

**FACTORS AFFECTING PLANNING OF DONOR FUNDED PROJECTS IN KENYA:
A CASE STUDY OF THE KIBERA COMMUNITY HEALTH CENTRE (AMREF)**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT
AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE AWARD OF DEGREE OF BACHELOR OF DEVELOPMENT STUDIES OF
THE MANAGEMENT UNIVERSITY OF AFRICA**

JULY 2025

DECLARATION

This research project is my original work and has not been presented for a degree in any other University

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This research project has been submitted with my approval as the university supervisor.

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DEDICATION

I dedicate this work to my father Mr. Munyao, for his contribution through the financial support that enhanced success of this project.

ACKNOWLEDGEMENT

I am humbly grateful for my supervisor Mr. Francis Macharia for his guidance that necessitated the success of this work. I appreciate the entire family of the Management University of Africa for allowing me to undertake my study course in their institution. I appreciate the Kibera Community Health Centre (Amref) for accepting to allow me to use their firm as a case of reference.

ABSTRACT

Planning is a crucial stage in the effective execution of donor-funded projects since it forms the basis for the creation of goals, plans, budgets, and schedules. Still, a variety of internal and external elements frequently impact this planning process' efficacy. Among these, stakeholder involvement, financing availability and dependability and the current economic climate are crucial. Each of these factors has the potential to have a major influence on the creation, modification and implementation of plans. To make sure that donor-funded initiatives are not only well-designed but also responsive to beneficiary demands and flexible enough to adjust to changing circumstances, it is imperative to comprehend these variables. This study aimed at determining factors affecting planning of donor funded projects in Kenya, with reference to Kibera Community Health Centre (Amref). The specific study objectives were to determine the effect of stakeholder engagement, funding and economic stability on planning of donor funded projects. A total of 65 employees represented the target population. The use of census was applied as a sampling method. The questionnaires were used as tool for collecting data. The quantitative analysis was applied and data presentation was through tables. The study concludes that, when stakeholders are engaged during planning, they develop a sense of ownership and responsibility for the project. This increases the likelihood that they will support the project even after donor funding ends. Stakeholder ownership also ensures better resource contribution, local monitoring, and greater accountability. When donors commit to multi-year funding with clear disbursement schedules, project teams can develop long-term plans with strategic milestones, phased rollouts, and contingency buffers. This predictability fosters better integration with national development plans and allows for alignment with other donor or government programs. Stable funding environments allow planners to think big and innovate rather than just manage day-to-day risks. Economic stability assures them that their funds will be used efficiently and that projects can be planned and implemented with minimal disruption. It also enables the host government to commit complementary resources confidently. Stability fosters donor trust, encouraging more funding and allowing for longer-term development planning. Stakeholder engagement should not be limited to the initial planning phase but should continue throughout the project lifecycle. To maintain ongoing communication, donor-funded projects should include feedback mechanisms such as community scorecards, suggestion boxes and digital surveys. These tools will help capture changing opinions, emerging concerns, and innovative suggestions from stakeholders. This not only strengthens stakeholder trust but also helps the project remain responsive to dynamic local needs and conditions. The organization should synchronize the project's budgeting and planning cycles with those of the donors and the host government. Early coordination with finance teams and national treasury officials ensures smoother integration of donor funds into government systems and vice versa. This alignment also allows for better forecasting of fund availability, reduces duplication of efforts, and improves accountability and reporting to donors and government agencies. Economic instability can create policy uncertainty that disrupts donor-funded projects, such as changes in tax laws, import restrictions, or fuel price hikes. To address these risks, project planners should promote regular policy dialogue between donors and host governments. Engaging ministries of finance, planning, and development ensures that donor-supported initiatives align with national economic recovery efforts and that policy support is provided when needed. This collaboration strengthens the enabling environment for planning and implementation, secures government co-financing, and helps avoid regulatory roadblocks that can derail planning processes.

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LIST OF ABBREVIATIONS

AMREF	African Medical and Research Foundation
LFA	Logical Framework Approach
NGO	Non-governmental organizations
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development

OPERATIONAL DEFINITION OF TERMS

Donor Funded Projects

This is the principles and guidelines that govern moral conduct, ensuring fairness, transparency, accountability and integrity in business and professional practices

Economic Stability

This is the general health and predictability of an economy, including inflation rates, currency stability, employment, and fiscal policies, is referred to as economic stability.

Funding

This is the monetary resources given by contributors to assist with project planning, execution, oversight, and assessment.

Stakeholder Engagement

This is a practice of including all parties that potentially have an impact on or be impacted by a project-donors, beneficiaries and others-in the planning, decision-making, execution, and assessment stages is known as stakeholder engagement.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study's background, issue statement, aims, research questions, significance, constraints, and scope are all included in this chapter, which also serves as the study introduction.

1.1 Background of the Study

The planning and implementation of donor-funded projects in Kenya are influenced by a multitude of factors, which can either contribute to or hinder the success of these initiatives. In Kenya, donor-funded projects are essential in addressing key development challenges, in sectors such as health, education, infrastructure and poverty alleviation (Amin and Ruto, 2023). However, the effectiveness and sustainability of these projects depend on various internal and external factors that impact their design, funding, and execution. These factors include the degree of stakeholder engagement, the availability and management of funding, the level of political stability, and the state of economic stability within the country. Each of these variables shapes how projects are planned, how resources are allocated, and ultimately, how successful these projects are in achieving their intended goals (Amayo and Kirui, 2022). Understanding the interplay between these factors is crucial for improving the effectiveness of donor-funded projects in Kenya and ensuring that they contribute meaningfully to the country's development objectives. As donor-funded projects continue to be a vital source of development aid, it is important to critically examine how these factors influence planning, and how better management of these factors can lead to more impactful and sustainable outcomes for the target populations (Mugambi, 2020).

In Germany, one of the primary challenges facing the planning of donor-funded projects is the bureaucratic complexity and regulatory requirements that often accompany donor funding. German donors are typically subject to stringent regulations and administrative procedures, which can slow down the project planning process. These regulatory frameworks are designed to ensure accountability and transparency in the use of donor funds, but they can create significant delays in the disbursement of funds, project implementation, and monitoring. The rigid reporting structures often required by German donors can limit the flexibility of

implementing organizations to adapt to changing circumstances on the ground. According to Müller and Koch (2022), the bureaucratic burden associated with donor-funded projects in Germany can create inefficiencies and cause project managers to spend a disproportionate amount of time on compliance tasks rather than focusing on the actual implementation of the project. This complex environment can hinder the timely execution of projects, particularly in sectors like development and humanitarian aid, where speed and adaptability are often essential.

Community engagement and stakeholder involvement play a central role in the success of donor-funded projects. Edwards and Hughes (2021) found that projects in Wales that failed to adequately involve local communities and stakeholders during the planning phase often struggled with low levels of participation and acceptance. This lack of engagement can lead to a mismatch between the objectives of donor organizations and the actual needs of the communities they aim to serve. In particular, donor-funded projects in Wales have encountered resistance from local populations when the projects were perceived as imposed from the outside without regard for local cultural and social dynamics. Effective planning, therefore, requires an understanding of the local context and the establishment of partnerships with community leaders and stakeholders. Ensuring that projects align with the priorities and values of the local population helps to secure better community buy-in, which is crucial for long-term success. Failing to engage meaningfully with stakeholders at outset of a project can result in a lack of local ownership and ultimately undermine project's objectives.

Organizational capacity and project management skills are critical factors affecting the planning of donor-funded projects. Japan's development assistance is often directed toward large-scale infrastructure projects and technical cooperation. Tanaka et al. (2023) revealed that many donor-funded projects in Japan face challenges related to inadequate project management capacities within recipient organizations. While Japanese donors provide substantial technical and financial support, the recipients sometimes lack the internal expertise to manage complex projects effectively. This gap in capacity can lead to inefficient project implementation, delays, and overspending. The highly technical nature of many donor-funded projects in Japan means that specialized knowledge and expertise are essential for success. Without skilled personnel and proper management structures in place, projects may fail to

meet their intended goals. The study emphasizes the importance of investing in local capacity building and providing continuous training to ensure that recipients can manage donor-funded projects effectively and sustainably.

In South Africa, one of the key factors affecting the planning of donor-funded projects is bureaucratic and administrative barriers. A study by Kotze and Govender (2021) emphasized that while South Africa is a middle-income country with strong institutional frameworks, the administrative complexity and lengthy approval processes often hinder the effective planning and execution of donor-funded projects. The reliance on bureaucratic processes can delay project timelines, complicate the approval of funding and create inefficiencies in project implementation. Donor requirements for regular reporting, audits and accountability measures can become burdensome for local implementing organizations. This bureaucratic burden may lead to delays in mobilizing funds, hindering the timely execution of essential community health or development interventions. These issues are particularly pronounced in sectors where time-sensitive responses are critical, such as health, education, and infrastructure.

A significant factor impacting the planning of donor-funded projects in Nigeria is poor governance and corruption. Studies have shown that the mismanagement of funds and lack of transparency in the governance structures of donor-funded projects are persistent challenges in Nigeria. According to Okojie et al. (2022), corruption within governmental institutions and among local authorities often results in the misallocation or diversion of donor resources, leading to inefficiencies and failure to meet project objectives. The weak enforcement of anti-corruption measures further exacerbates this issue, as funds intended for development projects are often siphoned off before reaching the intended beneficiaries. This undermines public trust in donor-funded projects and may discourage future investment in similar initiatives. Furthermore, poor governance practices, including inadequate project monitoring and evaluation, can prevent projects from achieving their full potential, leaving local communities without the intended benefits.

Social and political instability plays a critical role in the challenges faced by donor-funded projects in Egypt. Abdelhamid and Ghoneim (2020) highlighted that Egypt's socio-political environment has a direct impact on the planning and execution of development projects. The

frequent changes in government policies, along with political instability, create an uncertain environment for donor-funded initiatives. These fluctuations can lead to shifting priorities, a lack of continuity in project goals, and inconsistent policies that disrupt the alignment of donor funds with long-term developmental strategies. The unpredictability of the political climate often results in delays, poor implementation and lack of coordination between stakeholders. Social challenges such as high levels of poverty, inequality, and unemployment also complicate the planning of effective donor-funded projects, as they require greater alignment with the country's socio-economic realities to be impactful. Therefore, planning donor-funded projects in Egypt requires careful consideration of the evolving political landscape and effective mitigation of associated risks.

Nabaho et al. (2021) in Uganda found that despite the influx of donor funding, many local NGOs and government bodies in Uganda face challenges in effectively managing projects due to limited technical expertise and weak organizational structures. This capacity gap often leads to poor project design, inefficient resource allocation, and difficulties in monitoring and evaluation. Without skilled project managers and staff, the planning and implementation of donor-funded projects often suffer from delays, mismanagement and suboptimal outcomes. The study further highlighted that local organizations are often reliant on donor organizations for technical expertise and support, but this dependency can undermine the sustainability of projects once donor funding is withdrawn. Investing in capacity building and strengthening local management structures is critical for improving the planning and execution of donor-funded projects in Uganda.

In Tanzania, political influence and policy inconsistencies are significant factors affecting the planning of donor-funded projects. Mkony et al. (2022) revealed that political interference often disrupts the alignment between donor objectives and national development goals. In some instances, donor-funded projects may be designed to meet international donor priorities rather than addressing local priorities, leading to misaligned goals. Frequent changes in government policies or leadership in Tanzania have been shown to create an unstable environment for long-term planning of donor-funded projects. Political instability may also result in the sudden redirection of donor funds to areas that align with the political interests of the ruling government, undermining the effectiveness of planned initiatives. Therefore,

ensuring political stability and policy consistency is essential for the successful planning and execution of donor-funded projects in Tanzania.

Rwanda presents a unique case where strong governance structures and effective collaboration between donors and local institutions play a vital role in the successful planning and implementation of donor-funded projects. Busingye et al. (2021) found that Rwanda's success in managing donor-funded projects is largely attributed to its robust governance frameworks and commitment to transparency and accountability. The government has established clear policies for donor engagement and project oversight, ensuring that donor funds are efficiently utilized and aligned with national development goals. Rwanda's emphasis on a participatory approach, where local communities are actively involved in the planning stages, enhances the relevance and sustainability of projects. The study emphasized that this model of governance not only fosters accountability but also strengthens local ownership, which is crucial for the long-term success of donor-funded initiatives. This collaborative approach between government, donors, and communities has been integral to the effective planning and execution of projects in Rwanda.

Ngugi and Kiiru (2022) highlighted that donor-funded projects often come with a set of strict guidelines, monitoring frameworks, and reporting requirements that can constrain the flexibility of local organizations. These donor conditions sometimes do not align with the realities on the ground in Kenya, where local conditions, such as infrastructural challenges and limited human resource capacity, may not support such complex frameworks. The study pointed out that local organizations often find themselves spending excessive time meeting donor requirements, which detracts from their ability to effectively plan and execute projects. This misalignment between donor expectations and local realities results in inefficiencies, delays, and reduced impact of the intended interventions. While donors aim to ensure transparency and accountability, these rigid processes can sometimes undermine the intended outcomes of the projects.

Kamau et al. (2021) established that, political climate in Kenya significantly impacts planning and implementation of donor-funded projects, particularly in the areas of healthcare and infrastructure. The study found that frequent changes in government priorities, political

interference, and corruption often result in the misallocation of funds intended for development projects. Governance issues such as lack of transparency, weak accountability mechanisms, and inadequate monitoring and evaluation frameworks further exacerbate the challenges of implementing donor-funded projects. These governance deficiencies lead to project delays, inefficiencies, and an erosion of public trust in the effectiveness of donor aid. Without strong governance systems and political stability, donor-funded projects in Kenya face the risk of becoming politicized or mismanaged, reducing their overall effectiveness.

The socio-cultural dynamics in Kenya also play a crucial role in shaping the planning and execution of donor-funded projects. A study by Ochieng and Tenge (2020) revealed that social factors, including cultural beliefs and practices, significantly influence the acceptance and success of development initiatives. In Kenya, particularly in rural areas, donor-funded projects often face resistance if they do not account for local customs, values, and community dynamics. The study emphasized that donor agencies need to engage local communities early in the planning process to ensure that their interventions are culturally sensitive and locally accepted. Without this level of community engagement, projects can encounter significant resistance, resulting in low participation, poor project outcomes and complete failure of the initiative. The study concluded that understanding and integrating local cultural contexts into project planning is essential for improving success rate of donor-funded initiatives in Kenya.

1.1.1 Kibera Community Health Centre

The planning of donor-funded projects at the Kibera Community Health Centre, managed by AMREF, is a complex process that involves strategic coordination between various stakeholders, including the community, government, donors, and healthcare professionals. The health center serves a marginalized population in Kibera, one of Nairobi's largest informal settlements, where access to healthcare is limited and the burden of diseases is high. To address these challenges, African Medical and Research Foundation, designs health programs that align with both local needs and donor priorities. This planning process involves careful assessment of community health needs, resources, and logistical constraints, alongside consultations with local stakeholders to ensure the projects are contextually appropriate and feasible. Stakeholder engagement is prioritized to ensure that the community's input is incorporated into project goals and implementation strategies. For instance, African Medical

and Research Foundation, has worked with local health authorities and community members to design interventions focused on maternal health, infectious diseases and preventive care, ensuring that these efforts are sustainable and aligned with Kenya's national health priorities (Amayo & Kirui, 2022).

Funding for these projects is another critical component in the planning process at Kibera Community Health Amref, often relies on international donors, such as bilateral aid agencies, foundations, and private sector partnerships, to fund its health initiatives. These funds are essential for procuring medical supplies, hiring qualified health personnel, and expanding healthcare infrastructure in Kibera. Fluctuations in donor priorities, economic instability, or political changes can impact the availability of funding and, consequently, the execution of planned projects. The center's ability to secure adequate and consistent funding allows it to implement long-term interventions, such as HIV/AIDS prevention, maternal health programs, and child immunization campaigns, which require sustained investment and resources (Mugambi, 2023). The integration of financial management tools, monitoring and evaluation systems and donor reporting mechanisms is crucial to ensure transparency, accountability, and alignment with both donor expectations and community needs. The planning of donor-funded projects at Kibera Community Health Centre hinges on effective financial management, stakeholder collaboration and the responsiveness of health programs to the dynamic needs of the Kibera community (Muthoni, 2021).

1.1.2 Stakeholder Engagement

Engaging stakeholders in the planning phase helps to identify the needs and expectations of the target population, which in turn shapes the design of the project (Tosun, 2020). In Kenya, stakeholder engagement fosters trust and collaboration, enhancing community ownership of projects, which is essential for their sustainability. When local communities and key stakeholders, such as local health officials or representatives, are involved, there is a higher likelihood that the project will be accepted and supported (Mwangi, 2022). Furthermore, active engagement helps to align the objectives of the project with national and local development priorities, making it easier to integrate the project into broader policy frameworks and development plans.

Insufficient stakeholder engagement in Kenya has been linked to poor project outcomes, as it can lead to misalignment between project objectives and local needs (Sossou, 2021). For example, if community members are excluded from decision-making processes, they may not fully support the interventions, which can result in reduced participation and underutilization of the services provided. Studies have shown that when stakeholders, especially marginalized groups, are excluded from the planning process, the projects often fail to address their specific challenges or provide sustainable solutions (Mburu, 2021). Effective stakeholder engagement is not only a requirement for the planning phase but is also essential for the long-term success and impact of donor-funded projects in Kenya

1.1.3 Funding

Funding is a factor in the planning and execution of donor-funded projects, particularly in Kenya where resource constraints often limit the scale and scope of interventions. Adequate funding allows for the effective implementation of project activities, the hiring of skilled personnel, and the acquisition of necessary resources, such as medical equipment, infrastructure, or educational materials (Mugambi, 2020). In Kenya, projects that receive sufficient financial support are more likely to meet their intended outcomes, as the funds can be used efficiently to address both short-term goals and long-term sustainability. Furthermore, consistent funding fosters stronger relationships with donors, increasing the likelihood of continued financial support for future phases of the project or follow-up initiatives (Amayo & Kirui, 2022).

Delays in funding or inadequate financial resources can derail the project planning. Research indicates that financial uncertainty can lead to disruptions in project timelines, staff turnover, and poor service delivery, ultimately diminishing the impact of the project (Kihoro & Mwaura, 2023). In some cases, when funding falls short, projects may be scaled back or terminated, leaving the target population without the intended services. The unpredictability of donor funding, often due to shifting priorities or economic factors, also complicates long-term planning, as it makes it difficult to plan for future phases or ensure that activities are completed within budget. As such, securing stable and reliable funding is essential for the success of any donor-funded initiative in Kenya (Ngugi, 2021).

1.1.4 Economic Stability

Economic stability is a key factor that impacts the planning and success of donor-funded projects in Kenya. A stable economy provides a good environment for project planning, as it ensures that there is a predictable and manageable inflation rate, stable exchange rates, and available resources for the project (Muriuki & Ochieng, 2021). In such an environment, donor-funded projects can operate effectively, with fewer risks of cost overruns or resource shortages. Moreover, economic stability enhances the purchasing power of both the government and the local population, facilitating the smooth procurement of goods and services required for project implementation (Nyongesa, 2022). In Kenya, economic growth also supports the expansion of infrastructure, such as roads, communications, and health facilities, which is crucial for the delivery of donor-funded services, especially in rural and underserved areas.

Economic instability, such as high inflation, exchange rate volatility, or a financial crisis, can negatively affect the planning and execution of donor-funded projects. In Kenya, the periods of economic downturn can lead to cuts in government spending, reduction in available donor funding, and increased costs for materials and labor (Amin & Ruto, 2023). When the economy is unstable, donor organizations may hesitate to commit large sums of money, as the risks associated with such investments increase. Economic instability can exacerbate challenges such as poverty and unemployment, which are already prevalent in many parts of Kenya, making it harder to achieve the desired outcomes of development projects (Odhiambo, 2021). Economic stability is essential for creating an environment where donor-funded projects can thrive and deliver sustainable benefits to the target population.

1.2 Statement of the Problem

The planning of donor-funded projects in Kenya, particularly at Kibera Community Health Centre (AMREF), is often hindered by a mismatch between donor priorities and the actual needs of the community. This misalignment occurs because donors typically have predefined objectives or programs that may not align with the specific health challenges faced by the Kibera population (Muthoni, 2021). The problem is compounded by limited consultation with the local community in the planning process, which results in projects that do not adequately address the most urgent health concerns. This disconnects between donor intentions and

community needs can lead to ineffective interventions, underutilized resources, and poor project outcomes. Moreover, the top-down approach often taken by donors in the planning phase leads to a lack of ownership and participation from the community, which is crucial for ensuring the sustainability of health projects (Karanja & Nyangweso, 2022). Understanding how to bridge this gap between donor-driven agendas and local priorities is crucial for improving the relevance and impact of health interventions in Kibera.

The bureaucratic inefficiencies and delays within donor organizations and the local health system, these administrative hurdles, such as prolonged approval processes, cumbersome reporting requirements and lack of coordination between stakeholders, significantly disrupt project timelines and hinder effective implementation. According to a study by (Amin & Ruto, 2023), these delays often result in poorly executed health programs, with funds not being utilized within the project's planned timeline. In addition, there is often a lack of capacity in local institutions to manage large-scale donor-funded projects, which can lead to poor financial management and ineffective resource allocation. Given the importance of timely and efficient project planning for the success of donor-funded health initiatives, this study seeks to identify and analyze the factors contributing to planning challenges at Kibera Community Health Centre. The findings will provide valuable insights into how to improve the planning process, enhance donor coordination, and ensure that health interventions are both effective and sustainable.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to determine factors affecting planning of donor funded projects in Kenya, a case study of the Kibera Community Health Centre (AMREF)

1.3.2 Specific Objectives

- i. To determine the effect of stakeholder engagement on planning of donor funded projects at Kibera Community Health Centre
- ii. To establish the effect of funding on planning of donor funded projects at Kibera Community Health Centre

- iii. To evaluate the effect of economic stability on planning of donor funded projects at Kibera Community Health Centre

1.4 Research Questions

- i. To what extent does stakeholder engagement affect planning of donor funded projects at Kibera Community Health Centre?
- ii. What is the effect of funding on planning of donor funded projects at Kibera Community Health Centre?
- iii. How does economic stability affect planning of donor funded projects at Kibera Community Health Centre?

1.5 Significance of the Study

The primary beneficiaries of this study will be African Medical and Research Foundation, the organization managing the Kibera Community Health Centre. As a key implementer of donor-funded projects, African Medical and Research Foundation, stands to gain critical insights into the planning processes that influence the success or failure of their initiatives. By identifying internal and external factors that affect project planning-such as stakeholder engagement, financial management, community participation, and policy alignment- African Medical and Research Foundation can refine its strategies to improve project outcomes. Enhanced planning not only increases operational efficiency but also strengthens African Medical and Research Foundation, credibility with donors, enabling the organization to attract more funding and scale its programs effectively.

The local community in Kibera, particularly those who rely on the health centre for medical services, is another significant beneficiary of the study. Kibera, being one of the largest informal settlements in Nairobi, faces unique healthcare challenges including overcrowding, poverty, and limited access to essential services. This study has the potential to influence how health interventions are planned and executed within the community. When donor projects are well-planned and context-specific, the likelihood of delivering meaningful, sustainable healthcare solutions increases. The community benefits from improved service delivery, better health outcomes, and more opportunities for involvement in health programs which empowers them to take a more active role in shaping health initiatives that affect their lives.

The study will be highly beneficial to donor organizations that fund development and health projects in Kenya. Donors often operate under strict accountability and impact evaluation requirements. By understanding the planning dynamics at a grassroots level, they gain valuable knowledge about the real-world challenges and enablers of project success. This allows them to make more informed decisions about where and how to invest their funds. Furthermore, donors can use the findings to establish stronger monitoring frameworks, promote best practices across projects, and replicate successful models in similar contexts. In the long run, this improves the overall effectiveness and sustainability of donor interventions in developing regions like Kibera.

1.6 Scope of the Study

This study determined factors affecting planning of donor funded projects in Kenya: a case study of Kibera Community Health Centre (AMREF), located at Kibera Slums in Nairobi, Kenya. The study target population was 65 employees. This study was conducted from January 2025 to July 2025.

1.7. Chapter Summary

This chapter discusses the study's introduction. It contains the study's background, which talks about how the prior author contributed to the main research theme. The nature of the problem and its causes are described in the problem statement. The independent variables being examined determine the overall and specific goals of the study. Research questions have been created based on the specific objectives of the study. This chapter also discusses the study's significance and scope.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The theoretical and empirical literature reviews, study gaps, conceptual framework, operationalization of variables, and chapter summary are all included in this chapter.

2.1 Theoretical Literature Review

This is the study of theories to determine their interrelationships and identify the gaps that exists which results to development of a new hypotheses which leads for the research (Kothari, 2015). The logical framework approach, stakeholder theory and theory of constraints will be applied in this research study.

2.1.1 Logical Framework Approach (LFA)

This Approach is a widely accepted methodology used in planning, implementing, and evaluating donor-funded projects. Originating in 1969 through the efforts of USAID, Logical Framework Approach provides a structured way to define objectives, inputs, outputs, and indicators of success (Coleman, 1987). This method enhances the clarity and coherence of project goals and ensures that all stakeholders have a shared understanding of expectations. In the context of Kibera Community Health Centre, Logical Framework Approach can be useful in aligning donor expectations with community health needs, helping reduce resource misallocation and improve project sustainability.

This study is anchored on the logical framework approach, developed in 1969 by USAID, which offers a structured model for designing, implementing, and evaluating donor-funded development projects. This approach enables clear articulation of project goals, stakeholder roles, inputs, and expected outcomes. It is particularly relevant for this study as it facilitates the analysis of key planning factors-such as goal alignment, resource allocation, community involvement, and risk identification-within the context of AMREF's health initiatives in Kibera. Given its widespread adoption among international NGOs and its emphasis on measurable results, Logical Framework Approach provides an appropriate theoretical lens for

investigating the planning processes of donor-funded health projects in informal settlements (Muthoni, 2021).

Nyongesa (2022) revealed that, in donor-funded projects, one of the key challenges is ensuring that the planning process is comprehensive and inclusive. Logical Framework Approach emphasizes stakeholder engagement during the planning phase, encouraging participation from both the donor and the beneficiaries. For AMREF's initiatives in Kibera, involving local residents and healthcare providers in designing interventions ensures that the programs reflect community priorities, increasing their effectiveness and acceptance. Logical Framework Approach's structured matrix also makes it easier to communicate the project's scope and direction to external funders.

The Logical Framework Approach has limitations, particularly in dynamic and complex environments such as informal settlements. It tends to assume a linear cause-effect relationship and may not adequately accommodate unpredictable socio-political changes. For instance, planning for a health project in Kibera might be disrupted by unplanned population shifts or political instability, which is difficult to reflect within a rigid framework. Nonetheless, with adaptive planning and continuous review, the Logical Framework Approach can still serve as a foundational tool in enhancing project transparency and accountability (Mutiso & Munga, 2021).

2.1.2 Stakeholder Theory

It was first proposed by R. Edward Freeman in 1984 and holds that businesses should take into account the opinions and interests of all parties involved in decision-making, not only contributors or shareholders (Freeman, 1984). In the planning of donor-funded projects like those in AMREF's Kibera programs, identifying and integrating the concerns of multiple stakeholders-such as community members, local government officials, NGOs, and health practitioners-is crucial. Ignoring key stakeholders may result in resistance, project delays, or failure to meet real community needs.

According to Ochieng and Tenge (2020), one of the strengths of this theory in project planning is its emphasis on building consensus and trust. For the Kibera Community Health

Centre, donor engagement must be balanced with local perspectives to ensure that projects are contextually appropriate. For instance, if a donor funds a vaccination campaign without involving local elders or religious leaders, uptake may be poor. Involving these influencers from the planning stage helps mitigate conflict and improve outcomes, reflecting the collaborative ethos promoted by Freeman's model.

Ngugi and Kiiru (2022) indicated that, managing conflicting interests among stakeholders can be challenging. Donors may prioritize measurable outputs like the number of clinics built, while the community may value access to clean water or maternal care more highly. Stakeholder Theory encourages negotiation and compromise to balance such competing priorities. Applying this theory at Kibera Community Health Centre would entail regular stakeholder meetings, needs assessments, and feedback loops to improve planning responsiveness and long-term project success.

2.1.3 Theory of Constraints

The Theory of Constraints, introduced by Dr. Eliyahu Goldratt in 1984, focuses on identifying and managing the primary bottleneck or constraint that limits a system's performance (Goldratt, 1990). In the context of donor-funded project planning in Kibera, this theory can help project managers identify critical barriers-such as funding delays, supply shortages, or policy hurdles-that hinder project success. By addressing these constraints early in the planning phase, resources can be better allocated, and timelines more effectively managed.

This theory promotes a systematic approach to problem-solving using the Five Focusing Steps: identify the constraint, exploit it, subordinate everything else to it, elevate it, and repeat the process. At Kibera Community Health Centre, for instance, if the main constraint is unreliable delivery of medical supplies, the project team can design alternative supply chain strategies during the planning phase. This ensures that other components of the health project are not adversely affected by this bottleneck (Kihoro and Mwaura, 2023).

One criticism of Theory of Constraints is that it often simplifies complex development challenges by focusing too heavily on one constraint at a time. In the volatile and multifaceted environment of Kibera, constraints may be interrelated-such as insecurity affecting staff

retention and patient access simultaneously. Despite this, this theory provides a practical planning lens by encouraging donor-funded projects to prioritize high-impact interventions. Its focus on continuous improvement also supports long-term success in health interventions funded by organizations like AMREF (Mobegi, Sang and James, 2019).

2.2 Empirical Literature Review

Empirical studies on donor-funded projects highlight several factors that significantly influence the planning process. Stakeholder engagement has been found to improve project relevance, ownership, and long-term sustainability (Mansuri & Rao, 2013). Research also points to the critical role of funding availability, with studies showing that timely and adequate donor funding enhances project scope, feasibility, and planning accuracy (Brown & Svensson, 2020). In addition, economic stability has emerged as a key contextual factor, where inflation, exchange rate volatility, and local market conditions affect budgeting, procurement, and resource allocation during planning stages (World Bank, 2018). This review synthesizes such empirical findings to establish a foundation for understanding how these factors shape the planning of donor-funded initiatives.

2.2.1 Stakeholder Engagement and Planning of Donor Funded Projects

In Brazil, stakeholder engagement has been pivotal in the planning of donor-funded projects, especially in the health sector. A study by Oliveira et al. (2023) examined community participation in the planning of maternal health initiatives. The research found that involving local stakeholders, including community health workers and patients, led to more culturally appropriate and effective project designs. This participatory approach ensured that the projects addressed the actual needs of the community, enhancing their relevance and sustainability. This study focused on community participation in maternal health projects, but primarily in structured urban or semi-urban areas, not in informal settlements like Kibera, where population density and resource constraints are extreme. This study explored stakeholder engagement in health project planning within Kibera, an urban informal settlement, thus providing insights into how health interventions are tailored, coordinated, and sustained in highly informal, under-resourced contexts.

In China, stakeholder engagement has been recognized as a critical factor in the success of donor-funded environmental projects. Li and Zhang (2022) investigated the role of local community involvement in planning renewable energy initiatives. Their findings indicated that early and continuous engagement of stakeholders, such as local residents and government officials, facilitated smoother project implementation and increased acceptance of the projects. This collaborative planning approach also helped in identifying potential challenges early, allowing for proactive solutions. This examined stakeholder engagement in renewable energy projects in China. However, the sector (energy) and governance model (centralized and state-led) differ greatly from the decentralized, NGO-driven health projects common in Kenya's informal settlements. This study adapted stakeholder engagement principles to the healthcare sector in non-centralized, community-driven systems, helping NGOs and donors understand how to navigate stakeholder dynamics in decentralized, participatory planning environments like AMREF's operations in Kibera.

Ghana's experience with donor-funded agricultural projects highlights the importance of stakeholder engagement in planning. A study by Mensah and Boateng (2021) focused on the planning processes of rural development projects. The research revealed that when farmers and local leaders were actively involved in the planning stages, the projects were more aligned with local needs and had higher success rates. Conversely, projects planned without stakeholder input often faced resistance and implementation challenges. This study focused on stakeholder involvement in rural agricultural development. Rural settings often have clear local leadership, lower population density, and stronger traditional governance-very different from Kibera's informal urban structure. This research investigated how stakeholder engagement can be structured in a high-density urban slum, where formal leadership is often absent, and community interests are fragmented. This provided strategies for navigating stakeholder diversity and fragmentation.

In South Africa, stakeholder engagement in planning donor-funded education projects has shown significant benefits. According to a study by Ndlovu and Moyo (2020), involving teachers, parents, and students in the planning phase led to the development of more effective educational programs. This inclusive approach ensured that the projects were tailored to the specific needs of the communities, resulting in improved educational outcomes and greater

community support. This study examined stakeholder inclusion in formal educational institutions. These have established management systems and defined stakeholder roles unlike the fluid and informal health sector operations in Kibera. This research contributed by showing how health project planners can engage stakeholders (including informal leaders, community health volunteers, and NGOs) in non-institutional environments, where formal structures are limited or non-existent.

Tanzania's donor-funded health projects have also benefited from stakeholder engagement during planning. A study by Temba (2015) assessed the role of stakeholder participation in the sustainability of youth disability programs. The research found that projects with active stakeholder involvement in planning were more sustainable and better received by the community. Stakeholder engagement facilitated resource mobilization and fostered a sense of ownership among community members. The researcher studied stakeholder engagement in a donor-funded disability program in Tanga, Tanzania, but the study was based in a small urban town, not a mega-slum like Kibera. Challenges such as overlapping donor efforts, population mobility, and informal settlements were not addressed. This study investigated how donor-funded projects like AMREF's in Kibera can coordinate planning efforts, manage overlapping roles, and engage a transient and underserved urban population, offering practical planning models for similar urban slums.

In Kenya, several studies have underscored the significance of stakeholder engagement in planning donor-funded projects. For instance, Mukabi (2023) examined the Agriculture and Dairy Economic Development Project in Emali and found that stakeholder participation in planning led to improved project performance. Similarly, Murunga and Kipchumba (2023) highlighted that stakeholder engagement in planning donor-funded rehabilitation centers in Kiambu County enhanced project sustainability, as this study examined stakeholder engagement in agriculture and rehabilitation sectors in rural or peri-urban areas. There's little exploration of how informal urban health centers like AMREF in Kibera engage stakeholders during project planning. This current study will focus specifically on health-focused, donor-funded projects in urban informal settlements. It examined how health centers like Kibera Community Health Centre manage stakeholder expectations, mobilize local actors, and plan effectively despite chaotic environments.

2.2.2 Funding and Planning of Donor Funded Projects

Jensen (2020) study in Denmark on Understanding the impact of aid policies on project implementation established that, Denmark has been a strong proponent of effective and transparent aid policies, yet there remains limited research examining how these policies directly affect the planning processes of recipient countries. Danish funding frameworks are well-documented in terms of policy guidelines but lack empirical research regarding their influence on local project planning. This study has a gap of lack of empirical studies examining how Danish funding frameworks impact local project planning in recipient countries. This study filled this gap by analyzing donor-funded projects in Kenya and investigating how Danish priorities and funding frameworks affect local project planning, ensuring alignment with local needs and community contexts.

Karagiorgas (2021) research study in Greece on analyzing its flexibility in developing countries revealed that, Greece has transitioned from a recipient to a donor country, focusing on humanitarian aid and development programs. However, limited research exists on the flexibility of Greek funding in recipient countries and how it responds to local needs and contexts. This is especially true in terms of how Greek funding adapts to project planning in the developing world. There is insufficient research into the adaptability of Greek funding in recipient countries and its influence on planning stages in donor-funded projects. This study investigated the adaptability of Greek-funded projects within the Kenyan context, shedding light on how Greek funding structures can be more responsive to local planning requirements and enhance project effectiveness.

UNHCR (2021) finding on the impact of funding disruptions on humanitarian operations in the Democratic Republic of Congo established that, the vulnerability of humanitarian operations to funding disruptions. A notable instance was the cessation of U.S. aid, which significantly impacted the country's humanitarian programs. The planning and continuity of donor-funded projects were severely affected due to the funding gaps (UNHCR, 2021). The gap of this study is that, there limited research on contingency planning and risk mitigation strategies for sudden funding withdrawals, especially in conflict-affected countries. This study explored how Kenyan donor-funded projects prepare for and manage funding uncertainties,

offering insights into how planning frameworks can be designed to mitigate the impacts of funding disruptions.

According to the Reuters (2024) on the U.S. pledge for Sudan funding highlights challenges in aid allocation, chronic underfunding of humanitarian projects has been a significant challenge, with only a fraction of needed aid being met. This underfunding has led to delayed responses and compromised project planning (Reuters, 2024). The gap of this study is that, there is a lack of research on how chronic underfunding influences the long-term planning and sustainability of donor-funded projects in conflict zones. This study assessed how donor-funded projects in Kenya handle financial sustainability during times of underfunding, providing frameworks for better planning and resource allocation during financial constraints.

Sarr (2020) study in Burundi on the Impact of donor financial accountability structures on project planning in post-conflict Burundi revealed that, In Burundi, donor-imposed financial structures and accountability measures have created inefficiencies in the coordination and planning of donor-funded projects. High transaction costs and power imbalances often lead to delays and poor outcomes (Sarr, 2020). The gap for this study is that, there is insufficient research on the effect of donor-imposed financial accountability systems on local planning capabilities and ownership in post-conflict countries. To fill this gap, this study examined how financial accountability measures imposed by donors affect local planning in Kenya, contributing to a better understanding of how such measures can promote local ownership.

Karanja (2022) research study on the effect of donor funding on planning and implementation of infrastructure projects in Kenya established that, Kenya has received significant funding for infrastructure projects, but challenges such as inadequate resources, strict donor conditions, and delays in fund disbursement have often impeded planning and implementation. These issues frequently result in inefficiencies in how projects are planned and executed (Karanja, 2022). The study's gap is the need for a thorough examination of the ways in which funding levels and particular donor circumstances affect the planning phases of donor-funded projects in Kenya. This study closed this gap by shedding light on the planning procedures of donor-funded projects in Kenya and assessing how donor requirements and financing sufficiency affect project design, schedules, and resource allocation.

2.2.3 Economic stability and the Planning of Donor-Funded Projects

In Wales, a research study on the economic stability and donor project planning in Wales by Johnson (2021) established that, donor-funded projects, particularly in community development and health sectors, have benefited from the region's economic stability. However, fluctuations in funding and economic uncertainties have occasionally posed challenges to long-term project planning and sustainability. The gap for this study exists in that; there is limited research on how economic fluctuations within Wales specifically impact the planning phases of donor-funded projects, especially concerning risk mitigation and contingency planning. Through this current study and by examining the Kenyan context, this study provided comparative insights how economic stability affect donor-funded project planning, drawing lessons to enhance planning processes under varying economic conditions.

A study on economic instability and donor-funded project planning in Turkey by Maxwell (2020) established that, Turkey has experienced significant economic challenges, including high inflation and currency depreciation, which have impacted planning and implementation of donor-funded projects. Economic instability has led to disruptions in project timelines and resource allocation. The gap for this study exists in that; there is a scarcity of studies focusing on the direct correlation between Turkey's economic fluctuations and the planning efficiency of donor-funded projects. To fill this gap, this study explored how economic stability affects donor-funded project planning in Kenya, offering comparative insights with Turkey's experiences to identify strategies that mitigate economic risks during the planning phase.

In Malawi, a study by the Guardian (2025) established that, Sustainability of Donor Funded Projects in Malawirevealed that, Malawi's heavy reliance on donor funding makes it vulnerable to economic shocks. The recent freeze of USAID funding, which constituted over 13% of Malawi's budget, has had devastating effects on healthcare, education, and infrastructure projects, highlighting the critical role of economic stability in project planning. While the impacts of aid withdrawal are documented, there is a lack of focused research on how economic stability directly influences the planning stages of donor-funded projects in Malawi. By analyzing Kenya's donor-funded project planning in the context of economic stability, this study provided insights applicable to Malawi, emphasizing the importance of economic considerations during the planning stage.

In Algeria, a study on the Economic Policy in Algeria: Challenges and Opportunities revealed that, the Algeria's economy is heavily reliant on hydrocarbons, making it susceptible to global oil price fluctuations. This dependency has affected the planning and sustainability of donor-funded projects, as economic instability can lead to resource constraints and project delays (World Policy Hub, 2025). Through this study, there is limited research on how Algeria's economic volatility specifically affects the initial planning phases of donor-funded projects, including risk assessment and resource allocation. To fill in this gap, this current study examined how economic stability influences the planning of donor-funded projects in Kenya, offering comparative insights that can inform planning strategies in Algeria.

Rwanda has shown robust economic growth, bolstered by important sectors and a rebound in agricultural output, according to the Reuters (2024) report. Nonetheless, issues including pressures on the exchange rate and a growing current account deficit continue to exist. While Rwanda's economic growth is documented, there is a need for more research on how broader economic stability influences the planning processes of donor-funded projects. This current study to filled this gap as it analyzed the role of economic stability in planning donor-funded projects in Kenya, thereby being able to provide a comparative insight that can inform planning strategies in Rwanda.

According to a (2019) study by Mobegi, Sang, and James on the Economic Environment and Performance of Donor Funded Health Projects in Kenya, the country's economic environment-which includes elements like interest rates, tax rates, and exchange rates-has a big impact on how well donor-funded health projects perform. Economic instability has been linked to challenges in project planning and implementation. There exists a gap within this study in that, there is a need for comprehensive analysis on how economic stability specifically affects the planning stages of donor-funded projects across various sectors in Kenya. To fill this gap, this current study aimed at filling this gap by providing an in-depth analysis of how economic stability influences the planning of donor-funded projects in Kenya, offering recommendations to enhance planning processes under varying economic conditions.

2.3 Summary of Knowledge Gaps

Table 1: Summary of Knowledge Gaps

Author & Year	Title	Findings	Research Gaps	Focus on the Current Study
Li and Zhang (2022)	Community engagement in renewable energy projects in China	Continuous engagement of stakeholders facilitated better project implementation and increased project acceptance. This helped in identifying potential challenges early, allowing for proactive solutions.	The sector (energy) and governance model (centralized and state-led) differ greatly from the decentralized, NGO-driven health projects common in Kenya's informal settlements.	This study adapted stakeholder engagement principles to healthcare sector, helping NGOs and donors understand how to navigate stakeholder dynamics in decentralized, participatory planning environments like AMREF's operations in Kibera.
Reuters (2024).	U.S. pledge for Sudan funding highlights challenges in aid allocation	Chronic underfunding of humanitarian projects has been a challenge, with only a fraction of needed aid being met. This has led to delayed responses and compromised project planning	There is a lack of research on how chronic underfunding influences the long-term planning and sustainability of donor-funded projects in conflict zones	This study assessed how donor-funded projects in Kenya handle financial sustainability during times of underfunding, providing frameworks for better planning and resource allocation during financial constraints

Author & Year	Title	Findings	Research Gaps	Focus on the Current Study
Mobegi, J. O., Sang P., & James, R. (2019).	Economic environment and performance of donor funded health projects in Kenya	Kenya's economic environment, including factors like tax rates, interest rates, and exchange rates, significantly affects the performance of donor-funded health projects	There is a need for comprehensive analysis on how economic stability specifically affects the planning stages of donor-funded projects across various sectors in Kenya	This study provided an in-depth analysis of how economic stability affects planning of donor-funded projects in Kenya, offering recommendations to enhance planning processes under varying economic conditions.
The Guardian (2025).	Devastating': Malawi left in dire straits by Trump's decision to freeze aid	Malawi's heavy reliance on donor funding makes it vulnerable to economic shocks. The recent freeze of USAID funding, which constituted over 13% of Malawi's budget, has had devastating effects on healthcare, education and infrastructure projects.	While the impacts of aid withdrawal are documented, there is a lack of focused research on how economic stability directly influences the planning stages of donor-funded projects in Malawi	By analyzing Kenya's donor-funded project planning in the context of economic stability, this study provided insights applicable to Malawi, emphasizing the importance of economic considerations during the planning stage.

2.4 Conceptual Framework

A conceptual framework frequently functions as a theoretical model that connects variables and aids in determining the main elements affecting a problem. It informs the researcher's approach to a topic and establishes the foundation for developing hypotheses, gathering data, and analyzing that data (Cohen, Manion, & Morrison, 2017).

Independent Variables

Dependent Variable

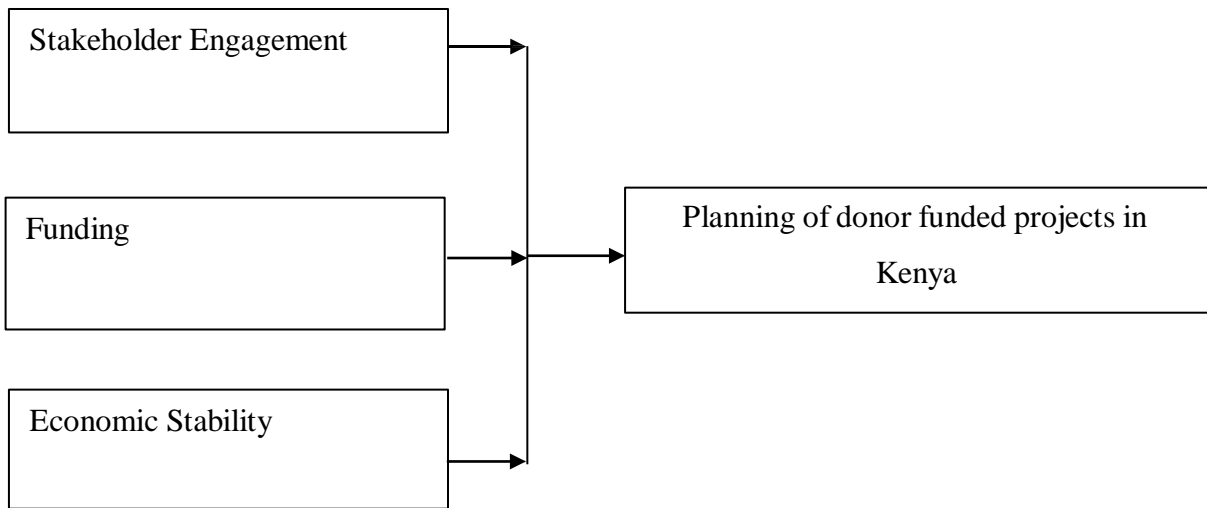


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

Table 2 Operationalization of Variables

Variable	Indicators	Measurement Scale	Tools of Analysis
Stakeholder Engagement	<ul style="list-style-type: none"> • Level of stakeholder participation • Stakeholder satisfaction index • Conflict resolution time • Decision-making inclusivity rate • Stakeholder commitment rate 	Questionnaires	Frequencies Percentages
Funding	<ul style="list-style-type: none"> • Budget available at planning • Donor disbursement timeliness • Funding shortfall rate • Cost planning accuracy • Funding shortfall rate 	Questionnaires	Frequencies Percentages
Economic Stability	<ul style="list-style-type: none"> • Inflation rate impact on planning costs • Exchange rate volatility index • Interest rate trends • GDP growth alignment • Purchasing power index 	Questionnaires	Frequencies Percentages
Planning of Donor Funded Projects	<ul style="list-style-type: none"> • Budget utilization rate • Activity completion rate • Timeliness of deliverables • Beneficiary satisfaction rate • Evaluation completion rate 	Questionnaires	Frequencies Percentages

2.6 Chapter Summary

There has been discussion of the theoretical literature that links different theories to the topic of this investigation. The empirical literature review lists the numerous studies that other authors have contributed to the linkage of the research variables. The study's gaps and summary have been described. The conceptual framework and the operationalization of variables are also included in this chapter.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The research design, target population, sample plan, data collection instrument, data analysis and presentation technique, ethical issues, and chapter summary are all included in this chapter.

3.1 Research Design

The research design is the overarching plan or approach that outlines how a study will be conducted. It discusses the methods, procedures, and techniques used to collect and analyze data in order to achieve the study's objectives. The validity, reliability, and precision of the study's conclusions are guaranteed by a well-structured research design. In order to characterize the traits, actions, and patterns of a particular population, phenomena, or circumstance, this study employed a descriptive research strategy. It aided in comprehending and elucidating current circumstances, patterns, or behaviors. It offers a realistic depiction of real-world situations because it does not alter the research factors. Surveys, observations, and case studies are examples of common techniques (Gamage, 2025).

3.2 Target Population

Kothari (2015), the target population is the total set of people or things from whom a study is trying to identify or make inferences. A total of 65 employees at the Kibera Community Health Centre (Amref) was the target group.

Table 3: Target Population

Category	Population Size	Percentage
Administration	12	18
Medical Practitioners	20	31
Support Staff	33	51
Total	65	100

3.3 Sample and Sampling Technique

A subset of the population chosen for a study is called a sample. It is utilized to make inferences about the entire group without examining each person since it reflects the wider population. The precision and generalizability of research findings are guaranteed by a carefully selected sample. The census was used as a sample technique. When the goal of a research endeavor is to collect data from the entire population rather than just a sample, a census is utilized. A census guarantees thorough data gathering without running the danger of overlooking important insights when the target population is controllable and relatively small. The results are extremely accurate and devoid of sampling mistakes because data is gathered from each person or unit in the population.

3.4 Instruments

Questionnaires were used in this study as data collection tool. A questionnaire is a systematic tool for collecting data that consists of a list of inquiries intended to elicit information from respondents on a certain subject, problem, or phenomena. Adopting questionnaires has the advantage of potentially standardizing them, which guarantees data dependability and comparability by posing the identical questions to every participant (Bryman, 2016).

3.5 Pilot Study

A pilot study is a small-scale exploratory inquiry conducted before the major research project to evaluate the feasibility, duration, cost, and procedures of the study design and to identify any potential issues with the research tools or methodology (Creswell, 2014). It allows researchers to identify any problems with study design and enhance data collection techniques prior to starting a full-scale investigation. For the pilot study, 10% of the sample size should be employed since it allows for a thorough assessment of the research instruments while being practical in terms of time and cost. By testing the instruments on a smaller sample that is representative of the overall population, researchers can identify problems such as ambiguous questions, technical issues, or logistical challenges in data collection.

3.5.1 Validity

This is the extent to which a research instrument gathers the information for which it was intended. Cohen et al. (2018), a legitimate tool guarantees that the inferences made from the

data appropriately represent the reality of the idea under study. In order to ensure construct validity, the researcher confirmed that the survey questions appropriately evaluate the theoretical underpinnings of procurement performance. In order to ensure content validity, the researcher developed the survey questions to accurately capture all parts of the study.

3.5.2 Reliability

In order to determine if an assessment instrument is free from random errors and can be relied upon to measure the intended construct efficiently, a reliability test looks at how consistently and repeatable it gives data (Kothari & Garg, 2015). The researcher created precise, succinct and unambiguous questions to improve the reliability test. Because ambiguous or demanding terminology can result in opposing interpretations, the researcher will avoid utilizing it.

3.6 Data Collection Procedure

The study was conducted at the Kibera Community Health Centre (Amref) and the researcher will use authorized questionnaires to collect specific information from the participants. Following approval, they made sure that all data gathering methods are conducted morally, getting participants' informed consent and always protecting their identity.

3.7 Data Analysis and Presentation

According to Clandinin and Connelly (2010), data analysis is a stage in the research study process that entails categorizing and arranging the raw field data to enhance its interpretive value. The researcher evaluated the information acquired for the study using Microsoft Excel sheets. This study made advantage of descriptive statistics. Tables were used to present the final analysis of the study results.

3.8 Ethical Considerations

3.8.1 Informed Consent

In an understandable way, the researcher gave participants thorough and understandable information about the research process, including the goals, methods, possible dangers, and advantages of the study. This strategy complies with ethical standards that demand that research participants make an informed choice before participating (Bersoff, 2019). Before any data is collected, all participants got informed consent forms, and their formal consent was sought, this protects people from pressure, transparency and respects their autonomy.

3.8.2 Voluntary Participation

This concept highlights that participants are free to choose whether or not to engage in the study and are not under any kind of coercion. Participants were informed that participation is entirely voluntary and that they are free to decline, with the researcher guaranteeing that their choice could not impact their relationship with the researcher or any associated organizations. This idea is essential to upholding the independence and autonomy of the participants as well as the integrity of study process. Throughout the recruitment process, the researcher will make a concerted effort to convey this information, stressing that participation is entirely voluntary.

3.8.3 Confidentiality

The researcher guaranteed that all information gathered throughout the study is kept private and available to only those who have been granted authorization to take part. Locked physical records and other secure storage techniques were used to preserve confidentiality. The researcher let participants know that no personally identifiable information was shared with third parties and that their answers could only be utilized for research. This strategy aimed at safeguarding people's privacy and avoids any negative effects that could result from disclosing personal information.

3.8.4 Privacy

The researcher made sure that no participant's contact information or other personal data is gathered unless it is absolutely required and that it is not disclosed to third parties outside the parameters of the study. To reduce any potential risks to participant privacy, the researcher will give top priority to obtaining as little personally identifiable information as possible. In order to ensure that participants understand how their personal information will be handled and safeguarded, the researcher will also give them detailed explanations of these procedures.

3.8.5 Anonymity

The researcher did not gather any information that could be used to directly connect participants to their responses in order to protect participant confidentiality. Participants were given assurances that no publications or reports arising from the study would divulge their names. This method protects participants' privacy while enabling researchers to collect valuable information without jeopardizing their personal information.

3.9 Chapter Summary

To collect thorough information about the subject of interest, the researcher used quantitative methods. The study primarily used questionnaires to collect data, with an emphasis on obtaining answers from managers and staff in the hotel sector. The descriptive study design was used to investigate the relationship between the study variables. People who are pertinent to the study subject were selected using a census. When analyzing quantitative data, statistical methods were used to give a comprehensive interpretation of the findings.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter covers the research findings. It contains a list of the study's limitations, the research findings, and a summary of the chapter.

4.1 Presentation of Research Findings

Table 4 Response Rate

Category	Frequency	Percentage
Response	60	85
Non Response	5	15
Total	65	100

In terms of the response rate, the results showed that 60 respondents, or 85% of the sample, finished answering the questionnaires, whereas 11 respondents, or 15% of the sample, did not. Because a greater percentage of the research sample was able to participate, the results showed that this study was successful.

Table 5 Gender Analysis

Gender	Frequency	Percentage
Male	29	60
Female	19	40
Total	60	100

The finding revealed a gender gap in the participant population, with more men than women answering, according to gender analysis. As a direct result of the somewhat higher proportion of male employees than female employees in this study, the results showed that 60% of the participants were male and 40% were female.

Table 6 Age Brackets

Category	Frequency	Percentage
18-23 years	1	2
24-29 years	7	14
30-35 years	20	42
36 years and above	20	42
Total	60	100

The study participants' age ranges showed that 2% of the sample's respondents were between the ages of 18 and 23; 14% were between the ages of 24 and 29; 42% were between the ages of 30 and 35; and 42% were over the age of 36. Those in the 30- to 35-year-old age bracket made up the majority of the research participants.

Table 7 Education Level

Category	Frequency	Percentage
Secondary Certificate	3	5
College Diploma	30	50
University Degree	24	38
Masters Level	3	5
PhD Level	1	2
Total	60	100

Upon determining the highest levels of education, the findings revealed that 38% of the population held a university degree, 50% a college degree, 5% a master's degree, and 2% a PhD. The majority of research participants answered the questionnaire with ease and naturalness because they were already familiar with it.

Table 8 Length of Service

Category	Frequency	Percentage
Below 1 year	3	6
1-5 years	17	36
Above 5 years	28	58
Total	60	100

Regarding the length of service the participants had been employed, 6 percent of the sample had been employed for less than a year, 36% had been engaged for one to five years, and 58% had been employed for more than five years. The study's findings indicate that the company employs more seasoned personnel because most of them-58% of them-have worked there for more than five years.

Table 9 Rating effect of stakeholder engagement on planning of donor funded projects

	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
Early involvement of stakeholders improves the relevance of project plans	66%	34%	0%	0%	0%
Engaging local communities in planning increases project acceptance and support	58%	42%	0%	0%	0%
Stakeholder input leads to more effective identification of project priorities	62%	38%	0%	0%	0%

Lack of stakeholder engagement results in poor planning decisions	55%	45%	0%	0%	0%
Collaboration with stakeholders helps identify and mitigate potential project risks early	50%	50%	0%	0%	0%

The majority of the strongly agree response revealed that, early stakeholder involvement is essential for ensuring that the project aligns with the real needs and priorities of the community. By involving key stakeholders such as local leaders, government representatives, and community members from the outset, project planners can gather valuable insights into local conditions and challenges. This helps in crafting project plans that are not only relevant but also realistic, addressing the most pressing issues faced by the target group. Without early input, projects may miss critical nuances and fail to meet the actual needs of the beneficiaries. A large number of strongly agree response revealed that, when local communities are actively engaged in the planning phase, they feel a sense of ownership over the project, which significantly increases the likelihood of its acceptance and success. Local communities are often more familiar with the socio-cultural dynamics, risks, and potential challenges that could affect the project. By involving them, you create a sense of shared responsibility and trust, leading to better collaboration during implementation and monitoring phases. Community support can also help mitigate opposition, reducing the risk of delays or abandonment of the project. The dominance response of strongly agree indicated that, stakeholder input is invaluable in identifying which issues should be prioritized in a donor-funded project. These stakeholders, including local citizens, government officials, and sector experts, provide diverse perspectives on what needs to be addressed first. For example, a community may prioritize clean water access over road infrastructure if that is more pressing in their daily lives. Including these perspectives ensures that the project focuses on the most critical needs, making the project more impactful and aligned with the aspirations of the community it is meant to serve. A large percentage of strongly agree response revealed that, excluding stakeholders from the planning process can lead to poor decisions that are disconnected from the community's needs. Without the input of those directly affected by the project, planners risk implementing solutions that are impractical, irrelevant, or even

counterproductive. For instance, a project designed without local input might overlook important cultural, social, or economic factors, leading to inefficiencies and the failure to achieve desired outcomes. Stakeholder engagement is crucial in avoiding such mistakes and ensuring that the project plan reflects the real challenges on the ground. The majority of the strongly agree response revealed that, collaborating with stakeholders throughout the project lifecycle helps to identify and mitigate potential risks early on. Stakeholders, particularly local communities, government officials, and technical experts, are often the first to recognize emerging issues such as political instability, environmental concerns, or logistical barriers. Addressing these risks proactively ensures that they do not become major obstacles later. Furthermore, engaging stakeholders in risk identification can help in developing more effective mitigation strategies and fostering a cooperative approach to problem-solving, which strengthens the overall project design and implementation.

Table 10 Rating effect of funding on planning of donor funded projects

	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
Sufficient funding ensures that project planning covers all essential components	52%	48%	0%	0%	0%
Delays in donor funding disrupt the planning timeline and activities	58%	42%	2%	0%	0%
Limited funding forces project planners to scale down or compromise project quality	57%	43%	0%	0%	0%

Availability of flexible funding allows planners to respond to emerging needs	50%	50%	0%	0%	0%
Donor funding levels influence the number of stakeholders involved in project planning	58%	42%	0%	0%	0%

A large percentage of response of strongly agrees revealed that, sufficient funding is crucial to ensure that all aspects of the project are adequately planned for. When a project has a sufficient budget, planners can address all necessary components such as staffing, materials, equipment, and logistics. This allows for a more comprehensive approach, where every aspect of the project-from initial needs assessments to long-term sustainability plans-can be fully considered. With sufficient funding, planners are not forced to cut corners or prioritize certain areas over others, ensuring that the project is robust and well-rounded. A dominance response of strongly agree revealed that, delays in funding are one of the most common challenges faced in donor-funded projects. When funds are delayed, essential planning activities such as hiring personnel, acquiring resources, or setting up logistical systems are postponed. This disruption can push back the overall timeline, resulting in a compressed planning phase and rushed implementation. Delayed funding can also affect key milestones and prevent the project from meeting its deadlines, ultimately causing frustration among stakeholders and increasing costs. The majority response of strongly agree revealed that, limited funding often forces project planners to make difficult decisions regarding which activities or components of the project can be prioritized. When funding is not sufficient to cover all planned activities, planners must either reduce the scope of the project or compromise on quality. For instance, critical resources may be scaled back, or certain essential aspects may be delayed or omitted, reducing the overall effectiveness and impact of the project. This compromises the project's potential to meet its goals and fulfill the intended outcomes. The finding through a large number of research response who strongly agreed established that, flexible funding is a key asset for project planners, as it allows them to adjust the project plan based on emerging needs or unforeseen challenges. In the field of donor-funded projects, circumstances can change rapidly-new opportunities may arise, or new risks may emerge. Flexible funding gives

planners the freedom to reallocate resources and make adjustments as needed, ensuring that the project remains responsive to real-time challenges. This flexibility helps ensure that the project stays relevant and can address issues as they occur, increasing the chances of success. A large number of responses who agreed indicated that, the level of donor funding can influence the extent of stakeholder involvement in the planning process. Higher funding levels often allow for more extensive consultations, workshops, and engagement with a broader group of stakeholders, as there is more budgets available for these activities. However, even in the case of lower funding, it is possible to involve key stakeholders, though the scope of engagement might be limited. Limited funding might restrict the scale of consultations or necessitate more targeted stakeholder engagement, but crucial decision-makers and community leaders should still be involved to ensure the project’s relevance and impact.

Table 11 Rating effect of economic stability on planning of donor funded projects

	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
Stable economic conditions lead to more accurate project budgeting	60%	40%	0%	0%	0%
Economic instability increases cost of implementing project activities	50%	50%	0%	0%	0%
Inflation and exchange rate changes affect the feasibility of planned project components	60%	40%	0%	0%	0%
Economic stability enables better coordination with local suppliers and contractors during planning	58%	40%	2%	0%	0%

In unstable economies, project plans must be adjusted more frequently to remain realistic

50%	50%	0%	0%	0%
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The dominance of strongly agree established that, when the economy is stable, inflation rates, currency values, and market prices remain predictable. This enables project planners to develop more accurate budgets and cost estimates. Stable economic conditions reduce the chances of budget shortfalls caused by unexpected price increases or supply chain disruptions. As a result, planners can allocate resources more confidently and ensure that the budget aligns closely with actual needs. The high response of strongly agree revealed that, economic instability often leads to higher costs of goods and services due to inflation, currency devaluation, and market uncertainty. In donor-funded projects, such fluctuations can severely affect planned expenditures. For instance, a sudden spike in the cost of construction materials or fuel can push a project over budget. This forces planners to either scale down activities or seek additional funding, which can delay implementation. The dominance of strongly agree established that, inflation and exchange rate volatility are common in unstable economies and can drastically affect project feasibility. A donor-funded project that relies on imported goods or foreign expertise may face unexpected costs if the local currency weakens. Such financial instability can make originally planned components-such as equipment procurement or technology imports-too expensive, requiring adjustments to scope, timelines, or even objectives. The most response was strongly agreeing and this study revealed that, stable economic environments, local suppliers and contractors are more predictable in pricing and delivery timelines. This predictability allows planners to enter into agreements and schedule activities with greater confidence. Economic stability also builds trust among stakeholders and reduces the likelihood of contract breaches, delays, or price renegotiations, all of which are crucial for effective project planning and delivery. The strongly agree dominated and this study indicated that, economic instability forces project planners to continually revise and adapt their plans to reflect changing costs, resource availability, and market conditions. This frequent re-planning is necessary to keep the project on track and to avoid budget overruns or delays. In unstable contexts, maintaining flexibility and building contingency measures into planning process becomes essential to managing risks and ensuring success project execution.

4.2 Limitations of the Study

Due to confidentiality concerns, the researcher had trouble accessing some key firm data, including financial reports, staff performance records, and strategy plans. This limited the scope of the research, particularly for factors that needed in-depth knowledge unique to the organization. In order to get around this, the researcher promised management that any sensitive data would be utilized only for academic reasons and would be anonymized in the final report by signing a non-disclosure agreement with the business.

The low percentage of employee response to the questionnaires was another issue. Many were either too busy or reluctant to take part because they were uninterested or afraid of retaliation. This was resolved by the researcher's strong collaboration with the Human Resources department, which supported the study and promoted involvement. Additionally, he explained the goal of the study, provided flexible submission deadlines, and guaranteed the privacy of respondents. To help staff understand the significance of the study, he also hosted briefing sessions and sent out a few follow-up reminders.

4.3 Chapter Summary

The study findings and debate are covered in this chapter. It includes background information about the respondents as well as a two-part overview of the research findings. The relationship between the research variables is covered in the second half of this chapter. A variety of challenges the researcher faced during the inquiry are also covered in this research chapter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The research study summary, the research study conclusion, and the study suggestions are covered in this research chapter.

5.1 Summary of Findings

5.1.1 Stakeholder Engagement and Planning of Donor Funded Projects

This study established an existing relationship between stakeholder engagement and planning of donor funded projects. This study revealed that, involving stakeholders-such as community members, local leaders, government agencies, and beneficiaries-ensures that the project is aligned with the actual needs of the target population. When stakeholders contribute during the planning phase, their insights help in identifying priorities, refining objectives, and choosing appropriate interventions. This increases the relevance of the project and fosters a sense of ownership, which leads to higher levels of participation and long-term support. This finding concurs with Ngugi and Kiiru (2022) study which established that, stakeholders often have local knowledge that planners may not possess. Their input can help identify potential cultural, social, environmental, or political risks early in the planning process. This allows for the development of proactive strategies to mitigate these risks before implementation begins. Engaged stakeholders are also more likely to cooperate in overcoming obstacles during execution, ensuring smoother progress.

5.1.2 Funding and Planning of Donor Funded Projects

The finding of this study established an existing connection between funding and planning of donor funded projects. This study revealed that, adequate funding enables planners to develop comprehensive, high-quality project plans. This includes the ability to conduct proper baseline surveys, hire qualified personnel, purchase necessary materials, and allocate resources efficiently. When funding is limited, planners may have to scale down project objectives, eliminate key components, or reduce quality, which affects the overall impact and sustainability of the project. This finding goes hand in hand with Mutiso and Munga (2021) research study which revealed that, the availability and timeliness of funding significantly

influence the planning schedule. Delays in fund disbursement can cause interruptions in key planning activities, such as stakeholder consultations and procurement processes. Moreover, if funding is rigid and cannot be adjusted based on changing needs, it limits planners' ability to respond to emerging issues or risks, reducing the project's adaptability and effectiveness.

5.1.3 Economic Stability and Planning of Donor Funded Projects

This study established a link between economic stability and planning of donor funded projects. This study revealed that, economic stability-characterized by steady inflation, stable exchange rates, and predictable market conditions-enables more accurate cost estimates during planning. This ensures that the budget reflects actual market prices, reducing the risk of cost overruns. In contrast, economic instability often leads to price volatility, which can derail carefully crafted budgets and force unplanned revisions. This finding concurs with Mkony, Lwiza and Nsimbi (2022) research study which established that, in a stable economic environment, local suppliers and contractors can reliably commit to pricing, delivery schedules, and contract terms. This improves planning efficiency and ensures smooth procurement and logistical arrangements. However, in an unstable economy, unpredictable inflation or currency devaluation may cause suppliers to withdraw or renegotiate, introducing delays and disruptions to planned activities.

5.2 Conclusion

Effective stakeholder engagement ensures that all relevant voices-especially those of beneficiaries-are heard during the planning stage. When stakeholders such as community leaders, local government officials, implementing NGOs, and donor representatives are consulted, project planners gain a holistic view of the needs and challenges in the target area. This inclusion leads to realistic project goals, accurate needs assessments, and culturally appropriate strategies. For example, in health or education projects, incorporating feedback from community members can reveal barriers that outsiders may overlook, without stakeholder input, projects risk being top-down and misaligned with ground realities, leading to inefficiencies or failure.

Projects developed without proper stakeholder involvement often faces resistance during implementation. Communities may view such projects as externally imposed, especially if

they do not reflect local priorities or disrupt traditional structures. Resistance can take the form of non-cooperation, misinformation, or even active opposition. Early and continuous engagement builds trust and transparency, which helps in identifying potential conflict triggers and managing expectations. By involving stakeholders from the beginning, project teams can gain social license to operate, reduce misunderstandings, and create a collaborative planning environment.

Project planning requires resources for activities such as site visits, feasibility studies, stakeholder forums, baseline surveys, and administrative costs. When funding is secured early, planning teams can allocate resources confidently, hire skilled professionals, and follow structured timelines. It also allows planners to design comprehensive interventions without compromising due to financial uncertainty. Adequate funding ensures that planning is not rushed or superficial, which helps avoid costly mistakes during implementation.

One of the most common challenges in donor-funded projects is delayed disbursement of funds, often due to bureaucratic processes or donor conditions. This disrupts planned activities, forces planners to revise timelines, or cut down project components. For instance, the postponement of a needs assessment due to lack of funds can delay the entire project cycle and affect credibility with stakeholders. Poor financial flow affects morale, limits strategic thinking, and leads to reactive rather than proactive planning.

Planning relies heavily on the ability to predict costs accurately. Economic stability ensures that inflation is low and currency values are stable, which allows project planners to estimate the prices of goods, services, and wages reliably. In contrast, in an unstable economy, inflation can drastically change budgets within weeks, requiring constant budget adjustments and creating planning inefficiencies. Projects in unstable economies often over-budget or under-deliver due to cost uncertainties.

Economic instability affects the supply chain, access to foreign currency, transportation costs, and availability of basic goods. These factors directly affect project planning by introducing risks that require mitigation. For example, if a country suddenly imposes import restrictions, medical or educational supplies may be delayed. Planning under such uncertainty requires

complex risk modeling and contingency planning. Stable economies simplify logistics and procurement planning, reducing planning time and costs.

5.3 Recommendations

The organization should conduct inclusive stakeholder mapping and analysis. Stakeholder mapping helps in categorizing actors based on their influence, interest, and role in the project. This includes government agencies, community leaders, donor representatives, NGOs, private sector partners, and direct beneficiaries. By understanding who the key players are and what interests they represent, project planners can ensure that diverse perspectives are taken into account from the beginning. This avoids bias, enhances equity, and fosters more realistic and inclusive project designs that reflect ground realities.

The organization should establish participatory planning structures. Participatory planning structures such as advisory committees, community development forums, and multi-stakeholder task forces enable two-way communication between planners and communities. These structures allow for regular consultations, collaborative decision-making, and shared ownership of project outcomes. When stakeholders are actively involved in planning, they are more likely to support implementation, monitor progress, and contribute local knowledge that enhances the relevance and impact of the project.

The organization should secure early and transparent donor commitments. Planning processes for donor-funded projects are more effective when funding is confirmed early and communicated transparently. Early commitments from donors allow the project team to design comprehensive plans, hire technical experts, and conduct preliminary activities such as feasibility studies or baseline surveys. Memorandums of Understanding, Letters of Intent, or grant agreements can be signed in advance to outline expectations and funding timelines. Early financial clarity eliminates planning delays, reduces uncertainty, and enables the project team to develop realistic timelines and budgets.

The organization should implement a financial risk management framework. Donor funding, especially in volatile regions, can be unpredictable due to shifting donor priorities, bureaucratic delays, or economic downturns. To manage such uncertainties, project planners should integrate financial risk assessments into the planning process. This includes identifying

potential funding gaps, inflation risks, and exchange rate fluctuations. Based on this assessment, a contingency fund or emergency reserve should be created to ensure continuity in planning and implementation. Projects should also maintain flexibility in budget allocations to reallocate resources when necessary. Such risk management strategies safeguard planning against disruptions and build project resilience.

Economic trends such as inflation, currency devaluation, and rising interest rates significantly affect donor-funded project planning. To mitigate these impacts, project teams should incorporate economic forecasting tools into their planning frameworks. This involves consulting national economic indicators, inflation reports, and international financial projections during the budgeting and procurement planning stages. By anticipating cost escalations or shortages, planners can create more realistic budgets and timelines. This proactive approach reduces the risk of cost overruns, procurement delays, and budget shortfalls once the project begins.

Heavy reliance on imported goods, international consultants, and foreign exchange makes projects vulnerable to global economic instability. Therefore, donor-funded projects should prioritize local procurement where possible and source materials and services from within the host country. This not only cushions the project from exchange rate volatility but also supports local economic development. Moreover, mobilizing local financial or in-kind contributions from communities, local governments, or private sector partners enhances sustainability. Localized procurement also reduces logistical costs, shortens supply chains, and fosters community ownership of the project.

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APPENDIX I: INTRODUCTION LETTER

Amref Health Africa in Kenya

P.O. Box 30125 - 00100,

Nairobi, Kenya

Tel: + 254 206994000

Email: info.kenya@amref.org

Dear Sir/ Madam,

RE: REQUEST TO CONDUCT ACADEMIC RESEARCH PROJECT IN YOUR FIRM

I am an undergraduate student at the Management University of Africa and this is a request letter through your leadership to allow your staff to help me to conduct a research project on **FACTORS AFFECTING PLANNING OF DONOR FUNDED PROJECTS IN KENYA: A CASE STUDY OF THE KIBERA COMMUNITY HEALTH CENTRE (AMREF).**

I will be glad if this request will be considered.

Your Sincerely,

JOEL MUNYALO WILLY

Adm. No ODLBML/32/01871/1/24

APPENDIX II: QUESTIONNAIRE

This questionnaire will collect in relation to **Factors affecting planning of donor funded projects in Kenya: a case study of Kibera Community Health Centre (Amref)**. Kindly, answer it correctly

SECTION A: PERSONAL DETAILS

1. What is your Gender

Male ()

Female ()

2. What is your Age Bracket

18-23 years ()

24-29 years ()

30-35 years ()

36 years and above ()

3. What is your Highest level of education?

Secondary Certificate ()

College Diploma ()

University Degree ()

Masters Level ()

PhD Level ()

4. What is your Length of service in this organization?

Below 1 year ()

1-5 years ()

Above 5 years ()

SECTION B: STAKEHOLDER ENGAGEMENT

5. The below statement presents the relationship between stakeholder engagement and planning of donor funded projects in Kenya. Kindly rate them on a scale of -5, where 1 - strongly agree; 2-agree; 3-neutral; 4-disagree; 5 - strongly disagree,

Statements	1	2	3	4	5
Early involvement of stakeholders improves the relevance of project plans.					
Engaging local communities in planning increases project acceptance and support					
Stakeholder input leads to more effective identification of project priorities					
Lack of stakeholder engagement results in poor planning decisions					
Collaboration with stakeholders helps identify and mitigate potential project risks early					

SECTION C: FUNDING

6. The below statement presents the relationship between funding and planning of donor funded projects in Kenya. Kindly rate them on a scale of -5, where 1 - strongly agree; 2-agree; 3-neutral; 4-disagree; 5 - strongly disagree,

Statements	1	2	3	4	5
Sufficient funding ensures that project planning covers all essential components					
Delays in donor funding disrupt the planning timeline and activities					
Limited funding forces project planners to scale down or compromise project quality					
Availability of flexible funding allows planners to respond to emerging needs					
Donor funding levels influence the number of stakeholders involved in project planning					

SECTION D: ECONOMIC STABILITY

7. The below statement presents the relationship between economic stability and planning of donor funded projects in Kenya. Kindly rate them on a scale of -5, where 1 - strongly agree; 2-agree; 3-neutral; 4-disagree; 5 - strongly disagree,

Statements	1	2	3	4	5
Stable economic conditions lead to more accurate project budgeting					
Economic instability increases cost of implementing planned project activities					
Inflation and exchange rate changes affect the feasibility of planned project components					
Economic stability enables better coordination with local suppliers and contractors during planning					
In unstable economies, project plans must be adjusted more frequently to remain realistic					