. While the research covered a wide range, it did not provide insights specific to individual countries. The research also overlooked cultural obstacles to successful follow-ups

Garcia & Patel (2020) conducted research titled “Best Practices in Scheduled Follow-ups for Donor-Funded Projects,” examining global best practices related to scheduled follow-ups. The goal of the study was to pinpoint worldwide best practices in follow-up systems. The sample for the study included 30 successful projects in Asia, Africa, and Latin America. The research employed case studies and interviews with experts. The research indicated that automated follow-up tools (such as dashboards) enhanced productivity. It also determined that third-party assessments boosted credibility but raised expenses, and that local engagement in follow-ups improved sustainability. The research, however, concentrated on successful instances, overlooking typical failures. It also had limited discussion on cost-benefit trade-offs.

Uyoga (2012) also carried out a study with the title "Factors Influencing Sustainability of Donor Funded Educational Projects in Korogocho Urban Slums, Nairobi," with the aim of determining what factors affect the long-term viability of educational initiatives supported by donors. Twenty Korogocho primary schools and five donor organizations made up the study's target population. Ninety respondents were chosen as a sample for the research. Methods of stratified and purposeful sampling were applied. The results demonstrated the inadequacy and instability of the financing for free elementary education. However, there is unrealized potential for the schools to mobilize additional resources, so strengthening this capacity requires training.

In addition, Chege and Bowa's (2020) study, "Monitoring and evaluation and project performance in Kenya: the case of non-governmental organizations implementing education projects in Nairobi County," which was conducted in Nairobi County, Kenya, sought to determine the degree to which the M&E team's experience and skills are used to influence project performance; investigate the ways

in which the suitability of approaches to monitoring and evaluation chosen affects project performance; and determine the ways in which the M&E team's experience and skills are used to influence project performance. Using a multi-stage sampling technique, the study included a sample of 112 respondents from 39 NGOs carrying out education projects. The 156 officers working on education projects in Nairobi County made up the study population. Of these, 112 respondents were sampled, and 90 respondents provided information. Moreover, five important informants were questioned. The study came to the conclusion that the effectiveness of development projects is correlated with monitoring and evaluation, specifically with the strength of the M&E team and the appropriateness of the M&E approach used. Therefore, it was advised that the M&E team and every employee continue honing their craft and staying up to date with the latest developments in M&E techniques. According to this study, the M&E team's ability to carry out its responsibilities effectively affects project performance, so management must fully embrace, support, and fund the function.

In a different study titled "Project management practices and performance of donor funded health projects in Kenya," Okumu, Senelwa, and Lang (2024) looked at how risk management affected the effectiveness of health projects supported by donors in Kenya. 44 project managers, 115 project officers, 81 project monitoring & evaluation officers, and 68 project finance managers made up the study's target population. The population was counted in its entirety using the census method. Results demonstrated that project risk management significantly affects how well donor-funded projects in Kenya perform. To see how it impacts the success of their projects, health project managers ought to reevaluate imposing risk management procedures that must be adhered to prior to project execution. Prior to the commencement of a project, leaders and project managers should be urged to adopt project risk management practices. This will help them recognize potential risk events and put corrective measures in place to lessen their severity should they arise.

Furthermore, by concentrating on the Pathfinder International project, Ouma & Kamaara's (2018) study "Determinants of successful implementation of donor funded projects in Kenya: a case of

Pathfinder International" sought to understand the factors that contribute to the successful execution of donor-funded projects in Kenya. The research employed a census methodology in order to gather primary data from one hundred participants. The study suggested that various indicators of resource allocation, project planning tools, teamwork, and monitoring & evaluation need to be improved in order to enhance significant improvement in the implementation of donor funded projects in Kenya.

2.4.3 Management Related Factors of Monitoring and Performance of Donor Funded Projects

This literature review explores management factors related to monitoring that affect the oversight and efficiency of donor-funded projects, concentrating on Kenya, Africa, and global viewpoints.

In Kenya, Mwangi & Ngugi (2019) conducted a research titled "Management Practices and Monitoring Efficiency in Donor-Funded Projects: Evidence from Kenya." The aim of the research was to evaluate the impact of management practices on the efficiency of monitoring in projects funded by donors. The research included projects from the health, education, and agriculture sectors. It utilized a mixed-methods approach (surveys conducted with project managers and analysis of documents) as its methodology. The research demonstrated that effective leadership and well-defined reporting systems enhanced oversight results. It additionally confirmed that projects with trained monitoring personnel experienced fewer delays and improved compliance. The research ultimately identified bureaucratic delays in decision-making as a weakness that obstructed timely monitoring. Nonetheless, the research was confined to three sectors; thus, its wider relevance remains unclear. The research also did not investigate the role of technology in oversight

Kenyans Kariuki & Otieno (2022) conducted a research titled "Stakeholder Engagement in Monitoring Donor-Funded Projects in Kenya." The aim of the research was to examine how stakeholder management affects monitoring results. The study surveyed 25 projects in both rural and urban areas of Kenya, utilizing qualitative interviews with project teams and beneficiaries as its methodology. The research indicated that involving stakeholders inclusively enhanced the relevance and adherence of monitoring. It also determined that poor communication pathways resulted in

misaligned oversight priorities. It ultimately determined that local control of monitoring activities improved sustainability. The research, however, concentrated primarily on stakeholder involvement, neglecting other management aspects. The limited sample size of the study also restricted its generalizability

From the African viewpoint, Adebayo & Mensah (2020) conducted research titled "The Role of Project Management Teams in Overseeing Donor-Funded Projects in Sub-Saharan Africa." The aim of the study was to assess how project management teams affect the effectiveness of monitoring. It examined 50 projects in Kenya, Ghana, and Nigeria and utilized case studies and interviews with project teams. The research revealed that specialized monitoring units enhanced responsibility and effectiveness. It also found that monitoring frameworks imposed by donors occasionally clashed with local management approaches, and finally that political interference hindered monitoring activities. The research is critiqued for concentrating on Anglophone Africa; it omitted Francophone settings. It also depended on qualitative data, thus lacking statistical verification.

In the African region, Banda & Mwamba (2018) conducted a research titled "Comparative Analysis of Monitoring Systems in East and Southern Africa." The aim of the study was to analyze monitoring frameworks in Kenya, Tanzania, and Zambia. The research involved 45 projects from the three nations and utilized surveys and focus group discussions as its methods. The research indicated that Kenya's organized monitoring systems were more effective than the unplanned methods of Tanzania and Zambia. Donor flexibility enhanced adaptability but posed a threat of inconsistency. It also revealed that limitations on resources obstructed efficient monitoring. The study, however, did not include Francophone Africa, which restricted regional representation. It also did not examine the influence of monitoring on lasting sustainability.

Thompson & Lee (2021) conducted a research project named "Management Factors Influencing Monitoring in Global Development Initiatives." The aim of this research was to pinpoint essential management-related elements in overseeing donor initiatives worldwide. It collected data from 100

projects in Asia, Africa, and Latin America, utilizing meta-analysis of donor reports and interviews with experts. The research revealed that decentralized decision-making improved monitoring responsiveness. The study also indicated that developing local staff's skills enhanced monitoring quality and that excessive dependence on donor-led monitoring diminished sustainability. Although the study had an extensive scope, it did not provide country-specific insights; additionally, it failed to consider cultural obstacles to effective monitoring.

In a research focusing on global best practices, Garcia & Patel (2020), in their work "Best Practices in Monitoring for Donor-Funded Projects," aimed to identify the best monitoring management practices worldwide. It selected 30 successful projects in Asia, Africa, and Latin America. The approach utilized consisted of case studies and interviews with experts. The research revealed that automated surveillance tools (such as dashboards) enhanced productivity. It also found that third-party audits boosted credibility while raising expenses, and that local capacity-building improved the sustainability of monitoring. The study's constraints are that it concentrated on successful instances, overlooking typical failures, and it offered limited analysis on cost-benefit considerations.

2.5 Critical Review

The review of the literature based on empiric research showed that some studies have been undertaken by other scholars on the topics of monitoring and evaluation. Another indication that is given in literature review is that the performance can be tracked by monitoring procedures, but so far the performance of the projects has been achieved at the right time and of the appropriate magnitude, with time lines stipulated. In the reviews, it was found that project performance can only be assured by tracking down the tools in which skills are obligatory by many organizations. The many studies indicated that through the proper use of monitoring tools, the performance of the project could be achieved. Performance measurement is gauged by the achievement of various projects in relation with resources required in performing operational functions. This study makes it possible to analyze the practice of project monitoring on performance in healthcare services. There are many works in the literature review that address the impact of monitoring practices on performance, as well as planning and implementation of various methods.

According to the past studies, monitoring would be able to enhance such performance. No similar comparative ideas to establish the best practices have been explored in the past nor have the frameworks used in the health sectors been found. Monitoring practices are good in improving the performance of the project and this is where healthcare services will close the gap. Other studies conducted across other countries like the UK, Malaysia, India, Iran, USA and Nigeria have shown that most studies have concentrated on project management techniques as opposed to monitoring techniques in Kenya. These studies did not discuss the issues of practice monitoring and performance of the projects.

Therefore, when compared to the research study conducted on Kenyan healthcare visions of future review, the knowledge gap within these other studies could not be adequately bridged. Most procedural issues regarding performance and monitoring activities have already been studied, however healthcare service in Kenya has not dealt with such issues adequately.

Implementation and monitoring studies done in the public sectors are numerous in most of the developed countries. Consequently, to deal with the problems in the area, one shall investigate the practice of monitoring in the context of healthcare. Included in the study was expectation set up as a result of monitoring implementation factors (Chin, 2012). The given study is conducted in an effort to determine how one of the key jurisdictions of healthcare services, i.e. the facility performance, is connected to monitoring practices since, otherwise, there is nothing like proper performance results of the very sphere, developed by other researchers.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains a description of the methodology of the study. This great researched incorporates the following; validity and reliability data analysis procedures, data presentation procedures, study area, population, study variables, sample size, sampling methods, sampling frame, data collection tools and data collection procedure.

3.2 Research Design

This research employed an analytical study design. Analytical research is a technique that entails the thorough assessment of current information to comprehend connections among variables and clarify occurrences (Subbarayudu, 2024) It extends past merely outlining traits; rather, it aims to uncover cause-and-effect connections and forecast future results.

3.2 Study Approach

A quantitative research methodology was combined with qualitative research methodology in the study. The quantitative data indicated them by showing the profile of the respondents and measuring the impact of maintenance of effects monitoring procedures on the Vukisha-95 projects in Kisii County. The qualitative data explored the deeper concepts of the data through the giveances of the people who were interviewed. Comparison between the qualitative and the quantitative research data became better. Mixed methods in specific helped in trying to reconcile the divergent results of the qualitative and quantitative study. The techniques ensured that the findings of studies are anchored on the experiences of participants and give the study participants a voice. With the mixed approach in the research, the researcher was capable of gathering rich and comprehensive information, which served as the source of drawing conclusions.

3.3 Geographical area of the Research

The research was carried out in Kisii County (see Appendix III + Map of Kisii) that lies in the western region of Kenya. Coordinates: 'Latitude and longitude: -0.680482, 34.777061'. The county is surrounded by various other counties that include the 'Nyamira County, the Narok County, the Migori County, the Homa Bay County, the Bomet County' along the north and northeast directions respectively. Kisii County When it comes to the population, 1,266,860 people live in it (Population (2019)). The county was chosen because the number of donor-funded projects are relatively large in all the sectors, especially in the health sector. This study was undertaken on Vukisha-95 Project since the project is the largest anti-HIV/AIDS Project in Kenya. The number of the health facilities in Kisii County is 161 with 124 of them involved with the Vukisha-95 Project and hence take the target population in this project.

The Kisii County possesses four-five wards and nine sub-counties. Sub-counties are Bonchari, Bomachoge Borabu, Bomachoge Chache, Kitutu Chache North, Kitutu Chache South, Nyaribari Chache, Nyaribari Masaba, Nyamache and South Mugirango.

It is in the economic activity of Kisii people: including in their economic activity small scale agriculture, (including: tea farming, coffee farming, horticulture, and dairy farming), a small scale trading activity, and handicrafts soapstone carving, (a notable craft in Kisii), which also provides income to the Kisii artisans.

3.4 Population of interest

Target population can be taken to mean a specified denominator or assortment of objects that are of value to information problem with which the researcher is concerned and are also relevant to the insertion problem. The research was carried out on the workers in the facility in Kisii who were under the Vukisha-95 project.

The target population captured in this study included physicians, clinical officers, nurses, pharmacy technicians, laboratory technicians, counselors, CHPs and data officers. Table 3.1 shows that the sampling frame provides 1365 participants of this study.



Table 1: Target Population

Category	Population
Doctors	54
clinical officers	345
Nurses	460
pharmacy technologist	40
laboratory technologist	56
hospital administrators	124
Counselors	80
Community Health Promoters	120
data officers	86
Total	1,365

Source: MoH, 2024

The study was limited in its ability to consider and/or target different respondents in order to select a sample from the target population due to the heterogeneity of the target population. By focusing on a large population, the study was able to lower the margin of error because higher accuracy levels and larger sample sizes are associated with smaller error margins.

3.5 Sample Size Determination

Sample size was determined using the follow formulae:

$$\text{Sample Size} = (Z^2 * p * q * N) / ((E^2 * (N-1)) + (Z^2 * p * q))$$

Where:

Z is the Z-score corresponding to the desired confidence level

p is the estimated proportion of the population that has a particular characteristic

q is 1 - p

N is the total population size

E is the margin of error

Given that there are no specific proportions for each category, it can be assumed that an equal distribution for simplicity. If a 95% confidence level is assumed, which corresponds to a Z-score of approximately 1.96.

Using this information, the sample size was calculated:

$p = q = 1/9$ (assuming equal distribution)

$N = 1365$

$Z = 1.96$ (for 95% confidence level)

$E = 0.05$ (5% margin of error)

Sample Size = $(1.96^2 * 1/9 * 8/9 * 1365) / ((0.05^2 * (1365-1)) + (1.96^2 * 1/9 * 8/9))$

Sample Size ≈ 292.74

Therefore, to ensure a representative sample with a margin of error of approximately 5% and a confidence level of 95%, a sample size of around 293 individuals from the total population of 1365 is needed.

A total of two hundred and ninety-three ($n=293$) participants was selected from the target population.

‘Table 2: Sample Size’

‘Category	Population	Sample Size
Doctors	54	12
Clinical Officers	345	74
Nurses	460	98
Pharmacy Technologist	40	9
Laboratory Technologist	56	12
Hospital Administrators	124	27
Counselors	80	17
Community Health Volunteers	120	26
Data Officers	86	18
Total	1365	293’

3.6 Sampling Techniques

To get the data of the target population, the research was carried out using stratified random sampling, where the researcher categorized the respondents according to their characteristics and chose respondents randomly. Due to the heterogeneity of the study units, the researcher used the stratification strategy by dividing the target population into several groups so that respondents with similar characteristics could equally have an opportunity of being sampled.

The respondents were selected 293 in number. The sample constituting the study was a sample of doctors, clinical officers, nurses, pharmacy technicians, laboratory technicians, counselors, CHPs and data officers.

3.7 Data collection instruments

The most predominant data collection tool of this study was a structured questionnaire. Since the questionnaires were capable of accessing large numbers of respondents within a very short period of

time as well as providing research participants with considerable time to fill them in and respond to the identified themes, the researcher did not hesitate to use them as means towards collecting data. In addition, since the respondents were not mandated to release their identities except on request, questionnaires guaranteed the anonymity of the respondents.

3.7.2 Structural Questionnaire

The most defining data gathering mechanisms in the study were a structured questionnaire (see Appendix VI Questionnaire). The reason why the researcher decided to use the questionnaires as a data collection tool is because the questionnaires will allow you to reach a large population in a very short duration and also give the researcher and the identified themes a lot of time to write responses to the questions and fill the responses. Moreover, because the questionnaires do not require the names and contact information of the respondents unless required, it was ensured that confidentiality of the respondents was addressed.

3.7.3 Methods and processes in the collection of data

The semi structured questionnaire was used to get primary data to guide the study. In order to get the responders, the access was acquired through the Facility, County, and Sub County Health Management Teams. The researcher sent the questionnaires to the target groups through expert research assistants. Letters of Introduction were sent together with the questionnaires (see Appendix V). Likert type of questions was used in the research questionnaires. Likert is used during assessment of behavior, values, attitudes and perception. In order to assess or rank the subjective and intangible dimensions of relationship transformational leadership and the functioning of devolved government within the county of Kisii rating scales were used which involved numbers and description. In order to interpret the responses the following scheme was used 1-Strongly Disagree, 2-Disagree, 3-Moderate, 4- Agree, 5-Strongly Agree.

3.8 Research Instruments Piloting

In order to determine the validity and reliability evaluation of the questionnaire, pre-test study was carried out. In the pre-test study, the two main elements done were distributing the questionnaire to ten respondents at the referral Hospital in Kisii County. The test-retest reliability was conducted to find out suitability and accuracy of the data collection instruments. The findings of the pre-test analysis were not used in the subsequent analysis of data.

3.9 Validity and Credibility

Validity, according to Cypress (2017), is the significance and correctness of conclusions drawn from research findings. Put differently, validity refers to how well the findings from the data analysis accurately depict the phenomenon being studied. If the data measure what they are intended to measure, then validity exists. The questionnaire was thoroughly examined by research specialists, including the supervisor, to ensure content validity. They were asked to assess the statements in the questionnaire for clarity and relevance as well as their own meaning. The instrument was suitably modified in light of the evaluation before being used in the last round of data collection. The study made use of their review comments to make sure the content validity is improved.

3.10 Reliability and Dependability

A measurement set's consistency is known as its reliability. The degree to which an instrument measures the same way every time it is used with the same conditions and subjects is known as reliability. It is also known as measurement consistency. To put it succinctly, it is measurement repeatability. If a person scores similarly on the same test twice, it is said to be a reliable measure. Ten respondents will each receive ten questionnaires as part of a pilot program. When assessing the validity and reliability of the instruments, Cooper and Schindler (2006) state that statistically selected respondents do not necessarily need to be included in a pilot test. The reliability coefficient will then be produced by coding the ten questionnaires and entering the responses into SPSS.

3.11 Data Analysis Techniques

First, primary field data was edited. Then, coding was done to classify the answers to the questions into distinct groups. It was expected of coding to arrange and condense research data into digestible summaries. The data was analyzed using both quantitative and qualitative methods. Thematic analysis techniques were employed to examine the qualitative data obtained from the open-ended questions, while descriptive statistics were used to analyze, present, and interpret the quantitative data. The data was described using descriptive statistics, including frequencies, and percentages. Tables were used to display the analyzed data. The magnitude and relationship between the independent and dependent variables was determined using linear regression analysis.

3.12 Quantitative Data

Data analysis is the process of turning data into information that is meaningful (Saunders, Lewis, & Thornbill, 2009). Data was edited, handled blank responses, coded, categorized, and entered into the 'Statistical Package for Social Sciences (SPSS Version 24)' computer program in advance of analysis after being gathered via questionnaires. SPSS was used to produce expressive and illative statistics for inferring and generalizing about the population. Multivariate linear regression analysis was used to determine the relationship between the dependent and independent variables, or how monitoring practices affect the success of the Vukisha-95 project in Kisii County. Data was shown in the form of figures, charts, and tables. Qualitative analysis software En Vivo was used to analyze qualitative data by grouping commonly repeated key-words into themes.

3.13 Qualitative Data Analysis

Qualitative data analysis was conducted by use of En Vivo, a qualitative data analysis software which was able to pick out keywords from the qualitative data. The keywords were then arranged into themes that informed the findings of the qualitative data.

3.14 Ethical Considerations

The research was authoritatively endorsed by Mount Kenya University, National Research Council and heads of the departments in which the study was done. The researcher told the respondents that the information thus collected would be used exclusively toward academic purposes to obtain relative information. Also, in the data collection process, the respondents were free to decide whether to take part, not take part or to withdraw at any point since the researcher made it clear to them that this was a voluntary venture. Also, the researcher ensured the privacy of respondents as well as their confidentiality and informed consent at each of the data collection stages (see Appendix IV - Informed Consent Form). Throughout the study, the researcher maintained integrity which was at the ethical standards like providing appropriate credit to the previous research by referencing it accordingly.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents an analysis of the data that was collected for the study on the impact of monitoring practices on the performance of donor funded health projects: a case of Vukisha-95 Prevention, Care and Treatment Project, Kisii County, Kenya. An analysis of the demographics of the respondents has been done first, then the findings are discussed as per each objective of the study.

4.2 Demographics of the Respondents

The researcher captured the demographics of the respondents in the questionnaires and the responses are captured in Table 4.1.

Table 4.1: Demographics of the Respondents

Gender of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	102	36.7	36.7	36.7
	Female	176	63.3	63.3	100.0
	Total	278	100.0	100.0	

Designation of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Community Health Promoter	24	8.6	8.6	8.6
	Nurse	97	34.9	34.9	43.5
	Clinical Officer	81	29.1	29.1	72.7
	Doctor	6	2.2	2.2	74.8

Laboratory Technologist	10	3.6	3.6	78.4
Pharmacy Technologist	9	3.2	3.2	81.7
Counsellor	39	14.0	14.0	95.7
Data Officer	12	4.3	4.3	100.0
Total	278	100.0	100.0	

Years of Project Operation in Kisii

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Up to 1 year	4	1.4	1.4	1.4
	1-2 years	26	9.4	9.4	10.8
	2-3 years	64	23.0	23.0	33.8
	3-4 years	41	14.7	14.7	48.6
	Above 4 years	143	51.4	51.4	100.0
	Total	278	100.0	100.0	

Level of Health Facility of Respondents

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Level II / Dispensary	40	14.4	14.4	14.4
	Level III / Health Centre	59	21.2	21.2	35.6
	Level IV / Sub-County Hospital	158	56.8	56.8	92.4
	Level V / County Hospital	21	7.6	7.6	100.0
	Total	278	100.0	100.0	

Highest Level of Education of Respondents

				Valid	Cumulative
		Frequency	Percent	Percent	Percent

Valid	Primary	1	.4	.4	.4
	Secondary	26	9.4	9.4	9.7
	Diploma / College	223	80.2	80.2	89.9
	Degree	17	6.1	6.1	96.0
	Masters	11	4.0	4.0	100.0
	Total	278	100.0	100.0	

Years of working in Collaboration with Vukisha-95 Project

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Below 1 year	25	9.0	9.0	9.0
	1-2 years	55	19.8	19.8	28.8
	Over two years	198	71.2	71.2	100.0
	Total	278	100.0	100.0	

Source: Research Data, 2024

From Table 4.1, in terms of gender, it can be seen that the number of female respondents (63.3%) constituted almost twice the number of their male counterparts (36.7%). This shows that the health facilities are heavily resourced by female human resource.

In terms of designation, about four fifths of the respondents (78%) were Nurses (34.9%), Clinical Officers (29.1%), and Counsellors (14%). This means that these three cadres provided the most data to the study, whereas Laboratory Technologists, Pharmacy Technologists and Doctors were in the minority.

From the table, over half (64.4%) of the respondents work in the sub-county hospitals, which experience a high volume of patient traffic, whereas the County Hospital drew the fewest respondents.

The table also shows that majority i.e. (88.2%) had two or more years of experience working with projects within the county of Kisii, whereas a minority of the respondents (10.8%) has less than two years' experience. This implies that the study's respondents were well versed with projects.

In terms of educational qualifications, four fifths (98.6%) of the respondents were diploma or college qualification holders, a category that corresponds with clinical officers, counselors and nurses who formed majority of the respondents.

In terms of experience working with the Vukisha-95 Project, over seventy percent of the respondents i.e. (71.2%) indicated that they had over two years' experience working in collaboration with the vukisha95 project, while 19.8% of the respondents had one to two years' experience with the project. This therefore indicates that most respondents were well versed with the Vukisha-95 project.

4.3 Findings of Objective 1: Financial auditing and performance of Vukisha-95 Project

This section discusses the data collected from the field in response to the first objective of the study, which focused on the influence of financial auditing on the performance of the Vukisha-95 Project.

4.3.1 Vukisha-95 Project use of Audit Practice and Project Progress Tracking / Assessment

The respondents were asked to what extent they feel that the Vukisha-95 Project uses audit practice to track and assess project progress and their responses were captured in Table 4.2.

Table 4.2: Vukisha-95 Project use of Audit Practice and Project Progress Tracking / Assessment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	3.2	3.2	3.2
	Moderate	2	.7	.7	4.0
	Agree	143	51.4	51.4	55.4
	Strongly agree	124	44.6	44.6	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From Table 4.2, almost all respondents (96%) were of the positive opinion that the Vukisha-95 Project is tracked or assessed by use of audit practice. Only 3.2% of the respondents were in disagreement.

4.3.2 Vukisha-95 Project use of Monitoring Framework when undertaking Project Auditing

This study required the respondents to state to what extent they feel that the Vukisha-95 Project uses a monitoring framework when undertaking audits of the project and their responses are captured in table 4.3.

Table 4.3: Vukisha-95 Project use of Monitoring Framework when undertaking Project Auditing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	2	.7	.7	.7
	Agree	164	59.0	59.0	59.7
	Strongly agree	112	40.3	40.3	100.0
	Total	278	100.0	100.0	

Source: Research Data, 2024

From table 4.3, it was almost unanimous among the respondents (99.3%) agreeing that during the Vukisha-95 project auditing, the monitoring framework is utilized.

4.3.3 Vukisha-95 Project Auditing process is Participatory-oriented

The respondents were asked to what extent they felt that the Vukisha-95 project audit process in participatory orientated and they responded as is captured in Table 4.4.

Table 4.4: Vukisha-95 Project Auditing process is Participatory-oriented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	10	3.6	3.6	3.6
	Agree	148	53.2	53.2	56.8
	Strongly agree	120	43.2	43.2	100.0
	Total	278	100.0	100.0	

Source: Research Data, 2024

From the responses above, almost all the respondents (97%) indicated that Vukisha-95 project auditing process is indeed participatory.

4.3.4 Vukisha-95 Project coping capacity with Dynamic Auditing demands

The respondents were required by this study to state to what extent they agreed or disagreed with the statement that the Vukisha-95 project has the capacity to effectively cope with dynamic auditing demands and their responses were analysed in Table 4.5.

Table 4.5: Vukisha-95 Project coping capacity with Dynamic Auditing demands

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Moderate	9	3.2	3.2	3.2
	Agree	168	60.4	60.4	63.7
	Strongly agree	101	36.3	36.3	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From the responses above, it was overwhelmingly in the affirmative (96.7%) that Vukisha-95 project has the capacity to effectively cope with dynamic auditing demands.

4.3.5 Vukisha-95 Project utilizes Auditing Information for Evidence-Based decision making

The respondents were requested to state to what extent they felt that Vukisha-95 project utilizes auditing information for evidence-based decision making and they gave their responses as follows in Table 4.6.

Table 4.6: ‘Vukisha-95 Project utilizes Auditing Information for Evidence-Based decision making’

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Moderate	8	2.9	2.9	2.9
	Agree	150	54.0	54.0	56.8

Strongly agree	120	43.2	43.2	100.0
Total	278	100.0	100.0	

Source: Research Data, 2024

From the above table, the respondents were once against unanimous (97.2%) that the Vukisha-95 project utilizes auditing information for evidence-based decision making. This finding is in agreement with Adebayo & Mensah (2020) who discovered that good audits are positively related to positive project results.

4.3.6 Suggestions for improvement of auditing process as an approach to monitoring in projects

The respondent were required by the study to put forward suggestions for improving the auditing process as an approach to monitoring in projects and they gave various suggestions that are captured as follows.

Most of the respondents said that there is need to involve all facility staff and stakeholders for a more inclusive auditing process. Respondents also requested that other persons should be mentored to be auditors for sustainability of the process including on the job training for old and new staff. Respondents also felt that the auditing process should be done more frequently and have a mechanism that ensures anonymous reporting and auditing to ensure unbiased data. Regular supervision and technical support to the staff in the field was also cited by the respondents, together with teamwork from the dispensary to the sub-county level for success of the process.

4.3.7 Suggestions for incorporating a participatory approach in tracking projects' progress

The respondents to the study were asked to give suggestions on how to incorporate a participatory approach in tracking projects' progress and they gave the following suggestions.

They said that there is need to incorporate all health care workers actively in the process; and to educate them on auditing. They also suggested that the staff should be thoroughly educated in project progress tracking, with mentorship, on-job-trainings, and motivation of staff and provision of required equipment being key ingredients of a more participatory approach in tracking projects

progress. They said that frequent evaluations are key in this process; and that it is critical that the project progress tracking tools are shared in advance, before the actual audit day.

4.3.8 Challenges facing auditing of projects

The study respondents were requested through an open question to enumerate the challenges facing auditing of projects and they outlined the following challenges.

Respondents said that the auditing process faces financial constraints and that the tools are not user-friendly i.e. they are not easy to use. Since the process relies on the internet and telephone networks, lack of network also poses a challenge. This is also associated with poor, impassable roads during the rainy season especially which further hinder the process. They also said that sometimes one person signs several forms, there are incorrect telephone numbers, and that some clients have no national identity card numbers. Lack of equipment i.e. laptops and lack of the requisite skills to effect data entry in the electronic medical records and registers were also cited as challenges. There are also cited challenges of exaggerated or under casted data which compromise the process. Lack of timely communication to the staff who are being audited and minimal or rare use of Ministry of Health staff in the process were also cited as challenges. Lack of feedback from the previous audit processes for purposes of drawing mitigation measures and addressing emerging gaps was also cited.

‘4.3 Findings of Objective II: Progress Review & Scheduled Follow-Ups and Performance of Vukisha-95 Project’

This section discusses the data collected on the influence of progress review on performance of vukisha-95 Project.

‘4.4.1 Vukisha-95 uses Progress Review Tools to assess Performance of Projects’

The respondents were asked to state the extent to which they felt that the Vukisha-95 project uses progress review tools to assess project performance and their responses were duly captured in Table 4.7.

‘Table 4.7: Vukisha-95 uses Progress Review Tools to assess Performance of Projects’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.7	.7	.7
	Moderate	6	2.2	2.2	2.9
	Agree	139	50.0	50.0	52.9
	Strongly agree	131	47.1	47.1	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From Table 4.7, it is evident that the respondents majorly (97.1%) agreed that the ‘Vukisha-95 project’ uses progress review tools to assess the performance of projects. This is in agreement with Wambua and Mutua (2020) who found that follow-ups if well done in projects can lead to their enhanced success or completion.

4.4.2 Routine Progress Assessment augments timely delivery of Projects

This study required the respondents to state the extent to which they agreed or disagreed with the statement that routine progress assessment augments timely delivery of projects, with respect to the Vukisha-95 project and their responses are captured in Table 4.8.

‘Table 4.8: Routine Progress Assessment augments timely delivery of Projects’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	15	5.4	5.4	5.4
	Agree	170	61.2	61.2	66.5
	Strongly agree	93	33.5	33.5	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From Table 4.8, most of the study respondents (94.7%) were of the opinion that routine progress assessment augments timely delivery of projects. This agrees with Kariuki & Otieno (2021) who found that inclusive progress assessments improve project relevance and sustainability.

‘4.4.3 Vukisha-95 Project undertakes Data Verification to enhance Monitoring Credibility and Objectivity’

The respondents were asked to score to what extent they agreed or disagreed with the statement that the Vukisha-95 project undertakes data verification to enhance monitoring credibility and objectivity and their responses were duly captured in Table 4.9.

‘Table 4.9: Vukisha-95 Project undertakes Data Verification to enhance Monitoring Credibility and Objectivity’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	9	3.2	3.2	3.2
	Agree	126	45.3	45.3	48.6
	Strongly agree	143	51.4	51.4	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From table 4.9, it can be observed that the respondents to the study were almost unanimous (97%) that the Vukisha-95 project undertakes data verification to enhance monitoring credibility and objectivity.

‘4.4.4 Vukisha-95 project uses Key Performance Indicators to review progress of Projects’

The respondents were asked to state on whether or not they felt that the Vukisha-95 project uses key performance indicators to review the progress of projects and their responses were analysed in Table 17.

Table 4.10: Vukisha-95 project uses Key Performance Indicators to review progress of Projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	16	5.8	5.8	5.8
	Agree	104	37.4	37.4	43.2
	Strongly agree	158	56.8	56.8	100.0
	Total	278	100.0	100.0	

Source: Research Data, 2024

From table 4.10, most of the respondents (94%) agreed that the ‘Vukisha-95’ project uses key performance indicators to review progress of projects.

4.4.5: Vukisha-95 Project involves Stakeholders to increase Project Ownership and Success

The respondents to this study were asked to indicate the extent to which they agreed or disagreed that ‘Vukisha-95 project’ involves stakeholders to increase project ownership and success and their responses were analysed in Table 4.11.

‘Table 4.11: Vukisha-95 Project involves Stakeholders to increase Project Ownership and Success’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	2.2	2.2	2.2

Moderate	20	7.2	7.2	9.4
Agree	140	50.4	50.4	59.7
Strongly agree	112	40.3	40.3	100.0
Total	278	100.0	100.0	

Source: Research Data, 2024

From table 11, majority of the respondents (90.7%) were of the opinion that the ‘Vukisha-95 project’ involves stakeholders to increase project ownership and success.

‘4.4.6 The Organization has adequate Skills Capacity for Scheduled Follow-Ups’

The respondents were requested to state on whether they agreed or disagreed that the organization has adequate capacity in form of skills to undertake scheduled follow-ups and their responses were analysed in Table 4.12

‘Table 4.12: The Organization has adequate Skills Capacity for Scheduled Follow-Ups’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1.1	1.1	1.1
	Moderate	6	2.2	2.2	3.2
	Agree	152	54.7	54.7	57.9
	Strongly agree	117	42.1	42.1	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From the analysis of the data in Table 4.12, it is shown that majority of the respondents (96.8%) were of the opinion that the organization has adequate capacity in form of skills to undertake scheduled follow-ups.

4.4.7 The Organization regularly involves Stakeholders during scheduled Project Assessment

The respondents were requested to express their opinion on whether or not the organization involves stakeholders when undertaking scheduled project assessment and their responses were captured in Table 4.13.

‘Table 4.13: The Organization regularly involves Stakeholders during scheduled Project Assessment’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	2.9	2.9	2.9
	Moderate	25	9.0	9.0	11.9
	Agree	145	52.2	52.2	64.0
	Strongly agree	100	36.0	36.0	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From Table 4.13, majority of the respondents were of the opinion that the organization regularly involves stakeholders when undertaking scheduled project assessment. This was an opinion that was aired by 88.2% of the respondents. This is in agreement with the research conducted by Kariuki & Otieno (2021) that found out that inclusive project assessments made projects to be more relevant and sustainable, whereas the contrary is true: failure to involve beneficiaries in assessments misaligns project results.

4.4.8 Scheduled Follow-Ups ensure realization of Project Sustainability related goals

The respondents were requested to give their opinion as to whether or not scheduled follow-ups ensure the realization of project sustainability related goals on the Vukisha-95 project and their responses were summarized in Table 4.14.

Table 4.14: Scheduled Follow-Ups ensure realization of Project Sustainability related goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	26	9.4	9.4	9.4
	Agree	132	47.5	47.5	56.8
	Strongly agree	120	43.2	43.2	100.0
	Total	278	100.0	100.0	

Source: Research Data, 2024

From Table 4.14, majority of the respondents (90.7%) were of the opinion that scheduled follow-ups ensure the realization of project sustainability goals of the Vukisha-95 project. This is in agreement with Kamau & Wanyama (2022) who determined that when communities participate in follow-ups, project sustainability is achieved.

4.4.9 The organization uses M&E when undertaking scheduled follow-ups

The respondents to the study were asked to state to what extent they agreed with the statement that the organization uses M&E when undertaking scheduled follow-ups and their responses were captured in Table 4.15.

Table 4.15: The organization uses M&E when undertaking scheduled follow-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	2.2	2.2	2.2
	Moderate	20	7.2	7.2	9.4
	Agree	130	46.8	46.8	56.1
	Strongly agree	122	43.9	43.9	100.0
	Total	278	100.0	100.0	

Source: Research Data, 2024

From table 4.15, most of the respondents (90.7%) were of the opinion that the organization uses M&E when undertaking scheduled follow-ups.

4.4.10 Suggestions for improvement of Progress Review Monitoring of Vukisha-95 Project

The respondents were requested by the study to suggest on how to improve the progress review monitoring of Vukisha-95 Project and they gave the following suggestions.

They suggested that there should be a mechanism for weekly and monthly reports for more accurate monitoring of the project. They also suggested that frequent telephone calls should be made to clients, and that routine assessment of clients together with defaulter tracing should be a critical component of the project. They also suggested that the progress review monitoring should be done online. Proper data management together with client and stakeholder surveys were also suggested as components that could further improve the progress review monitoring of the Vukisha-95 project. Respondents lastly suggested that there should be supportive audits of commodities and services under the project.

‘4.4.11 Metrics of using scheduled follow-ups in tracking progress of projects’

The respondents were asked for using scheduled follow-ups in tracking progress of projects and they presented the following suggestions.

Giving of accurate and verified reports, timely compilation and submission reports were captured as metrics of using scheduled follow-ups in tracking progress of projects. Other metrics that were suggested by the respondents include ensuring that well trained and empowered employees are involved in progress tracking, setting of realistic and achievable goals and ensuring motivation of employees working under pressure. Teamwork during the exercise was also cited as a critical metric for the exercise. Use of innovative methods, frequent follow-ups, together with the employment of a hands-on approach are other critical metrics cited. Working with staff on the ground for effective coordination and cooperation alongside adequate notice for scheduled follow-up exercises were lastly cited as critical metrics for using scheduled follow-ups.

‘4.4.12 Challenges facing Progress Review Monitoring in Vukisha-95 Project?’

The respondents to this study were requested to enumerate the challenges encountered during progress review monitoring in Vukisha-95 Project and they outlined the following challenges.

Respondents cited that staff shortage, lack of involvement of facility management and lack of equipment and supplies are critical challenges faced during progress review monitoring. Delayed funding and lack of regular monitoring and evaluation together with lack of skills were also cited. This agrees with the research by Garcia & Patel (2020) that assessments raise the credibility of projects but it increases expenses. Respondents felt that support from the Ministry of Health was not adequate, and that staff transfers impacted on the progress review monitoring of the Vukisha-95 project. They also cited that poor communication on the process constituted a major challenge. Lastly, they said that some new emerging issues have arisen which may not be able to be captured in the process.

4.3.13 Major hindrances to adopting scheduled follow ups in donor funded projects

The respondents were asked to cite the major hindrances to adopting scheduled follow-ups donor funded projects and their responses were captured as follows.

Respondents said that staff shortages, lack of equipment and other supplies and lack of involvement of facility management by the partners constitute major hindrances to adopting scheduled follow-ups. Lack of regular monitoring and evaluation together with inadequate support from the Ministry of Health were also cited by the respondents. They said that sometimes the schedule was not well followed, and that sub-optimal integration of services implies that staff that work in the facilities do not synergise and cooperate well. Another hindrance that was captured was the non-involvement of other stakeholders.

‘4.4.14 Mitigation of Challenges facing Progress Review Monitoring in Vukisha-95 Project’

This study’s respondents were asked to suggest mitigation measures against challenges facing progress review monitoring in Vukisha-95 Project and the following suggestions were captured.

The need to involve all stakeholders when planning the progress review monitoring exercises was cited as a way of mitigating challenges, together with adequate funding of the exercises whereby the funds should be availed early. The respondents also suggested that the progress review monitoring process should be held on a bimonthly basis, with weekly virtual reviews to check on the previous

week's performance. They also said that there is need to employ more staff to undertake the monitoring process. They also requested for refresher training and frequent staff trainings for service providers to keep them up to date.

'4.4.15 Suggestions for enhancing the effectiveness of scheduled follow ups in donor funded projects'

The participants to this study were requested to suggest on how the effectiveness of scheduled follow-ups in donor funded projects can be enhanced and they gave the following suggestions.

They suggested that more funds should be allocated to the exercise, and that more awareness should be created on scheduled follow-ups. They also said more staff should be allocated to the exercise, and that all stakeholders should be involved. It was suggested additionally that there should be a virtual review every week to focus on the previous week's performance. It was also suggested that the scheduled follow-ups should be conducted on a bi-monthly basis. It was lastly suggested that refresher trainings should be in place to ensure that the service providers are up to date with the exercise.

‘4.5 Findings of Objective IV: Management related factors and performance of Vukisha-95 Project’

This section discusses the data collected on the objective on management related factors and performance of the Vukisha-95 Project.

4.5.1 Lower cadre Employees have autonomy to make important Decisions that affect Performance of Projects

The respondents were asked by the study to state to which extent they agreed with the statement that lower cadre employees have the autonomy to make important decisions that affect performance of projects and their responses were analysed in Table 24.

‘Table 4.16: Lower cadre Employees have autonomy to make important Decisions that affect Performance of Projects’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	2.5	2.5	2.5
	Disagree	50	18.0	18.0	20.5
	Moderate	41	14.7	14.7	35.3
	Agree	120	43.2	43.2	78.4
	Strongly agree	60	21.6	21.6	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From Table 24, a reduced majority of the respondents (64.8%) felt that the Vukisha-95 project allows lower cadre workers to have autonomy to make important decisions that affect the performance of project whereas a significant 20.5% felt that there is not autonomy. This is in line with the findings of Mwangi & Ngugi (2019) who found that effective leadership coupled with well-defined reporting systems lead to better oversight outcomes.

4.5.2 Vukisha-95 Project delegates decision-making Powers to Employees

The study's respondents were requested to state the extent to which they agreed or disagreed with the statement that the Vukisha-95 project delegates decision making powers to the employees and their responses were analysed in Table 25.



Table 4.17 Vukisha-95 Project delegates decision-making Powers to Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	5.0	5.0	5.0
	Disagree	37	13.3	13.3	18.3
	Moderate	65	23.4	23.4	41.7
	Agree	122	43.9	43.9	85.6
	Strongly agree	40	14.4	14.4	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

The data in Table 25 shows that a further reduced majority of just over half of the respondents (58.3%) were of the opinion that the Vukisha-95 project delegates decision making powers to the employees. Significantly, close to a fifth of the respondents (23.4%) were not sure about the issue at hand and a further fifth (18.3%) disagreed with the statement that ‘Vukisha-95 project’ delegates decision making powers to the employees. The significant number of respondents who were of the opinion that decision making powers are not delegated agrees with Kariuki & Otieno who captured the finding that poor communication pathways, lack of delegation being one manifestation of this, may result in misaligned oversight priorities.

‘4.5.3 Vukisha-95 leverages regular Capacity Building initiatives to improve Employees’ decision making capability’

The respondents of the study were asked to state the extent to which they agreed or disagreed with the statement that ‘Vukisha-95’ project leverages regular capacity building initiatives, such as training, to improve employees' decision-making capability and their responses were summarized in Table 26.

‘Table 4.18: ‘ha-95 leverages regular Capacity Building initiatives to improve Employees’ decision-making capability’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	2.9	2.9	2.9
	Moderate	24	8.6	8.6	11.5
	Agree	171	61.5	61.5	73.0
	Strongly agree	75	27.0	27.0	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From Table 26, a majority of the respondents (87.5%) felt that Vukisha-95 leverages regular capacity building initiatives, to improve employees' decision making capability. This is in total agreement with Mwangi & Ngugi (2019) who cited that “projects with trained monitoring personnel experienced fewer delays and improved compliance.”

‘4.5.4 Vukisha-95 project encourages Adaptive Learning to enhance confidence of Subordinates’

The study’s respondents were requested to state to which extent they agreed or disagreed with the statement that Vukisha-95 project encourages adaptive learning to enhance subordinates’ confidence and their responses were captured in Table 27.

‘Table 4.19: Vukisha-95 project encourages Adaptive Learning to enhance confidence of Subordinates’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.7	.7	.7
	Disagree	7	2.5	2.5	3.2
	Moderate	21	7.6	7.6	10.8
	Agree	178	64.0	64.0	74.8
	Strongly agree	70	25.2	25.2	100.0

Total	278	100.0	100.0
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Source: Research Data, 2024

From Table 27, majority of the respondents (89.2%) were of the opinion that ‘Vukisha-95 project’ encourages adaptive learning to enhance subordinates’ confidence.

‘4.5.5 Vukisha-95 Project encourages Employees to be Innovative and create new Methods of work to boost sense of Independence’

The respondents were asked about whether or not they agreed with the statement that Vukisha-95 encourages employees to be innovative and create new methods of work to boost sense of independence and their responses were summarized in Table 28.

‘Table 4.20: Vukisha-95 Project encourages Employees to be Innovative and create new Methods of work to boost sense of Independence’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.7	.7	.7
	Disagree	17	6.1	6.1	6.8
	Moderate	34	12.2	12.2	19.1
	Agree	149	53.6	53.6	72.7
	Strongly agree	76	27.3	27.3	100.0
Total		278	100.0	100.0	

Source: Research Data, 2024

From table 28, most of the respondents (80.9%) agreed that Vukisha-95 project encourages employees to be innovative and create new methods of work to boost sense of independence. This ties in with the findings of Adebayo & Mensah (2020) who, in their pan-African study, found that “specialized monitoring units enhanced responsibility and effectiveness” in project management and monitoring.

‘4.5.6 Suggestions on how project managers can the enhance realization of goals for on-going donor funded projects’

The study required the respondents to give suggestions on how project managers can enhance the realization of goals for on-going donor funded projects and they gave the following suggestions.

They suggested that there should be more team work and more vertical updates by the managers. They also suggested that all staff should be capacity built to enable them to deliver on their mandates through on-job, technical and other types of trainings, continuous mentorship and support. They also suggested that monitoring and evaluation should be carried out every month, and that a team work approach should be employed in planning monitoring and evaluation. They also vouched for regular reviews of their performance, and the identification and resolution of all challenging areas in the field. They lastly suggested that low cadre employees should be involved in decision making. This is in agreement with Kariuki & Otieno (2022) who found that involving stakeholders inclusively enhances the relevance and adherence of monitoring activities.

‘4.5.7 Suggestions on how employees can boost success of projects’

Respondents were requested to suggest on how employees can boost the success of projects and they gave the following suggestions.

The respondents suggested that employees should feel free to share their challenges, and that more resources should be allocated to monitoring and evaluation processes in projects. They also suggested that their capacities could be enhanced through mentorship, training and other forms of capacity building. They said that teamwork should be embraced, and that they should work smart in order to efficiently and effectively achieve the deliverables of projects. They said that employees need to commit themselves to hard work and service to the clients, follow set rules and regulations and ensure optimum service delivery.

‘4.5.8 Challenges facing the approach to management by exception with specific reference to health donor funded projects’

This study's respondents were requested to give some challenges facing the approach to management by exception with specific reference to health donor funded projects and they responded as follows. They said that some employees have a negative attitude to the management by exception approach, and that failure to involve some health care workers also posed a challenge. They also said that late and inadequate funding of projects also poses a challenge to management by exception. They also cited lack of communication, coordination and lack of delegation by senior supervisors coupled with lack of autonomy for junior staff in decision-making. They also cited that they meet resistance when they work with the non-donor funded sections of the facilities. They also experienced lack of goodwill from facility in-charges. They cited that bureaucracy within the system affects efficiency in service delivery. They also cited lack of stakeholder engagement and poor budgeting as challenges to management by exception. They cited miscommunication in salary reviews between the donor and the county health team.

'4.6 Discussion of Findings and Results'

This section discusses the findings of the research as have been presented in the preceding sections of this study.

'4.6.1 Discussion of Objective 1 Findings: Financial auditing and performance of Vukisha-95 Project'

The findings from this objective which sought to determine the relationship between financial audit and performance of 'Vukisha-95' project show that the project indeed uses audit practice to track and assess project progress. This is in line with Kamau & Wanyama (2021) who found that projects with robust internal audit systems such as the one in the 'Vukisha-95 Project' tend to enjoy donor trust. There is also a strong indication that the project heavily relies on the monitoring framework when undertaking project auditing. On the capacity of the project to cope with the ever-changing auditing demand, there was agreement that this capacity is indeed present in the project. The respondents also strongly indicated that evidence-based decision making is done under the 'Vukisha-95 project' by utilizing auditing information. This is in agreement with Adebayo & Mensah whose

research in Ghana and Nigeria showed that superior audits are linked to enhanced funds usage and improved project results.

Areas of improvement under the financial auditing of the Vukisha-95 project include involvement of all staff, mentoring of new auditors, increased reporting frequency and regular supervision and support to field staff; and, teamwork at all levels of the project. The human resource shortage aspect is in line with the findings of Kamau & Wanyama (2021) that showed that inadequate skilled auditors and constrained resources may limit the effectiveness of audits. These are indeed key inputs from the study that could contribute greatly to improving health related projects such as Vukisha-95.

A more participatory approach is equally embedded in the findings of the study, with the incorporation of all health care workers, auditing education, mentorship, on-the-job training, and staff motivation and availing of required equipment being key. This therefore shows that the 'vukisha- project', and indeed other health projects that are donor funded, can perform even better if the cited aspects of the participatory approach can be adopted.

Challenges to project auditing have been categorized as being technical (relating to auditing tools, computers / laptops and network availability, user unfriendly tools), data related (inconsistent form signing, incorrect telephone numbers, data exaggeration or under casting) and relating to staff (lack of timely communication to targeted staff for audit, lack of or rare use of 'Ministry of Health' staff, no feedback from previous audit exercises). The overcoming of the challenges facing audits that have been listed will lead to the situation envisaged by Smith & Johnson (2019) who cited that "initiatives in nations with robust audit systems showed improved performance." All these challenges present opportunities for the improvement of the 'Vukisha-95' project and indeed any other donor funded health projects.

'4.6.2 Discussion of Objective II Progress Review & Scheduled Follow-Ups and Performance of Vukisha-95 Project'

This study shows that in the areas of using progress review tools to assess performance of projects, and the role of routine progress assessment in timely project delivery, the ‘Vukisha-95’ project is well on track. This agrees with the result found by Wambua & Mutua (2020) that, “that initiatives with organized follow-ups exhibited greater completion rates and improved financial responsibility.” The project is also up to date in undertaking data verification to enhance monitoring credibility, in using key performance indicators in project review and involving stakeholders for increased project ownership and success.

In terms of scheduled follow-ups, the study shows that in the areas of routine project assessment, the adequacy of skills capacity to undertake scheduled follow-ups, regular involvement of stakeholders during scheduled project assessment, the ‘Vukisha -95’ Project is performing to expectations. This is in total agreement with the findings of Kariuki & Otieno, who reported that “...inclusive progress assessments improved project relevance and sustainability, while the absence of beneficiary engagement in reviews resulted in misaligned project results.” The project’s performance in terms of ensuring the realization of project sustainability goals through scheduled follow-ups, and the use of M&E in undertaking scheduled follow-ups is also commendable.

There were credible suggestions for improving progress review monitoring such as weekly and monthly reporting, more frequent contacting of clients, and the development of an online monitoring process. Data management and client and stakeholder surveys together with supportive audits of project commodities and services were key improvements that need to be considered for enhanced progress review.

Some cited metrics of using scheduled follow-ups on tracking projects’ progress include submission of timely, verified reports, making use of well trained and motivated employees, use of teamwork, and close working with staff on the ground together with adequate notices for scheduled follow-up exercises. The captured metrics are indeed critical to ensuring the success of scheduled follow-ups in donor funded projects such as ‘Vukisha-95’.

Key challenges facing progress review include finance related challenges including staff shortage, delayed funding, lack of equipment and supplies, lack of regular monitoring and evaluation; while other challenges are human related, such as lack of involvement of facility management, poor communication on the process, staff transfers and inadequate support from the Ministry of Health. These finance and human related challenges, if addressed, can make progress review monitoring to be enhanced in donor funded health projects such as ‘Vukisha-95’. The mitigation of these challenges includes the employment of more staff, involvement of all stakeholders, adequate funding, adoption of bi-monthly progress review monitoring with weekly virtual reviews and frequent trainings which are all very pertinent to the success of project such as ‘Vukisha-95.’

A number of major hindrances to adopting scheduled follow-ups are finance and human related. The finance-related hindrances include staff shortages, lack of equipment, and lack of regular monitoring and evaluation. The human related factors, which were found to be more, include lack of involvement of facility management, inadequate support from the Ministry of Health, no synergy and cooperation due to sub-optimal integration of services and non-involvement of other stakeholders. These financial and human hindrances, if overcome, could contribute to the strengthening of the use of scheduled follow-ups in donor funded health projects. Some suggestions established by the study for enhancing the effectiveness of scheduled follow-ups include allocation of more funds, refresher training, creation of awareness on scheduled follow-ups, virtual weekly reviews and bi-monthly scheduled follow-ups for more effectiveness.

4.6.4 Discussion of Objective III: Management related factors of Monitoring and performance of ‘Vukisha-95 Project’

This objective sought to establish the relationship between management related factors and the performance of the ‘Vukisha-95 Project’. This study established that lower cadre employees have autonomy to make important decisions that affect the performance of projects, and that ‘Vukisha-95 Project’ delegates decision making powers to employees, although these two issues were contested,

with a slight majority of the respondents responding in the affirmative, unlike all the previous sections of the study. The project was found to score well however on leveraging regular capacity building initiatives to improve employees' decision-making capability, encouraging adaptive learning to enhance subordinates' confidence and encouraging employees to be innovative and create new work methods to boost their sense of independence. This is in agreement with the views of Mwangi & Ngugi (2019)

Solid suggestions were made by the study's respondents on how project managers can enhance the realization of goals, Interestingly, most of the suggestions were human based, such as mandate-based capacity building of staff through on-job, technical and other trainings, continuous mentorship and support, monthly M&E, regular performance review, addressing of challenges and involvement in decision-making for low cadre employees. These are indeed very sound suggestions whose adoption can help project managers to enhance the realization of goals for on-going donor funded projects.

Similarly, all suggestions by employees on how they can boost the success of projects were almost entirely human based, centering on freedom to air challenges, capacity enhancement through mentorship, training and capacity building, teamwork, smart working, increased commitment to hard work and client services and adherence to rules and regulations. It is therefore encouraging to note that the health care workers have highly positive suggestions on how they can boost the success of projects.

The employees also shared challenges facing the approach to management by exceptions as comprising negative attitudes by the employees, failure to involve some workers, lack of communication and coordination, and lack of delegation by senior supervisors. Other notable challenges include lack of autonomy for junior staff in decision making and inadequate funding of projects, resistance when working with non-donor funded sections of the facilities, no goodwill from facility in-charges, bureaucracy and lack of stakeholder engagement. Financial reasons included poor and late funding of projects alongside poor budgeting. It is evident that most of these challenges are

indeed human based challenges that can be surmounted if the appropriate mitigation frameworks are put in place to ensure the success of the projects.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses a summary of major findings of the study, conclusions derived from the findings and recommendations emanating from the study.

5.2 Summary

This study sought to assess the impact of monitoring practices on the performance of donor funded health project. The study was based on Vukisha-95 Prevention, Care and Treatment Project in Kisii County during the period 2021-2023. The study sought to investigate the influence of financial auditing on the performance of the project. It also sought to gauge the influence of progress review on the performance of the project, and how scheduled follow-ups impact the performance of the project. The last objective of the project was to check the influence of management related factors on the performance of the 'Vukisha-95 Project'. To achieve this, the study collected data from 278 health care workers from all four levels of health facilities within Kisii County i.e. dispensaries '(Level II), health centers (Level III), sub-County hospitals (Level IV) and county hospital (Level V)'. Data was collected from a wide range of healthcare workers, including Community Health Volunteers, Nurses, Clinical Officers, Doctors, Laboratory Technologists, Pharmacy Technologists, Counsellors, and Data Officers.

The data collected in the field shows that the 'Vukisha-95' project uses financial audit to assess project progress and performance in all aspects including audit practice, monitoring framework, available capacity, use of auditing information for evidence based decision making, and use of a participatory oriented process. Some technical and staff related challenges have been cited as being a hindrance to effective project financial auditing, with an increased participatory nature being envisioned in involvement of all healthcare workers, training, motivation and equipment provision. Financial auditing can also be improved through mentoring of new auditors, more frequent reporting and regular supervision and support to field staff.

Further the 'Vukisha-95' Project was found to score highly on performance review, with routine progress assessment, progress review tools, data verifications and key performance indicators and stakeholder involvement being key components of progress review. Performance review faces financial (staff, equipment and supply shortages) and human related challenges (non-involvement of facility management, poor communication, and inadequate Ministry of Health support) that require addressing for enhanced performance. These can be mitigated through hiring more staff, bi-monthly progress review monitoring and frequent trainings. The project can be reviewed through a range of measures, key among them more frequent reporting, enhanced data management and supportive audits of project commodities and services.

The 'Vukisha-95' project is also found to score highly on scheduled follow-ups whereby routine project assessment, required skills capacity and regular involvement of stakeholders were found to be in place. The use of scheduled follow-ups as a sustainability aspect and the use of M&E in working on scheduled follow-ups are further aspects that are well done in the 'Vukisha-95 project'. The project makes use of timely, verified reports, has well trained and motivated employees and serves adequate notices for scheduled follow-up exercises, although the scheduled follow-ups are hindered by staff shortages, lack of equipment and lack of regular monitoring and evaluation as financial challenges. Human constraints include non-involvement of facility management, lack of synergy and cooperation due to below optimal integration of services and low support from the Ministry of Health. The study suggests that more funds allocation, refresher training and virtual weekly reviews and bi-monthly scheduled follow-ups can make scheduled follow-ups more effective.

On management related factors, the 'Vukisha-95' was found to grant lower cadre employees autonomy on decision-making, delegates decision-making powers to employees, and leverages on regular capacity building to improve employees' decision making capability. The project was also found to be formidable on encouraging adaptive learning and innovation among employees. Key challenges faced include negative employee attitudes, lack of autonomy for junior staff in decision

making, lack of goodwill from facility in-charges and lack of communication and coordination. Other challenges include poor and late funding and poor budgeting.

5.3 Conclusion

This study has, through the high positive response rate to the questions fielded to the respondents across the four major variables in focus, and has proved that the ‘Vukisha-95’ Prevention, Care and Treatment Project posted a high positive performance in Kisii County during the period 2021 to 2023. Respondents to the study were almost undisputed that financial auditing, progress review, scheduled follow-ups and management related factors all contribute towards the performance of the ‘Vukisha-95 Project’. Across all cadres of healthcare workers and across all levels of health facilities participating in the study, there was almost unanimous agreement that monitoring practices have had a highly positive impact on the performance of the ‘Vukisha-95 Project’. It is therefore important for donor-funded health projects to adopt monitoring practices as a way of ensuring the performance of the projects.

5.4 Recommendations

The study makes the following recommendations:

5.4.1 Policy Direction

1. Decision-making autonomy, innovation and adaptive learning should be encouraged among health care workers as part of the monitoring practices framework to foster the performance of health sector projects.
2. Adequate resources need to be ringfenced to ensure that project monitoring activities have adequate funds.

5.4.2 Further Research

1. There is need to research on the role of and increased use of technology in research, particularly the use of digital monitoring and follow-up tools.

5.4.3 Practice

1. Donor funded projects in the health sector need to adopt monitoring practices to ensure that the projects meet or exceed their set performance targets.
2. Human related hindrances to monitoring practices in general such as capacity building, lack of stakeholder involvement, negative attitudes, and poor communication need to be addressed for better delivery of donor-funded health projects through monitoring practices.
3. To guarantee the success of donor-funded projects in the light of monitoring and evaluation practices, adequate and timely funding, provision of the required equipment and supplies, overcoming of network related problems and skilling of employees is important as an assurance towards the performance of such projects.
4. There is a need to investigate cultural and institutional barriers to effective monitoring.



Mount Kenya University

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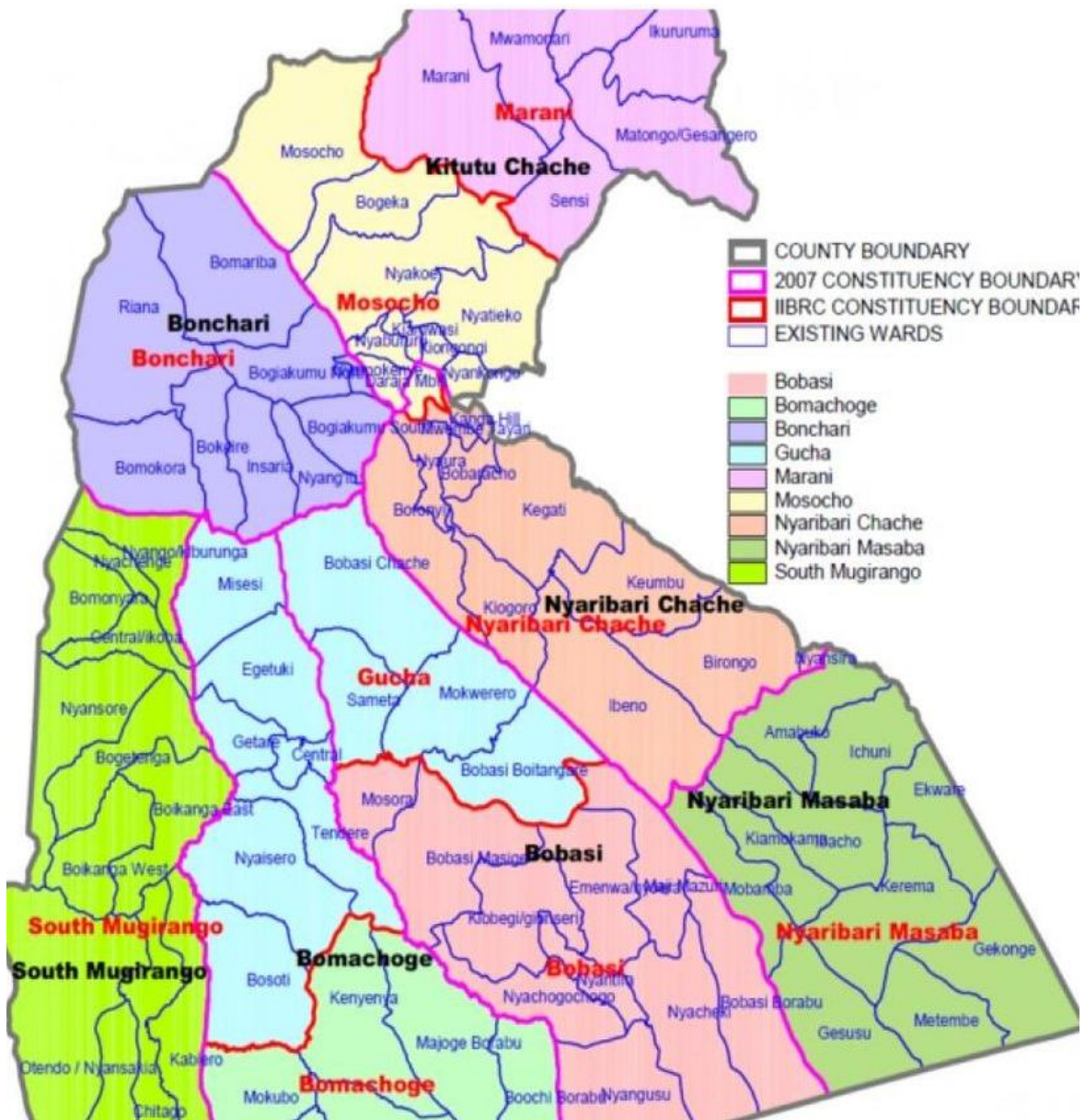
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APPENDICES

Appendix III - Map of Kisii County



Source: Google Maps

Appendix IV - Informed Consent Form

Title of the Study: Assessment of Monitoring Practices on The Performance of Donor Funded Health Projects: a Case of Vukisha -95 prevention, Care and Treated Project, Kisii County, Kenya

Principal Investigator: Cliff Okebiro Mouko

Purpose of the Study: Submitted in partial fulfilment of the requirements for the award of the Degree of Master's in Public Health Monitoring and Evaluation

Procedures: As a participant, you will be required to fill a questionnaire and submit it. In case of any clarification please feel free to ask for support from the research assistant.

Risks and Benefits: While exercise is generally considered safe, there may be some risks such as muscle soreness or fatigue. The potential benefits include potential improvements in mental well-being.

Confidentiality: Your identity and personal information will be kept strictly confidential. Data collected will be anonymized and stored securely.

Voluntary Participation: Your involvement in this research is completely voluntary. You are free to leave at any moment, with no fees or lost benefits.

Contact Information: If you have any questions or concerns regarding the study, please contact: Cliff Okebiro Mouko Phone No. 0720586710

Consent: By signing this form, you acknowledge that you have read and understood the information provided and voluntarily agree to participate in this study.

Participant's Signature: _____ Date: _____

Researcher's Signature: _____ Date: _____



Appendix V - Letter of Introduction

Dear Sir/Madam,

RE: INVITATION TO PARTICIPATE IN A RESEARCH

As a Masters student of the Mount Kenya University (MKU), my research is based on Assessment of Monitoring Practices on The Performance of Donor Funded Health Projects: a Case of Vukisha -95 prevention, Care and Treated Project, Kisii County, Kenya

It will benefit the policymakers in decision making by helping them to develop the right policies. I kindly request you to devote your time in answering the attached questionnaire. The questions inquire about your thinking on the impact of monitoring procedures regarding the performance of Vukisha-95 project. I want a sincere view; there are no correct or false answers. You may be confident of the fact that the information that you will provide will remain confidential and anonymous. Your input in this study is appreciated. Your cooperation and contribution to this study is greatly acknowledged. Many thanks in advance

Yours faithfully,

Cliff Okebiro Mouko.

Appendix VI - Questionnaire

SECTION A

General Information

1. **Gender**

- a. Male [] b. Female []

2. **Designation**

- a. Community Health Volunteer [] b. Nurse [] c. Clinical Officer [] d. Doctor [] e. Laboratory Technologist []

3. **Level of Facility**

- a. Level II / Dispensary []
b. Level III / Health Centre []
c. Level IV / Sub – County Hospital []
d. Level V / County Hospital []

4. **Years of project operation in Kisii**

- a. Up to 1years [] b. 1-2 years [] c. 2-3years [] d. 3-4 years [] e. above 4 years []

5. **Level of Education**

- a. Primary [] b. Secondary [] c. College/Diploma [] d. Degree [] e. Masters []
f. PhD []

6. **Years of working in collaboration with Vukisha-95 (Tick where applicable)**

a. Below 1 years b. 1-2 years c. Over 2 years



SECTION B: AUDITING MONITORING PRACTICE

7. Evaluate the following statements in relation to auditing monitoring practice and performance of Vukisha-95 project Kisii.

Statement	Strongly Agree 5	Agree 4	Moderate 3	Disagree 2	Strongly Disagree 1
i. Vukisha-95 project regularly uses audit practice to assess/track progress of projects					
ii. Vukisha-95 projects use monitoring frameworks when undertaking project auditing					
iii. Vukisha-95 Project auditing process is participatory-oriented					
iv. Vukisha-95 Project has the capacity to effectively cope with dynamic auditing demands					
v. Vukisha-95 Project utilizes auditing information for evidence-based decision-making					

8. ‘In your opinion, what can be done to improve auditing process as an approach to monitoring in projects’

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9. 'In what ways can the auditing process incorporate a participatory approach to track progress of projects?'

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10. What are some of the challenges facing auditing of projects?

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SECTION C: PROGRESS REVIEW MONITORING PRACTICE

11. Evaluate the following statement in relation to progress review monitoring practice and the performance of Vukisha-95 Project, Kisii.

Statement	Strongly Agree 5	Agree 4	Moderate 3	Disagree 2	Strongly Disagree 1
i. Vukisha-95 Project uses Progress Review Tools to assess the performance of projects					
ii. Routine progress assessment enhances timely delivery of projects					
iii. Vukisha-95 Project undertakes data verification to enhance monitoring credibility and objectivity					
iv. Vukisha-95 Project uses Key Performance Indicators to review progress of projects					
v. Vukisha95 Project involves stakeholders to increase project ownership and success.					

12. In your opinion, what can be done to improve progress review monitoring of Vukisha-95 Project

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13. What are the challenges facing progress review monitoring in Vukisha-95 project

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14. In your opinion, what can be done to overcome the challenges listed above (13)? Provide suggestion(s) to every listed challenge.

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SECTION D: SCHEDULED FOLLOW-UPS

15. Evaluate the following statements in relation to scheduled follow-up monitoring practice and the performance of Vukisha-95 Project.

Statement	Strongly Agree 5	Agree 4	Moderate 3	Disagree 2	Strongly Disagree 1
i. Routine Project Performance Assessment significantly influences performance of Vukisha-95 Project.					
ii. The facility has adequate capacity in form of skills to undertake scheduled follow-ups					
iii. The facility regularly involves stakeholders when undertaking scheduled project assessment					
iv. Scheduled follow-ups ensure realization of project sustainability related goals					
v. The facility uses M&E when undertaking scheduled follow-ups					

16. In your opinion, what are the merits of using scheduled followed in tracking progress of projects?

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17. What are the major hindrances to adopting scheduled follow-ups in donor funded projects?

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18. What more can be done to enhance the effectiveness of scheduled follow-ups in donor funded projects?

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SECTION E: MANAGEMENT BY EXCEPTION

19. Evaluate the following statements in relation to Management by exception on the performance of Vukisha-95 Project, Kisii.

Statement	Strongly Agree 5	Agree 4	Moderate 3	Disagree 2	Strongly Disagree 1
i. Lower cadre employees have independence to make important decisions that affect performance of projects					
ii. Vukisha-95 Project gives decision-making powers to the employees					
iii. Vukisha-95 Project makes use of regular capacity building initiatives, such as training, to improve employees' decision-making capability.					
iv. Vukisha-95 Project encourages adaptive learning to enhance confidence of subordinates					
v. Vukisha-95 Project encourage employees to be innovative and create new methods of work to boost sense of independence.					

20. How can project managers enhance the realization of goals for on-going donor funded projects?

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21. In what ways can employees boost the success of projects?

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22. What challenges face the approach to management by exception with specific reference to Health donor funded projects?

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Appendix: VII - Clearance for NACOSTI

Mount Kenya University



DIRECTORATE OF GRADUATE STUDIES

MPH/2019/45042

4th June, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki, Upper Kabete
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

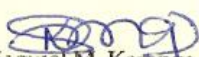
RE: CLIFF OKEBIRO MOUKO - REGISTRATION NO. MPH/2019/45042

The purpose of this letter is to introduce the above named student who is pursuing Master of Public Health in the department of Epidemiology and Biostatistics in the school of Public Health.

The title of the research is "The Impact of Monitoring Practices on the Performance of Donor Funded Health Projects: A Case of Vukisha-95 Prevention, Care and Treatment Project, Kisii County, Kenya." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between June, 2024 and August, 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karanga, Ph.D
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 67 2820 000,

Cell: +254 720 790 796, 0709 153 000

Email: info@mku.ac.ke, Web: www.mku.ac.ke

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Unlocking Infinite Possibilities

Appendix VIII: Authorization from County Health Authorities



**KISII COUNTY GOVERNMENT DEPARTMENT OF
HEALTH**

OFFICE OF THE COUNTY DIRECTOR OF HEALTH

Telegramme “Medical”

Kisii County

Telephone: 0111-425-996

P.O Box 92 – 40200

E-Mail: cdh.medical@kisii.go.ke

KISII

When replying quote:

REF: KS/C/HS.53 VOL.I/ (184)

Date: OCT, 2024

The Deputy Director

LVCT Health, Vukisha 95

Kisii County

Thro’

The Director

Public Health and Sanitation

Kisii

Whom It May Concern,

Subject: Authorization to Conduct Research on Assessment of Monitoring Practices on The Performance of Donor Funded Health Projects: a Case of Vukisha -95 prevention, Care and Treated Project, Kisii County, Kenya.

This is to certify that Cliff Okebiro has been granted permission to conduct research on "The Impact of Monitoring Practices on the Performance of Donor-Funded Health Projects: A Case of Vukisha-95 Prevention, Care, and Treatment Project in Kisii County, Kenya."

The research will involve data collection through questioner and document analysis with relevant project stakeholder. The study aims to assess the role of monitoring practices in enhancing project performance and sustainability. We acknowledge that the findings of this research may contribute valuable insights to improving the effectiveness of donor-funded health projects.

We trust that the researcher will conduct the study ethically, ensuring confidentiality and compliance with all organizational and ethical guidelines. We encourage all relevant personnel to cooperate and provide the necessary support within their capacity.

Should you require further clarification, please contact us the county public health department.



Dr Richard Ongware

County Director of Public Health & Sanitation Kisii

County



KISII COUNTY GOVERNMENT
COUNTY HEALTH DIRECTOR
P.O. Box 92 - 40200
KISII.

Appendix IX: NACOSTI Certificate


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **818955** Date of Issue: **03/July/2024**

RESEARCH LICENSE



This is to Certify that Mr.. cliff Okebiro mouko of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kisii on the topic: THE IMPACT OF MONITORING PRACTICES ON THE PERFORMANCE OF DONOR FUNDED HEALTH PROJECTS: A CASE OF YUKISHA-95 PREVENTION, CARE AND TREATMENT PROJECT, KISHI COUNTY, KENYA. for the period ending : 03/July/2025.

License No: **NACOSTI/P/24/37027**

818955
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
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The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

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 - ii. Adversely affect the lives of Kenyans
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 - iv. Result in exploitation of intellectual property rights of communities in Kenya
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 - vi. Adversely affect the rights of communities
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15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
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Appendix X: Plagiarism Report





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