



PROJECT PLANNING PROCESS AND THE IMPLEMENTATION OF UNIVERSAL HEALTHCARE PROJECTS IN MACHAKOS COUNTY

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ABSTRACT

Health care is viewed by some as a fundamental right but by others as a tradable commodity. Universal Health Coverage (UHC) has become a policy priority at both the national and global level. The main objective of this study was to investigate the Critical Success Factors in the Implementation of Universal Healthcare Projects: The Case of Machakos county. The study was guided by the following specific objectives; to investigate the influence of financing and monitoring and evaluation on implementation of the UHC project within Machakos County. The study was guided by Resource dependency theory competency theory. A descriptive survey design was utilized in this study. The target population was the Households receiving UHC, community health care workers and local leaders in Machakos county. The target population comprised of 200 household receiving UHC, 100 community health care workers and 50 local leaders. The researcher obtained sample size using Yamane formulae (1967). This study used primary sources of data to produce quantitative information. Therefore, questionnaires were the main tool for data collection. Pilot study was carried out in Machakos county to enable validity and reliability of research instruments to be determined. Descriptive statistics was used to analyse the data with the aid of the Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics includes percentages, frequencies, mean mode and standard deviation. Data was represented in form of tables and figures. The study benefits the Board of Directors and practitioners in the health sector who closely deal with issues of sustainability of universal health coverage. The government has a better understanding of the factors influencing universal health coverage sustainability and therefore come up with intervention strategies that may see the provision and expansion of medical services through attraction of more medical service providers to the county. The study concludes that funding has a positive and significant effect on the implementation of the UHC project in Machakos County. The study also concludes that monitoring and evaluation has a positive and significant effect on the implementation of the UHC project in Machakos County. Based on the findings, this study recommends that Machakos County government should ensure proper formulate and implement effective project funding policies with effective resource allocation strategies. In addition, the study recommends that Machakos County government should ensure effective monitoring and evaluation strategies are put in place to enhance project implementation

Key Words: Project Planning Process, Funding, Monitoring and Evaluation, Implementation of Universal Healthcare Projects

Background of the Study

Some people consider access to healthcare a fundamental right, while others see it as a tradable good. In barely over a century, universal health care (UHC) has transformed from a pipe dream to a reality in the majority of industrialized nations, but not in all (Holden, 2018). The idea of UHC was practically useless for the majority of recorded history because health care offered so little. When care was offered, it was primarily given by laypeople who lacked official training. Basic first aid and, in some circumstances, herbal treatments whose efficacy had been shown by extensive experience constituted the majority of the effective therapy (Kutzin, Yip & Cashin, 2016). Most of the medical care that was provided was unsuccessful or worse, unpleasant and dangerous, such as cupping, bleeding, purges, and other similar treatments, so that the disease was frequently worse treated than the illness (Gautier & Ridde, 2017).

Projects are conducted at different levels, including; personal, organizational, regional, national as well as international levels. They are temporary endeavours that have a definite beginning and a definite end all which are tied together with a timeline (Wiewiora, Chang & Smidt, 2020). Projects are usually a guide to achieving specific objectives at the said levels. In the public sector, government projects seek to ensure socioeconomic growth within their jurisdiction as well as meeting social development goals. For a project to be deemed successful it has to have met a particular criterion that can be simplified into the project being delivered within the three constraints which means, it was delivered on the set timelines, within the budget and it fulfils what it was intended to achieve within the scope. Projects may take a relatively shorter period to finish but their usefulness will be enjoyed over a longer period of time by their various stakeholders. A successful project is that which has been accepted by the end user (Wamalwa & James, 2018).

The changing healthcare landscape in Africa continues to make an indelible impact with an emphasis on the implementation of Universal Health Coverage (UHC) by 2030 (Commerce, 2016). There are extreme regional differences in the quality and distribution of care, with the best facilities located in Kenya's capital Nairobi, while the most underdeveloped facilities located in rural Kenya. care facilities in rural areas often suffer from shortages of staff, essential drugs, and basic medical equipment. Introduction of the Universal Health Coverage project in Kenya sought to mitigate these challenges.

Health care is viewed by some as a fundamental right but by others as a tradable commodity. In the course of just over a century, universal health care (UHC) has gone from being an aspiration to a reality in most industrialized countries, but not yet all. Yet for many, especially in the developing world, it remains no more than a dream (Kruk et al., 2016). For those who have it, never before has it been so insecure. Throughout most of recorded history, the concept of UHC was essentially meaningless because health care had so little to offer. To the extent that care was provided, it was delivered largely by laypeople with no formal training. What care was effective consisted largely of basic first aid or, in some cases, herbal remedies whose efficacy had been established by long experience (Chan et al., 2017). Most of what passed for health care was ineffective, or worse, hazardous and unpleasant, such as cupping, bleeding, purges, and similar remedies, so that the treatment was often worse than the disease

The creation of an HBP was one of the first initiatives started as part of the UHC planning. In order to do this, the Cabinet Secretary created the UHC Health Benefits Package Advisory Panel through a notification that was published in the Kenya Gazette on June 8th, 2018. (Regan, Wilson, Chalkidou & Chi, 2021). An "affordable, relevant health benefit package" had to be created, according to the HBP Advisory Panel's mission. The panel was composed of 17 appointed stakeholders, appointed for two years, who represented all areas of the country's health sector (academic, NHIF, national government, county administration and council,

National Treasury, and civil society). It's important to remember that the panel was charged with producing a first draft of a fully costed HBP within months of its meeting (Glassman, Giedion & Smith, 2017).

The Ministry of Health has increased financing for the Machakos Universal Health Care program by Sh 100 million in order to increase the availability of critical medications and supplies. The funds, which will be distributed yearly through the Kenya Medical Supplies Authority, will supplement the county's budgetary allocation for necessary medications and supplies to guarantee that all public health facilities have an adequate supply on hand (Muthoki, 2020). In order to provide medical care in the county's remote and informal settlements, Machakos county will receive two customized mobile medical clinics. In accordance with the agreement, the Ministry of Health will assist in placing 107 interns through the Public Service Commission in order to provide services at Level 2 and 3 facilities in cooperation with the Machakos county Public Service Board (Makokha, 2019).

Statement of The Problem

Universal Health Coverage (UHC) has become a policy priority at both the national and global level. UHC wants to make sure that every citizen has access to the high-quality healthcare services they require without facing financial hardship or, worse, being forced into poverty. Countries must proceed along at least three avenues of action in order to move toward UHC. In 2014, six out of ten Kenyans lacked access to basic healthcare services. In 2014, 4 out of 10 Kenyans faced a danger of financial hardship or poverty as a result of out-of-pocket medical expenses. In 2014, Kenya's Universal Health Coverage index stood at 52%. This indicates that roughly 50% of Kenyans have access to both basic healthcare services and even though coverage increased between 2003 and 2014, there are still disparities in service coverage and financial risk protection. The Kenyan government can use this to expand up prepayment funding while lowering reliance on out-of-pocket payments by increasing public financing of the health sector from the current 2.2% to at least 5% of the nation's gross domestic product. Even though it is crucial for the wellness of the most vulnerable members of society, universal health coverage has not been widely received in Kenya. There have been a number of things that have prevented its sustainability. Since health is now a devolved role, the public health system has been financially constrained due to insufficient county financing. One might begin to comprehend the magnitude of the issue facing Kenya's health sector once one takes into account the frequent strikes by health workers. Health services' accessibility and quality are compromised by inadequate finance. Dilapidated public health facilities force many Kenyans to resort to private health facilities which are often expensive. In addition, most public hospitals suffer chronic lack of drugs forcing patients to purchase these from private pharmacies. The rising prevalence of noncommunicable diseases like cancer has further strained the health system and impoverished many families. Previous studies have indicated that despite success of set objectives on most completed projects, original budget allocated schedule set are usually revised, hence original goals not achieved (Transportation, 2015).

Project success is a critical area of research however much focus has been given on the private sector leaving a huge gap in the public sector. In addition, less studies have been done to assess factors affects implementation of universal health projects in most counties in Kenya. The current study therefore sought to fill the existing research gap by investigating Critical Success Factors in the Implementation of Universal Healthcare Projects: The Case of Machakos county.

Objectives of the Study

The study was guided by both specific and general Objectives

General Objectives

The main objective of this study was to investigate the Project Planning Process for the Implementation of Universal Healthcare Projects in Machakos County

Specific Objectives

- i. To assess the role of funding on implementation of the UHC projects in Machakos county
- ii. To determine the influence of monitoring and evaluation on implementation of the UHC project in Machakos county

Theoretical Review

Resource Dependency Theory

Resource dependence theory (RDT) was put forward by Pfeffer (1972) and later enhanced by Pfeffer & Salancik (1978). Resource dependency theory is based on the principle that an organization, such as a business firm, must engage in transactions with other actors and organizations in its environment in order to acquire resources. Although such transactions may be advantageous, they may also create dependencies that are not. Resources that the organization needs may be scarce, not always readily obtainable, or under the control of uncooperative actors. The theory is based upon the following tenets: organizations are dependent on resources, these resources ultimately originate from the environment of organizations, the environment to a considerable extent contains other organizations, the resources one organization needs are thus often in the hand of the organizations, resources are a basis of power, legally independent organizations can therefore be dependent on each other.

This theory holds that as organizations rely on financial resources for survival, they are essential to any organization's ability to attain sustainability. Resources are crucial for the sustainability of universal health projects. For the project to be sustainable, all stakeholders must be involved as these resources will be in the form of human resources. The two other resources are money and land. This theory will be relevant to the study since it will educate the researcher on the usage of finances in the implementation and maintenance of UHC. The resource dependence hypothesis will be applied to explain how the health ministry's resources affect the project's ability to sustain universal health care. The resources of the health ministry have an impact on the project's capacity to continue. In order to ensure sustainability, other resources like land and money, as well as financial and human resources, it is necessary to incorporate all project stakeholders.

Recently, resource dependence theory has been under scrutiny in several review and meta-analytic studies. Which all indicate and discuss the importance of this theory in explaining the actions of organizations, by forming interlocks, alliances, joint ventures, and mergers and acquisitions, in striving to overcome dependencies and improve an organizational autonomy and legitimacy. While resource dependence theory is one of many theories of organizational studies that characterize organizational behavior, it is not a theory that explains an organization's performance per se. But still in many ways, resource dependence theory predictions are similar to those of transaction cost economics, but it also shares some aspects with institutional theory.

Competency Theory

In the late 1970s, Susan Harter extended White's theory to develop a more complete framework that she initially identified as effectance motivation theory but was later more commonly referred to as competence motivation theory. Competence theory centers on the idea that people are driven to engage in activities to develop or demonstrate their skills. If someone successfully performs a challenging task and receives praise from family or peers for it, then they will experience a belief in their competence in that achievement domain—physical, cognitive or social. Success in that domain will help them recognize that they can control their performance. High perceptions of competence and control create feelings of pleasure that maintain or lead to an increase in competence motivation.

The Global Competency Framework for Universal Health Coverage identifies the health worker competencies towards the achievement of UHC organized within six domains: people-centredness, decision-making, communication, collaboration, evidence-informed practice and personal conduct. This framework has been developed through the lens of 12–48-month pre-service education pathways. With this framework, WHO sets out its recommended approach to competency-based health worker education outcomes; in so doing, it also provides conceptual and terminological clarity.

Competencies in an organization that cut across the employees, the management and other stakeholders in an organization create a room for better customer service, adherence to policy and regulations as well as to implement the projects as expected. In project management, the competencies outlaid by the project manager in this case who was the contractor, impinges on project outcomes.

Connecting the competency model with the communication, it is clear that the project personnel should bear the ability to share information and make the information to flow effectively through which learning is streamlined as well as problem solving. According to the competency model, the abilities and skills expressed and possessed by the team leaders and other members of a project in communication and information sharing determines the extent to which the processes in the project was integrated for a common goal.

Empirical Review

Funding and Implementation of the UHC Project

Ajagbe (2020) conducted a study on the effect of funding criteria in technology based firms in Malaysia. The qualitative methodology used multiple case studies based on 47 respondents. Semi-structured questions in interviews were used to collect the data. The major finding from this study is that venture capital firms consider six important criteria in the award of funds which are: returns on investment, team members, cash-out, product attraction, intellectual property and public policy in the decision making process. The study concluded that this chapter considers the essentials of venture capital financing of technology based firms.

Agbai, Okafor and Egbedoyin (2021) conducted a study on the effect of comparative study of education funding in Nigeria. This study provides a comparative review of education funding across geopolitical zones in Nigeria and draws a nexus between Nigeria's budgetary allocation to education and some selected African countries. The study findings show that the inadequate funding of the education sector in most parts of northern Nigeria is responsible for the high number of out-of-school children in that region. The study concludes a diversified funding mechanism to enhance the sector's funding and improve the quality of education in the country

Kiambi and Njeri (2023) assessed influence of project funding on implementation of government-funded projects in Imenti North Sub-County, Meru County. The targeted

population comprised 113 staff working in the selected five departments in Meru County Government that deal with projects at the subcounty level. A sample size of 92 staff participated in the study. Staff was selected using the proportionate stratified together with a simple random sampling technique, while all heads of department were purposively picked. A questionnaire was distributed to staff while HODs were interviewed. Piloting enabled checking the reliability and validity of instruments. The results indicated that project funding, competencies of a project manager, employee capacity building and community participation were empirically confirmed to have significant weight on the successful implementation of projects. The study noted that reliable revenue streams, standards, best practices, and a well-designed financial plan are essential for the successful implementation of projects. The study concluded that funding has a significant influence on project performance.

Kirima, Minja and Njoroge, J. (2021) examined the effect of project funding on the performance of road infrastructure development projects in Kenya. The study applied a mixed method approach to collect data from the target population of 199 spread out among 15 road infrastructure development projects in the country. The study utilized both primary and secondary data sources and adopted a combination of descriptive survey research design and explanatory design. For primary data collection, both closed and open-ended questionnaire were used. The questionnaire's reliability was tested through the use of the Cronbach's alpha reliability coefficient. The study also made use of a structured interview process to get more insights on the research questions. The study found that project financing had a positive and significant influence on the performance of road projects in Kenya. The study concluded that project financing increases the amount of financing available and lower the overall risk to acceptable levels for major project stakeholders.

Okeyo, Nyaga and Omondi (2024) assessed project funding and performance of education projects in Kenya: A case study of Kajiado County. The target population of the study consisted of 200 respondents, and the study employed a descriptive research design. A stratified random sampling technique was used to determine a sample size of 100 participants. Questionnaires were used to collect raw data. Ten participants were chosen at random to participate in the pilot study from the target population. Findings indicate that project management practices and the performance of education projects have a significant relationship. Thus, the predictor variable Project Funding is statistically significant, indicating that raising the average index of predictor variables should improve the performance of education projects. The study concluded that funding has a positive significant influence on project performance.

Monitoring and Evaluation on Implementation of the UHC Project

Abdullahi (2018) investigated the factors influencing the sustainability of universal health coverage in vulnerable livelihoods in Kenya: a case study of Wajir County. The study used descriptive research design. The study established that resource mobilization influence sustainability of Universal Health Coverage. The study found that stakeholder engagement influence sustainability of Universal Health Coverage. The study also established that the government provides a legal framework for ensuring a health care delivery system that is driven by the people while bridging the gap on geographical access by providing for a devolved system of governance. The study established that monitoring and evaluation influence sustainability of Universal Health Coverage. The study also found that effective monitoring and evaluation systems for sustainability of universal health coverage begin by conducting a readiness assessment to set the baseline. The study however focused on sustainability unlike the current study which focuses on implementation of Universal Healthcare coverage.

Stanley et al., (2020) sought to determine the moderating influence of monitoring and evaluation on the relationship between project stakeholder management and implementation of

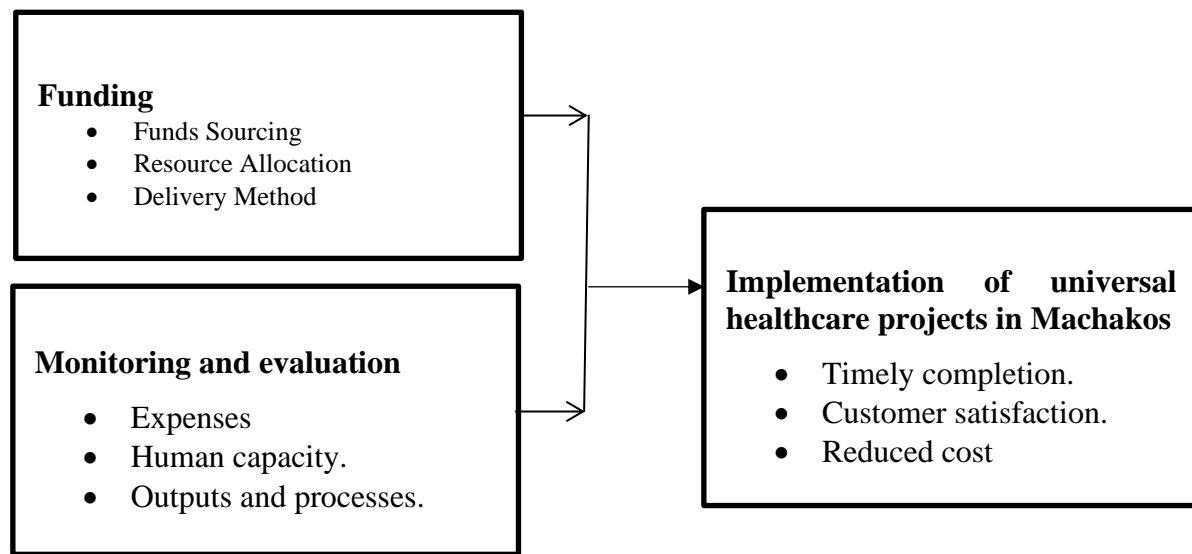
NHIF projects in Kenya. A descriptive research design was adopted with the target population of 110 NHIF management staff responsible for UHC projects implementation. Census sampling technique was adopted. Thematic analysis was used to analyze qualitative data and the presentation of results in prose form. Inferential data analysis was done using Pearson correlation coefficient, regression analysis and multiple regression analysis. Multiple linear regression analysis was used to establish the influence of project stakeholder management on the implementation of NHIF projects in Kenya. The results were presented using tables. The study found stakeholder plan management positively and significantly relates with project implementation. It is also important for them to introduce monitoring and evaluation to improve effectiveness of the strategies adopted. The study was necessary in informing the current study on the effects of monitoring and evaluation and implementation of universal health coverage.

Obare, Brolan and Hill (2018) did a study to determine the feasibility of the framework proposed by WHO/World Bank for global UHC monitoring framework in Kenya. A desk review of the literature was undertaken to answer the research objectives of this study. Kenya has yet to establish an official policy on UHC that provides a clear mandate on the goals, targets and monitoring and evaluation of performance. However, a significant majority of Kenyans continue to have limited access to health services as well as limited financial risk protection. The country has the capacity to reasonably report on five out of the seven proposed UHC indicators. However, there was very limited capacity to report on the two service coverage indicators for the chronic condition and injuries (CCIs) interventions. Out of the potential tracer indicators (n = 27) for aggregate CCI-related measures, four tracer indicators were available. Moreover, the country experiences some wider challenges that may impact on the implementation and feasibility of the WHO/World Bank framework. The study however used secondary data to draw the study findings and conclusion unlike the current study which will make use of primary data.

Sifunjo (2019) sought to investigate the influence of participatory monitoring and evaluation on maternal health projects in Kajiado county, Kajiado North constituency. The study adopted a descriptive survey research design. The study established that participatory project identification led to sustainability of maternal health projects, the study further established that stakeholder's participation in vision, mission, and objectives setting positively affects the performance of the maternal health projects. The study also established that stakeholder identification and involvement positively affected, the study concluded that maternal health projects need participatory need identification, project identification, indicator performance evaluation. The study nonetheless focused on maternal health unlike the current study which focuses on Universal health coverage.

Conceptual Framework

The conceptual framework is a diagrammatic representation of the relationship between the dependent and the independent variables. The dependent variable is implementation of Universal health coverage projects and the independent variables are funding and monitoring and Evaluation. These independent variables were perceived to have strong influence on the dependent variable. This is portrayed in Figure 2.1.



Independent variable

Dependent variable

Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

Research Design

A descriptive survey design was utilized in this study. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. This design was chosen because it is relatively quick and easy to conduct; data on all variables is only collected once. It is also good for descriptive analyses and for generating hypotheses.

Target Population

The target population was the Households receiving UHC, Top management, and finance managers in public hospitals Machakos county. The target population comprised of 200 household receiving UHC, 100 top managers and 50 finance managers in Public Hospitals in Machakos County.

The table 3.1 shows the target population that was utilized in the current study

Table 1 Target Population

Category	Target Population
Households	200
Top management	100
Finance managers	55
Total	355

Sample Size and sample determination

Sample size refers to the number of observations or replicates to include in a statistical sample (Orodho, 2003). Sampling technique refers to a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. The researcher obtained sample size using Yamane formulae (1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size required

N is the population size =355 Sampling Procedure

e is the level of precision =0.05

$$n = \frac{355}{1 + 355(0.05)^2}$$

$$n = 188$$

The study made use of stratified sampling technique to select the sample size from the target population.

Table 2 Sample size

Category	Sample Size
Households	106
Top Management	53
Finance managers	29
Total	188

Research Instruments

This study used primary sources of data to produce quantitative information. Therefore, questionnaires were the main tool for data collection. The development of questionnaire in this study was divided into a number of steps and guided by the objectives of the study. The study used the questionnaire of opinion which seeks to ascertain the opinion of the respondents as per the study objectives. The questionnaires were closed ended. The reason for choosing questionnaire is because it is easy to arrange and analyze. The researcher is required to be physically present when the respondents are filling the questionnaires hence providing the respondents with free conducive atmosphere to fill the questionnaires and it could elicit information from respondents.

Pilot Study

Pilot study was carried out in Machakos County to enable validity and reliability of research instruments to be determined. The respondents used in pilot test represented 10 percent of the units to be used in data collection. The study therefore used 18 respondents to test the degree of accuracy of the instrument to be used to collect data. Machakos County was chosen because it is the neighboring county and it possesses almost similar characteristics to Machakos County

Data Analysis and Procedures

Data analysis involves interpretation, organization and presentation of collected data so as to decrease the information collected from the field to be practical (Safa et al., 2016). Collected data was organised and edited to remove any inconsistencies, repetitions or errors that make analysis difficult. Descriptive statistics was used to analyse the data with the aid of the Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics included percentages, frequencies, mean mode and standard deviation. Data was represented inform of tables and figures.

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics therefore enables researchers to

present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2017). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is used to make judgments about the probability that an observation is dependable or one that happened by chance in the study.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Funding and Implementation of the UHC Projects

The first specific objective of the study was to assess the role of funding on implementation of the UHC projects in Machakos County. The respondents were requested to indicate their level of agreement on the statements relating to project funding and implementation of the UHC projects in Machakos County. The results were as shown in Table 3

From the results, the respondents agreed that good framework systems work well in the implementation of Universal health systems. This is supported by a mean of 4.084 (std. dv = 0.997). In addition, as shown by a mean of 3.917 (std. dv = 0.831), the respondents agreed that the sensitization systems in planning process are helpful in implementation process. Further, the respondents agreed that there is good management of the universal healthcare service in the county. This is shown by a mean of 3.858 (std. dv = 0.563). The respondents also agreed that the universal healthcare service is updated and has all the database of its beneficiaries. This is shown by a mean of 3.831 (std. dv = 0.851).

Table 3: Project Funding and Implementation of the UHC Projects

	Mean	Std. Deviation
Good framework systems work well in the implementation of Universal health systems	4.084	0.997
The sensitization systems in planning process are helpful in implementation process	3.917	0.831
There is good management of the universal healthcare service in the county	3.858	0.563
The universal healthcare service is updated and has all the database of its beneficiaries	3.831	0.851
Aggregate	3.836	0.818

Monitoring and Evaluation and Implementation of the UHC Project

The second specific objective of the study was to determine the influence of monitoring and evaluation on implementation of the UHC project in Machakos County. The respondents were requested to indicate their level of agreement on various statements relating to monitoring and evaluation and implementation of the UHC project in Machakos County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.

From the results, the respondents agreed that expenses are well regulated in the process of offering the services. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.866 (std. dv = 0.850), the respondents agreed that the activities of the

coverage are well overseen by the leaders and the community. Further, the respondents agreed that outputs and benefits of the system are closely monitored for its viability. This is shown by a mean of 3.831 (std. dv = 0.914). The respondents also agreed that continuity is the main goal of the system. This is shown by a mean of 3.796 (std. dv = 0.947).

Table 4: Monitoring and Evaluation and Implementation of the UHC Project

	Mean	Std. Deviation
Expenses are well regulated in the process of offering the services	3.943	0.981
The activities of the coverage are well overseen by the leaders and the community	3.866	0.850
Outputs and benefits of the system are closely monitored for its viability	3.831	0.914
Continuity is the main goal of the system	3.796	0.947
Aggregate	3.788	0.873

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (implementation of the UHC projects in Machakos County) and independent variables (project funding and monitoring and evaluation).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (project funding and monitoring and evaluation) and the dependent variable (implementation of the UHC project in Machakos County) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 5: Correlation Coefficients

		Project Implementation	Project Funding	Monitoring and Evaluation
Project Implementation	Pearson	1		
	Correlation			
	Sig. (2-tailed)			
Project Funding	N	179		
	Pearson	.842**	1	
	Correlation			
Monitoring and Evaluation	Sig. (2-tailed)	.002		
	N	179	179	
	Pearson	.910**	.179	1
	Correlation			
	Sig. (2-tailed)	.000	.081	
	N	179	179	179

From the results, there was a very strong relationship between project funding and implementation of the UHC project in Machakos County ($r = 0.842$, $p \text{ value} = 0.002$). The relationship was significant since the $p \text{ value}$ 0.002 was less than 0.05 (significant level). The

findings conform to the findings of Farrag *et al.*, (2021) that there is a very strong relationship between project funding and project implementation.

The results also revealed that there was a very strong relationship between monitoring and evaluation and implementation of the UHC project in Machakos County ($r = 0.910$, p value $= 0.000$). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Abdullahi (2018) who revealed that there is a very strong relationship between monitoring and evaluation and project implementation

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (project funding and monitoring and evaluation) and the dependent variable (implementation of the UHC project in Machakos County)

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934	.872	.873	.10120

a. Predictors: (Constant), project funding and monitoring and evaluation

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.872 . This implied that 87.2% of the variation in the dependent variable (implementation of the UHC project in Machakos County) could be explained by independent variables (project funding and monitoring and evaluation).

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.027	2	14.014	149.085	.000 ^b
Residual	16.568	176	.094		
Total	44.595	178			

a. Dependent Variable: implementation of the UHC project in Machakos County

b. Predictors: (Constant), project funding and monitoring and evaluation

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 149.085 while the F critical was 3.047 . The p value was 0.000 . Since the F -calculated was greater than the F -critical and the p value 0.000 was less than 0.05 , the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of project funding and monitoring and evaluation on implementation of the UHC project in Machakos County.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.205	0.038		5.395	0.000
	Project Funding	0.486	0.107	0.487	4.542	0.001
	Monitoring and Evaluation	0.430	0.091	0.431	4.725	0.000

a Dependent Variable: implementation of the UHC project

The regression model was as follows:

$$Y = 0.205 + 0.486X_1 + 0.430X_2 + \varepsilon$$

According to the results, project funding has significant effect on implementation of the UHC project in Machakos County, $\beta_1=0.486$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings conform to the findings of Farrag et al., (2021) that there is a very strong relationship between project funding and project implementation.

In addition, the results revealed that monitoring and evaluation has significant effect on the implementation of the UHC project in Machakos County $\beta_1=0.430$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the results of Abdullahi (2018) who revealed that there is a very strong relationship between monitoring and evaluation and project implementation.

Conclusions

The study concludes that funding has a positive and significant effect on the implementation of the UHC project in Machakos County. Findings revealed that funds Sourcing, resource Allocation and delivery Method influence the implementation of the UHC project in Machakos County.

The study also concludes that monitoring and evaluation has a positive and significant effect on the implementation of the UHC project in Machakos County. Findings revealed that expenses, human capacity and outputs and processes influence the implementation of the UHC project in Machakos County.

Recommendations

The study found funding has a positive and significant effect on the implementation of the UHC project in Machakos County. This study therefore recommends that Machakos County government should ensure proper formulate and implement effective project funding policies with effective resource allocation strategies

The study also found that monitoring and evaluation has a positive and significant effect on the implementation of the UHC project in Machakos County. This study therefore recommends that Machakos County government should ensure effective monitoring and evaluation strategies are put in place to enhance project implementation

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