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GOVERNANCE PRACTICES AND HEALTH PROJECTS MANAGEMENT BY LOCAL NON-GOVERNMENTAL ORGANISATIONS IN NAROK COUNTY, KENYA

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ABSTRACT

The Kenya's healthcare is encountering several challenges in terms of the shortage of resources in order to simultaneously respond to all target groups and healthcare problems. In view of this, studies show that there is a wide and rampant systemic problem on governance of local NGOs involved in implementing health projects. The current study aims at a review of governance practices and health projects management by local non-governmental organizations in Narok County. In this regard, the main objectives of this research were to establish the effect of accountability practices and effective practices on health projects management in local NGOs in Narok County, Kenya. The study targeted a population of 200 from local NGOs. The target group was directors from local NGOs, representatives of the direct beneficiaries (community leaders) and project officers involved in the health project implementation drawn from the identified local NGOs in the County. By utilizing stratified random sampling, the study obtained 60 respondents (15 program officers, 37 community leaders, and 8 directors of local NGOs).

1 | Page



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The research used a descriptive research design. In this regard, quantitative data was analysed through descriptive statistics in terms of frequencies, percentages, standard deviations, means, as well as regression analysis. The study found that the unstandardized beta coefficients for accountability practices, effective practices and transparency practices are 0.493 and 0.325 respectively. The t-values for accountability practices, effective practices and transparency practices are also significant, demonstrating that for each unit increase in accountability practices, effective practices and transparency practices; health projects management can increase by 0.493 and 0.325 units respectively, $P \leq .05$. The study also concluded that the reports submitted to stakeholders were made by professionals and on a regular basis. The study recommends that the organizations should use technology in information sharing since it is faster.

Keywords: *Governance practices, Health Projects Management, Accountability, Effective Practices*

BACKGROUND OF THE STUDY

Governance is a concept presented in most literatures depicting different interpretations and meanings. However, the focus has remained with the social-economic interactions of processes in different private and public sectors (Meso et al. 2006). Rhodes (2010) stated that governance has its varied roles within the operations of organisations, because of independent decision-making within the related networks in order to execute various public services. In addition, Stoker (2018) also asserted that governance is majorly focus on the steering mechanism to enable state functions to deliver on their mandate. The governance procedures and systems define and create sub-systems for the operation procedures that are drawn up to make sure that common direction of the distributed efforts is accomplished (Schroeder et al., 2012). Meso et al. (2009) stressed that governance often brings out issues related with social and economic responsibilities as well as collective actions for the power dependence among the associated institutions. Governance within the international context implies to the approaches by which legitimate authority, is used to cope with the country's economic and social resource on behalf of development (Meso et al. 2006).

Governance within an organisation is surrounded by many controversies because of the unfortunate events of irresponsible and unethical behaviour by the managers in organisations (Jaimez-Valdez, Hernandez & Jimenez (2017). Governance mainly examines the legal and regulation issues, audit and accounting (Young & Thyil, 2008). Therefore, it is expected that dialogue on corporate governance focus on practical concepts such as abuse of power, corporate fraud, as well as social responsibility (Letza, Sun, & Kirkbride, 2004). The accountability notion attributes to an amorphous concept, which is considered difficult to conceptualise in clear terms. In broad context, accountability exist if there are significant relationships, whereby an individual or an organisation, and the performance of various deliverables that rely on another's supervisory, offer a reason for their actions (McNeil & Mumvuma, 2010).

In this regard, the aspect of accountability involves two main steps, which include enforcement and answerability. Answering makes reference to the responsibility of an organisation, its officials and agencies to offer information concerning their actions, decisions, to the general public and the institutions of accountability that are tasked with offering oversight responsibilities (Jaimez-Valdez, Hernandez & Jimenez, 2017).



Currently, decision-makers are increasingly faced with various challenges of reconciling the growing demand for the healthcare services with the availability of funds. Indeed, economists argue that the attainment of (higher) efficiency from the scarce resources should be used as the main criteria for the setting of priorities (Palmer & Torgerson, 2009). In this regard, efficiency measures whether the available healthcare resources are used to obtain the best value for money. Therefore, healthcare can be perceived as an intermediate product in terms of being the means to the end of an enhanced healthcare. The adoption of an economic efficiency criterion means the society decides the choices that optimise the health results obtained from the funds that are dispensed to the healthcare facility. Consequently, there could be inefficiency if resources are not reallocated in the manner that enhance healthcare results produced (Kerasidou, 2019).

Solely, setting up of compelling system in health is improbable to lead to the outstanding results unless it includes accountability and transparency apparatus that focus in making sure that there is effective ways of resource use (Maluka, 2011). In this case, it can be argued that participatory priority-setting approach, which has no collaboration, and the minimization of the impacts of power variations in the context of decision-making, is less likely to lead to effective and strong health projects. In addition, Gibson et al., (2015) argued that in strengthening transparency, fairness, and accountability in the resource-poor settings is neither smooth nor straight. Therefore, it is essential for a more detailed and broader analysis of health projects components as well as the socio-cultural contexts. Research can assist in promoting better forecast of the impacts of the innovation and point out the concerns of stakeholders; hence, revealing areas that require consideration and enhancing sustainability.

STATEMENT OF THE PROBLEM

Kenya's healthcare sector has faced various challenges in terms of resource scarcity to react or act on all health problems and the target groups. In view of this, studies show that there is a wide and rampant systemic problem on governance of local NGOs involved in implementing health projects. Local and International NGOs face challenges in the areas of accountability, transparency, internal control mechanisms and financial management (Van Belle, & Mayhew, 2016). Efficiency cannot be assured because of the nature of the local NGO's and therefore the lack of governance system continues to place local NGOs at the verge of fund misappropriation (Bekkers, et al., 2016).

Karanja and Karuti (2014) identified that governance structures of NGOs had a great impact on accountability and transparency. Unab and Kundi (2014) argue that the concept of project governance in the local NGOs environment has not been addressed. The authors further reiterate the importance for progressive project accomplishment in the public and private sector health framework in Kenya which has not been significantly discussed. This gap in research was a main drive for establishing the governance concerns in local NGOs, and health project management in Narok County. Narok County presents a unique future for health NGOs due to its inhabitants who are deeply enrooted in their culture and therefore presents uniqueness in their health seeking behaviour.



The inhabitants are also considered to have low uptake of education and therefore need for stringent governance practices for the local NGOs working in this County (Nguraiya, 2016). Previous empirical studies have indicated a connection between governance and efficiency of NGOs. However, very little is known on effects of governance practices on local NGOs focusing on the health sector in Kenya. This study focused on establishing the existing effects of governance practices in local health projects management as well as determining the influence of such structures on the organization's efficiency, accountability, effectiveness and transparency.

RESEARCH OBJECTIVES

- i. To establish the effect of accountability practices on health projects management in local NGOs in Narok county
- ii. To establish the effect of effective practices on health projects management in local NGOs in Narok county

RESEARCH QUESTIONS

- i. What is the effect of accountability on achievement of the outcomes of health projects management in local NGOs in Narok County?
- ii. What is the effect of effectiveness on achievement of the outcomes of health projects management by local NGOs in Narok County?

REVIEW OF RELATED LITERATURE

EMPIRICAL REVIEW

Health Project Management

There are many NGO' programmes and activities around the world. According to Amagoh (2015), NGOs play critical roles in the growth of communities, particularly, in rural areas where destitution is ranked high. From the NGO perspective, Dumrak, Barroudi, and Pullen (2015) argue that having a project-oriented approach facilitates increased project management over the available resources as well as the expected results. In addition, well-designed processes within projects could lead to more accountability and transparency between the donor entities and the recipients (Ashwell & Barclay, 2010). According to Sachs and McArthur (2005), having a project-style approach in the delivery of defined grantor's goals leads to practical strategic forecasting for nations that take in the development of projects. For many years, international involvement with NGOs and donor funding immensely decreased with most funders ending their programmes and projects.



This move has led to the repositioning of organisations towards more humanitarian oriented (Abdulkadir, 2014). Therefore, governance in the NGOs enhance transparency, accountability, and effectiveness, which results in proper implementation of healthcare projects as successful economic development. Indeed, enhanced governance encourages better delivery of services as well as improved accountability in an organisation (Rottenburg, et al, 2015). In addition, the role governance play in NGOs' management is considered to be secondary in relation to their main mandate of enhancing basic services such as healthcare provisions (Omeri, 2015). Therefore, lack of governance often leads to detrimental effects in NGOs compared to the organisations that provide basic services. Moreover, the formal mechanisms where NGOs take part in different political systems remain limited. Due to the role played by these NGOs, lack of clear governance significantly reduces donor financing.

The main issues facing these NGOs is associated with the governance and the relationships between the board members and the staff. This is largely connected with the boards' unwillingness and inability to conduct their governance affairs in the organisation (Holeman, et al, 2016). As a result, the board members often lack the expertise and knowledge to execute these responsibilities. According to the arguments presented by Mukasa (2006), senior employees are normally required to make strategic decisions with no or with minimal back up from the board members. The governance space within which many NGOs operate is complicated because they are mostly governed by self-declared boards of directors (Lewis, 2005). The policy framework for health under the WHO, European region (2020) emphasizes the significance of governance to enhance the wellbeing and health and enhance the people-centred healthcare systems (Healey et al., 2017).

The report acknowledges the implementation of proper governance in health initiatives that require new leadership roles within the Ministry of Health, as well as the overall management of the healthcare sector, including, but not limited to reinforcing cooperation among other players in the healthcare sector (Morrison, et al., 2015). To achieve health project success, Dumrak et al. (2015) argue that acknowledging the actual cost of performance is not just part of effective programme planning, but indeed essential, particularly, when there is limitation of project resources. The misconception of the actual implementation cost often leads to discredit of the feasibility of the development within poorer countries. In addition, the mismanagement of the associated costs leads to reduced collaboration between the donor entities and the countries that experience higher cost of healthcare development. Moreover, health projects operations seem to be influenced by both external and internal factors.

Reichenbach (2002) presents the importance of stakeholder analysis on the influence and perceptions to priority setting within healthcare project management policy. He continues to argue that political influence plays a major part in the prioritization of funding, preventive, and service campaigns. Hence, strategic programme management help to improve political attention on health projects issues, particularly, those with negative social perceptions which need to be emphasized. Besides, enhanced stakeholder understanding of health projects could lead to reduced barriers and enhance long-term implementation (Reichenbach, 2002).



Accountability practices on health project management

According to Johnson (2014), NGOs play a significant role in delivering health as well as other social welfare inputs in the developing countries; hence, being accountable to the donor entities is critical in the implementation process. Similarly, Chimiak (2014) argues that NGOs assist in the creation of public awareness on critical issues of concern, including, but not limited to monitoring of government operations including other entities on behalf of the society. In order to attain the expected goals, it is imperative for NGOs to be accountable, transparent, and execute their operations with the highest level of integrity. According to Tricker (2015), this is because accountability approaches that are used by the NGOs in the delivery of development objectives influence the effectiveness of the endeavours of the organisation. Odhiambo (2013) conducted research on the issues of accountability and governance of the donor funded health projects of the NGOs within Kisumu County, Kenya. The study found that grants from donors was reliant on governance and accountability approaches that were established by the implementation of NGOs.

It was also established that NGOs were expected to keep financial records, for instance, the statement of comprehensive income, statement of financial position as well as cash flow statements (Dahan, et al, 2015). Besides, the study found that community participation in the NGO's governance oversight was still inadequate. In Abdulkadir (2014) study, it was recommended that all NGOs should establish control mechanisms in order to ensure that they are accountable by strengthening their internal controls. In addition, Karanja and Karuti (2014) looked into the factors that influence governance for the accountability of NGOs within Isiolo County, Kenya. The findings from the study demonstrated that the governance of NGOs was still challenging, hence negatively affecting accountability. In its conclusion, the study illustrated that some government policies interred with the governance in NGOs, which led to challenges in accountability issues.

Effectiveness practices on health project management

Using the framework of time, cost and quality, effectiveness in governance of local NGOs has been established to be the main predictor of the success of health projects (Hermano, et al 2012). Hermono et al. (2012) review states that good planning is a tenable reason for the great milestone of development projects. The development projects demonstrated the ability to achieve the defined project milestones due to effective planning. Other researchers, such as Kimemei, (2014) have support this project performance factor.

Over the years, the funds and resources committed to tackling health have been enormous. Donors and other stakeholders such as government, partners and the community expect prudence and transparency in funds use, proper accountability and project performance that delivers maximum impact and achieves objectives from them (Karkee, & Comfort,2016). In the last five years, for example, the Global Fund has committed over US\$ 85 million in combating HIV/AIDS, TB and Malaria and such money must be properly accounted for if the CSOs are to continue enjoying donor goodwill (Ramada, & Borgonovi, 2015).



Additionally, the influence of the NGOs healthcare projects has greatly increased over the years (Corburn et al, 2014). A study by Abok (2014) report stated that poor governance, inexperienced project teams, uncontrolled changes in scope and design and corrupt practices may lead to poor budget management. HIV prevention interventions require a well thought out, milestone-driven structure and design that is relevant to the needs of the beneficiaries, and are aligned to the country HIV plan (Schäffner et al., 2014). An all-inclusive and well thought out planning process leads to project success from the initial phase. It is essential that both the internal and external stakeholders of a project are involved from the initial phase of planning and are continuously updated on the project progress. Without planning, a team cannot achieve its targets.

One unique attribute of effective governance is active listening and taking into consideration the needs or ideas of beneficiaries. When stakeholders and beneficiaries' views are not considered at the project-planning phase, more often than not, a project is considered as imposed on them and not to meet the beneficiaries' immediate needs (Ouma and Webi, 2017). This presents a risk as ownership and buy-in to the project will not be there to enhance optimal performance. Good governance among other factors influences the how health programs from the perspective of the community. This ultimately, allows the community to take responsibility in project success (Musyula, 2014).

Effective governance has a number of benefits. At the initial stages, the first step in the project process ensures accurate implementation timelines are set. To be able to document the progress at each milestone in a workplan, the accuracy of timelines and estimation of the cost is paramount. This ensures easier and real-time tracking of the project milestones as implementation goes on. A good plan considers all financial and non-financial inputs and puts in place a corrective action plan to ensure corrective action is in place when a project deviates from the norm (Goatham, 2013).

During planning, projects that have had optimal performance and successful in meeting their milestones have been used as benchmarks for other future projects. This provided an opportunity for learning. It also allows for optimal time to plan therefore, circumvention of projects from the scratch are addressed. When governance policy is reused for health projects, cost allocation and timelines will be achieved. Impactful health projects in Uganda have been replicated across Africa (Farrington, & Lewis, 2014). Determining the scope of governance structure for a project implementation may not be easy when adequate time is not spent in proper planning. Assembling all the requirements, preparing detailed plans for project management, developing and setting up activities requires critical thinking, co-ordination and time (Baker et al., 2008).

NGOs that are keen on good governance increase their success ratios throughout projects (Harding, 2012). Project governance leads to efficient use and allocation of the available resources. The development of work breakdown structures and adapting to changes as you go along needs the detailed planning in order to ensure a project is progressing towards the attaining the set milestones. Impactful projects often seek to utilise the limited resources and maximizing output in tandem with effectiveness of governance (Zwikael et al., 2014).



At the start, planning may take a longer time but this process is bound to yield minimum re-working and rescheduling later on as stated by Rima (2014) project governance with clarity and correctness may be deemed to be a monotonous process, but it on the other hand, it seen to save the project on cost and time in future. Poor planning brings increases the project risks and therefore, the ned to exercise planning and see it as a key enabler of project achieving success (Kerzner, 2009).

THEORETICAL FRAMEWORK

The study was anchored on Agency theory which is regarded to be the oldest theory in the economic and management literature (Wasserman, 2006). This theory is adopted in the literature in order to present the problems that occur in an organisation because of separation of the managers and owners, and emphasizes on the reduction of the occurrence of such problems. According to Davis et al. (2015), agency theory is significant in implementation of different governance approaches in order to control the actions of agents in an organisation. Organisations often grow beyond a sole owner, who may not be able to meet improved economic obligations of an organisation. Consequently, modern organisations typically have numerous owners, each of which intent to maximize their investment (Hamilton, 2014). He/she is regarded to be the principal owner when he/she contracts with executives in order to facilitate the management of the organisations on his/her behalf. In this case, the agent to the principal as well as the executive is considered to be morally responsible in maximizing the utility of their shareholders; however, the executives often accept the agent's status by having the opportunity to maximize their own utility (Hofstede, 2013).

Therefore, in current organisations, the principals as well as the agents are often motivated by generally having the opportunities in their personal achievements. In this regard, the principals often invest in firms and design governance systems in approaches that lead to the maximization of their utility (Panda & Leepsa, 2017). On the other hand, agents often accept responsibility in the management of the principals' investments (money), since they often consider the possibility in the achievement of extra utility with various opportunities as opposed to the acceptance of other opportunities. If such utility is to function in terms of the self-serving agents and the principals coincide, there is often no agency problems associated.

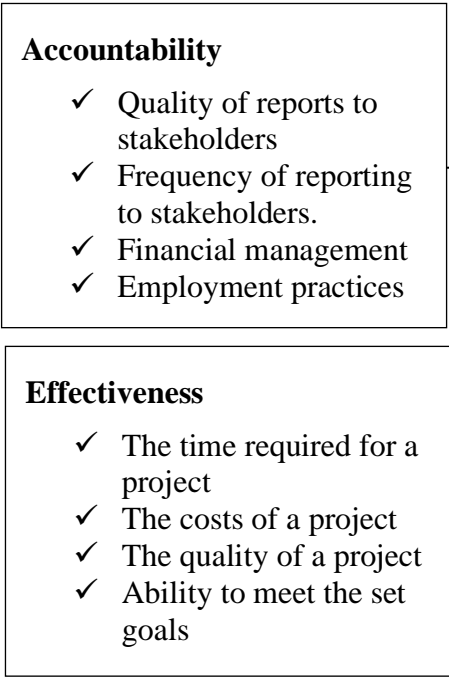
According to Wellalage and Locke (2012), the principals often incur the agency costs when the agents' interests and the principals diverge because in case, they are given the opportunity, they can rationally maximize the utility at the cost of the principals. Nevertheless, the chances that the agents may fail to share the same utility as well as the interest, choices with their principals remain significantly substantial. The main aim of the agency theory is to manage the agency costs, which might be incurred by the principals via imposition of various internal controls to keep the self-serving behaviour of the agents in constant check (Jensen & Meckling, 2016). In addition, Walsh and Seward (2010) argued that if the organisation's managers embed themselves with an aim of protecting their personal prestige and power, such firms are likely to lose sight of their objective.



The two main concepts that have received significant attention include the alternative execution of compensation schemes as well as governance structures (Demsetz & Lehn, 2005; Jensen & Meckling, 2016). In this regard, financial incentive schemes offer punishment and rewards that aim at aligning the interests of agents and the principals. Another mechanism of the agency theory is bringing the behaviours of the agents by aligning it with the principals' interests in the governance structure. In this regard, the board of directors often keep managers who are potentially self-seeking monitored by undertaking performance evaluation and audits (Songini & Gnan, 2015). The external (non-management) membership and board leadership are desired in ensuring that there is proper management oversight in the organisation. The control of governance approaches is prescribed since agency theorists have an assumption that the principal-agent interest may differ, and that if offered an opportunity, the agent may maximize personal utility at the expense of utility of the principal (Shapiro, 2009). Although there may be cases of divergence of interests when you distinguish the principal and the agent. The agent's model remains inherently opportunistic unless it is controlled since they are considered imperfect (Siddique et al., 2013).

CONCEPTUAL FRAMEWORK

Independent Variables



Dependent variables

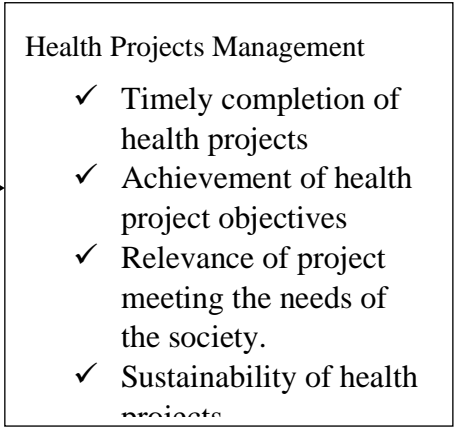


Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

The research used a descriptive research design where both qualitative and quantitative are used. Based on Mugenda and Mugenda (2003), descriptive research design is essential in providing a systematic description that is as accurate and factual as possible, without manipulation of the study variables under study. The target population was limited to the directors of the identified local NGOs that manage health projects, program officers who directly are involved in the implementation of health projects and community leaders who represent the direct beneficiaries of the health projects implemented. The population targeted in this study was 200, this included; 50 program officers, 125 community leaders and 25 directors of local NGOs.

A stratified random sampling was adopted, in which the sample was divided into three sets of strata: directors, programme officers, as well as the community leaders. A sample of between 10-30% is adequate to represent the entire population (Mugenda and Mugenda, 2003). Therefore, 30% of each population strata, was used which was computed to obtain 60 respondents (15 program officers, 37 community leaders, and 8 directors of local NGOs). The research adopted semi-structured questionnaires as a means of data collection. The pilot study took place to ensure that the study instruments serve the intended purpose. Quantitative data was coded and analysed through descriptive and inferential analysis, and presented through frequencies, percentages, standard deviations, and means. The regression model below was applied:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Health Projects Management

β_0 = Constant

X_1 = Accountability

X_2 = Effectiveness

ε = Error Term

RESEARCH FINDINGS AND DISCUSSION

Accountability Practices

The study aimed at determining the accountability practices of the local NGOs and how from the directors of the identified local NGOs that manage health projects, program officers who directly are involved in the implementation of health projects and community leaders who represent the direct beneficiaries of the health projects implemented. To attain this, the study sought to establish whether the reports submitted to stakeholders were well documented.



The results obtained show that the respondents agreed that the reports submitted to stakeholders were well documented forming 67.3 % (33) of the responses. The research also sought to evaluate whether the reports made in the organizations were of high quality, where 57.1% (28) agreed with the statement. The reports were also made by professionals in the organization as majority of the respondents at 87.8% (43) agreed. The study also sought to determine whether the organizations reported to stakeholders on a regular basis, whereby 46.9% (23) of the respondents agreed. Stakeholders were given timelines to expect reports as most of the respondents at 42.9% (21) agreed. In addition, the study wanted to determine whether the staff in the finance department were competent, and 83.7% (41) of the respondents agreed.

Financial books were well documented and backed up as majority of the respondents 32.7% (16) agreed. In addition to the findings, the study determined that staff that worked in their organizations were highly qualified as 79.6% (39) strongly agreed. Finally, employment in the organizations was done in a transparent manner as most of the respondents at 55.1% (27) agreed. The findings are steady with the results of the research by Goatham (2013) who concluded that having cost estimates and timelines that are well thought through and near accurate enable good and concise documentation of the work plan progress and intended deliverables. This enables monitoring of projects to be much easier as the implementation goes on.

Effective Practices

The study looked at whether all activities in the organization are in line with the strategic plan. The findings obtained show that a larger number of respondents agreed that all activities in the organization were in line with the strategic plan forming 36.7 % (18). The findings also indicated that 22.4% (11) agreed that the timelines in the strategic plan were being met as appropriate where 57.1% (28) of the respondents agreed that there were adequate financial resources in their organizations. The results of the study determined that the availability of funding or resources in the organizations influenced the timeline of completing a project as 51% of the respondents agreed.

In addition to the findings, the study determined the organizations had not fully embraced technology in their operations as 30.6% (15) disagreed. The organizations had not invested in maintenance of technology as 30.6% (15) disagreed. Furthermore, the research illustrated that personnel in the organizations had the requisite expertise to attain the organization goals as 87.8% (43) of the respondents agreed. Finally, the study found that frequent trainings were conducted to improve staff skill and competence as 59.2% (29) agreed.

Health Projects Management

The study sought to establish whether the organization finished projects within the planned timelines. The findings obtained show that the respondents agreed that the organization completed projects on time making up 51% (25). Also, projects in the organization were finished within the budget as 49% (24) agreed. The findings indicated that projects in the organization were completed as per the specifications as 36.7% (18) agreed.



Furthermore, projects in the organization always met the set objectives as 63.3% (31) agreed whereas projects in the organization met the intended purpose as 75.5% (37) agreed. The research findings also showed that projects in the organization met the customers' satisfaction as 65.3% (32) agreed. To add on, beneficiaries were involved throughout the projects to ensure sustainability whereby 67.3% (33) agreed. Finally, 73.5% (36) strongly agreed that partnerships with other actors were created in project management so as to ensure sustainability.

The findings are in line with the results by Reichenbach (2002) who argued that political influence plays a major part in the prioritization of funding, preventive, and service campaigns. Hence, programmed management and strategic project help to improve political attention on health projects issues, particularly, those with negative social perceptions which need to be emphasized. Mukasa (2006) also added that enhanced stakeholder understanding of health projects could lead to reduced barriers and enhance long-term implementation. In addition, Christopher (2011) indicated that the board members often lack the expertise and knowledge to execute these responsibilities. In accordance to the arguments presented by Mukasa (2006), senior employees are normally required to make strategic decisions with no or with minimal back up from the board members.

INFERENCE STATISTICS

Regression Analysis

The study conducted regression analysis to establish the effect of accountability practices and effective practices on health projects management by local non-governmental organizations in Narok, Kenya. Presented in Table 1 are the findings, which indicate that the three independent variables explained about 62% of the proportion in health projects management by local non-governmental organizations in Narok, Kenya as the R^2 value was obtained as 0.620. This means that other factors contribute to 38 % of the proportion in health projects management.

Table 1: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.620	.603	.22816
Predictors: (Constant), Accountability Practices, Effective Practices				

The ANOVA table was produced as shown in Table 2 to determine whether this model was significant in enabling predictions containing the independent and the dependent variables. The ANOVA table illustrated that accountability and effective practices had significant effect on health projects management by local non-governmental organizations in Narok, Kenya. This implies that accountability and effective practices can be a good predictor of health projects management; $F(2, 46) = 37.459$; $P < 0.05$. This implies that the regression model was a good fit.



Table 2: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.816	2	1.908	37.459	.000 ^b
Residual	2.343	46	.051		
Total	6.158	48			
Dependent Variable: Health Projects Management					
Predictors: (Constant), Accountability Practices, Effective Practices					

From the regression coefficients shown in Table 3, the unstandardized beta coefficients for accountability practices and effective practices are 0.493 and 0.325 respectively. The t-values for accountability practices and effective practices are also significant, implying that for each unit increase in accountability practices and effective practices, health projects management can increase by 0.493 and 0.325 units respectively ($P < 0.05$; $t > 1.96$). These positive relationships confirm the findings of other scholars such as Edwards and Hulme (2016), Chimiak (2014) and Hermono et al. (2012).

Table 3: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.939	.495		1.899	.064
Accountability Practices	.493	.140	.181	3.375	0.006
Effective Practices	.325	.148	.207	2.518	0.009
Dependent Variable: Health Projects Management					

CONCLUSIONS

In view of the study findings, the conclusions detailed below were made. The study concluded that accountability and effective practices improve health projects management. In addition, it was concluded that the reports submitted to stakeholders were made by professionals and on a regular basis. Furthermore, the adequate financial resources made the timelines in the strategic plan to be met as appropriate.

POLICY RECOMMENDATIONS

To enhance accountability practices in organisations, and ensure sustainability of these practices, the Narok County government should ensure the health project stakeholder reports are audited. Narok County Government should develop a sustainable communication policy in regard to issues around all the key stakeholders of projects management to enhance accountability of organisation working on health projects. The study also recommends management of organisations to put in place policies to encourage participation of the support and junior staff in producing excellent project reports including the financial reports and any other materials necessary for health projects implementation.



Also, the study recommends that they should embrace technology in their operations to enhance effectiveness. The management of the organizations should embrace technologies that support their projects. In addition, management should invest in the maintenance of the technologies ensure good back up of project information. The study recommends the board and management of organisations to adapt technology to ensure the effectiveness of projects as technology enhances accessibility, reliability and security when reporting and sharing information.

The study also recommends management and board of organisation to foster sustainable relationships with not only other organisations managing health projects but other actors such as their suppliers who are key players in project collaborations. Suppliers are a key provider of the resources required to make a project successful. The collaboration and management of supplier relationships play an important role in dictating the achievement of project milestones. The study recommends that management promote supplier partnerships since through this, organizations are better prepared to assemble winning project teams and resources therefore, minimizing the impact caused by change environment.

CONTRIBUTION TO KNOWLEDGE

The revelations in this study contributes to the already existing knowledge base in theory, concept and context. For instance, this study found out that accountability practices and effective practices improve health projects management in Narok which is in line with the theoretical premise grounding Agency theory, which states that the principals often invest in firms and design governance systems in approaches that lead to the maximization of their utility.

AUTHOR'S AUTOBIOGRAPHY

Mary Munjua is a strategist and finance expert with an academic background in finance, strategic management and public policy. She has extensive experience in the development and private sector with particular focus on Small and Medium Enterprise development. She leads organizations in identifying key areas to focus on to ensure long term resource planning strategies are in place so as to have operational stability, flexibility and financial strength. She is passionate about development, good governance, sustainable finance and social impact.

AUTHOR CONTRIBUTIONS

Mary Munjua wrote the concept paper as well as the research paper. She sought permissions from relevant institutions and collected, cleaned and analyzed the data under the guidance and supervision of Dr. Wilson Muna who also proofread the final work to ensure it was in line with academic standards before sharing for publication.

ACKNOWLEDGEMENT

This study is the result of coordinated efforts made by a variety of people, institutions, and organizations. Although it may be impossible to thank everyone who provided invaluable contributions to this first body of work, I would like to take this opportunity to express my sincere appreciation to everyone who helped me along the way.



Dear family and friends, I appreciate your efforts. A special thank you to Dr. Wilson Muna, my supervisor.

CONFLICT OF INTEREST DECLARATION

Mary Munjua declares that there are no conflicts of interest regarding the publication of this Manuscript. In addition, the ethical issues; including plagiarism, informed consent, misconduct, data fabrication and (or) falsification, double publication and (or) submission, redundancy has been completely observed by the authors.

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