



CONTRACT REVIEW ON IMPLEMENTATION OF DONOR FUNDED HEALTH CARE PROJECTS IN NAKURU COUNTY IN KENYA

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Abstract

In Nakuru County, donor-funded healthcare projects play a crucial role in improving health services, addressing healthcare disparities, and enhancing public health outcomes. However, the implementation of these projects often faces significant challenges, which hinder their effectiveness and sustainability. Despite substantial financial support from donors, many healthcare projects in the county fail to meet their intended goals within the set timelines and budgets therefore the study sought to assess the effect of contract review on implementation of donor funded health care projects in Nakuru County. The study was anchored on resource dependency theory, principal dependency theory, institutional theory and diffusion of innovations theory. The study adopted descriptive research design. The target population was 54 procurement officers, 24 accountants, 15 coordinators, 32 project managers which gave a total of 125 respondents. Primary data was sourced from the respondents through the use of semi structured questionnaires. Semi structured questionnaires collected both quantitative data and qualitative data. A pilot study was conducted in Uasin Gishu County where 13 questionnaires were issued to procurement officers, accountants, coordinators and project managers in three health facilities that had project that is funded by non-governmental

organization. The content validity was determined through thorough literature review and by consultation with the experts in the area of procurement. The reliability of the instruments was determined using Cronbach Alpha index. Item with reliability coefficients of at least 0.5 to 0.70 and above was accepted as reliable. Quantitative data was analyzed through various statistical tests and presented in form of tables and charts. Statistical Package for Social Sciences Version 26 was used to aid the manipulation of data to ascertain accuracy. The study reveals that contract review has a significant impact on the implementation of donor-funded healthcare projects in Nakuru County. The study recommended that managers of donor funded projects should identify potential risks associated with procurement, such as supply chain disruptions or quality issues and develop contingency plans to mitigate them.

Keywords: Contract Review, Implementation, Donor Funded Health Care Projects, Kenya

INTRODUCTION

Contract review refers to the systematic evaluation of contractual agreements to ensure that all terms and conditions are clearly defined, enforceable, and aligned with the intended goals of a project. It involves analyzing key elements such as scope, deliverables, timelines, responsibilities, risk management, and legal provisions to prevent misinterpretation or disputes during project implementation (Okeke and Ezejiofor, 2018). In the context of donor-funded healthcare projects, contract review plays a critical role in ensuring that agreements between donors, government agencies, and implementing partners are clear and conducive to achieving healthcare objectives. Effective contract review in these projects helps ensure accountability, appropriate use of funds, and adherence to project goals, ultimately enhancing project performance and success (Wambui, 2017).

Donor-funded healthcare projects are often evaluated based on various key measures. These include project timelines, which track the punctuality of project activities and deliverables; project costs, which assess whether the project stays within the allocated budget; and quality of service, which evaluates the effectiveness of healthcare interventions provided through the project (Rajagopal and Zwi, 2018). Stakeholder satisfaction, including the views of the community, government, and donors, also serves as a vital indicator of project success. Additionally, project sustainability is assessed by determining the long-term viability of the healthcare initiatives once donor funding ceases, ensuring that benefits continue to reach the intended populations (Hill & Kazembe, 2019).

Donor-funded healthcare projects are vital in enhancing health service delivery, particularly in regions with limited healthcare resources like Nakuru County. These projects help

bridge funding gaps, improve healthcare infrastructure, and provide essential medical services (Sengupta, et al., 2018). They also support public health campaigns and initiatives targeting specific healthcare challenges such as disease prevention, maternal and child health, and access to essential medications. Without such funding, many healthcare systems would struggle to address the needs of underserved populations, making these projects critical for improving public health outcomes (Lynch & Donaldson, 2019)..

A donor-funded healthcare project refers to any health-related initiative that is financed through financial aid or grants from international or local donor organizations. These projects are designed to support specific health objectives such as reducing maternal mortality, controlling disease outbreaks, or improving healthcare accessibility (Manzano and Kowalkowski, 2018). Successful implementation of a donor-funded healthcare project means that the project has achieved its set objectives within the agreed-upon timeline and budget, provided high-quality services, satisfied key stakeholders, and established mechanisms for sustaining the project's benefits beyond the funding period. The success of implementation is often measured by the degree to which the healthcare interventions lead to improved health outcomes and meet the needs of the target population (World Bank, 2020).

Various factors serve as key measures of donor-funded healthcare projects. Project timeline refers to the adherence to the schedule of activities, with success indicated by the timely completion of project phases (Biesma & Brugha, 2018). Project cost involves staying within the budget allocated for the project, and deviations from the budget may reflect issues in resource allocation (Rajagopal & Zwi, 2018). . Quality of service assesses the effectiveness of healthcare interventions delivered through the project, such as improved patient outcomes or enhanced healthcare delivery systems (Manzano, 2018). Stakeholder satisfaction measures the level of approval from beneficiaries, government entities, and donors involved in the project, indicating how well the project has addressed their expectations and needs. Finally, project sustainability refers to the ability of the healthcare initiative to continue delivering benefits and achieving objectives after donor funding has ended, ensuring long-term impact and resilience of the healthcare system.

Statement of the Problem

In Nakuru County, donor-funded healthcare projects play a crucial role in improving health services, addressing healthcare disparities, and enhancing public health outcomes. However, the implementation of these projects often faces significant challenges, which hinder their effectiveness and sustainability. Despite substantial financial support from donors, many healthcare projects in the county fail to meet their intended goals within the set timelines and

budgets. Key implementation issues include delays in project execution, mismanagement of resources, poor coordination among stakeholders, and inadequate monitoring and evaluation processes (Auditor General Report, 2021). One major factor contributing to these challenges is the lack of comprehensive contract review mechanisms. Contracts, which should provide clear guidelines on roles, responsibilities, and expectations, are often poorly structured or lack enforceable provisions, leading to miscommunication and misunderstandings between donors, project implementers, and the county government. The absence of thorough contract reviews results in ineffective risk management, cost overruns, and ultimately the failure of projects to deliver their intended benefits to the communities in need. Therefore the study sought to examine the role of contract review processes in addressing the implementation issues faced by donor-funded healthcare projects in Nakuru County

LITERATURE REVIEW

Theoretical Review

The Institutional Theory

The institutional theory was developed by Meyer and Rowan in the late 1970s. The theory has been widely used to analyze the behavior of various organizations, including businesses, non-profits, and government agencies. According to the institutional theory, organizations are not simply rational actors responding to market forces, but are instead embedded in a broader institutional environment that includes legal, cultural, and social norms. These norms are shaped by a range of actors, including governments, professional associations, and other organizations that influence the behavior and practices of organizations in a given industry or sector (Scott, 2014).

One key insight of the institutional theory is that organizations often conform to institutional norms and expectations, even when these norms are not efficient or rational. This is because organizations face pressures from stakeholders, such as customers, employees, and regulators, to adopt certain practices and behaviors that are seen as legitimate within the institutional environment (Greenwood & Oliver, 2018). For example, in the healthcare sector, hospitals may adopt certain practices or technologies, such as electronic health records, not because they are the most efficient or effective option, but because they are seen as legitimate and necessary within the broader institutional environment.

One potential limitation of the Institutional Theory is that it can be difficult to identify and measure the various institutional pressures and logics that influence organizational behavior. Additionally, the theory may not fully account for the agency of individuals within organizations, and may overlook the role of power and politics in shaping institutional norms and expectations

(Zilber, 2011). This theory was relevant in that it was used to explain how contract review can be used to ensure that the contract is in compliance with laws and regulations and that it is aligned with the norms and values of the organization. By reviewing the contract, organizations can identify any inconsistencies or conflicts with their institutional environment and take corrective actions as necessary. Thus, the theory was used to explain the effect of contract review on implementation of donor funded health care projects in Nakuru County in Kenya.

Empirical Review

Ouma (2018) did a study on the effectiveness of contract review in enhancing the performance of construction projects in Kenya. The study used a quantitative research design, specifically a survey, to gather data from 120 construction professionals in Kenya. The study aimed to investigate the effectiveness of contract review in enhancing the performance of construction projects. The study used a stratified random sampling technique to select the participants from the construction sector in Kenya. The sample size was 120 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly enhances the performance of construction projects in Kenya.

Asiedu and Ameyaw (2018) did a study on the effect of contract review on project performance: Evidence from the Ghanaian construction industry. The study used a quantitative research design, specifically a survey, to gather data from 110 construction professionals in Ghana. The study used a purposive sampling technique to select the participants from the construction industry in Ghana. The sample size was 110 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly affects project performance in the Ghanaian construction industry. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects project performance.

Oloke et al., (2021) did a study on the effects of contract review on construction project success in Nigeria. The study used a quantitative research design, specifically a survey, to gather data from 115 construction professionals in Nigeria. The study used a purposive sampling technique to select the participants from the construction industry in Nigeria. The sample size was 115 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly affects construction project success in Nigeria. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects project success. The study filled the gap by adopting a descriptive research design and a

census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Kiprotich (2018) did a study on an assessment of contract review practices and their influence on the implementation of donor funded projects in a Kenyan Non-Profit Agency. The study utilized a quantitative research design, with a focus on survey methodology. The researchers employed stratified random sampling 100 participants from various departments involved in contract review and project execution within the non-profit agency. Data was collected using a structured survey questionnaire. The collected data was analyzed using statistical methods such as correlation analysis. The study found a negative relationship between ineffective contract review practices and the successful implementation of donor-funded projects. Poor review processes resulted in unclear project scopes, inadequate risk assessment, and contractual disputes with suppliers. As a consequence, projects faced delays, cost overruns, and compromised outcomes. However, the researchers employed stratified random sampling 100 participants from various departments involved in contract review and project execution within the non-profit agency. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

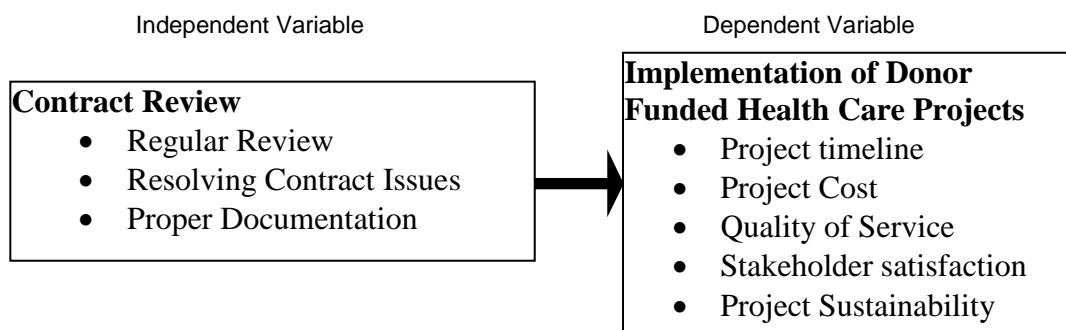
Mbugua, et al., (2018) focused on the effectiveness of contract review on public procurement performance in Kenya. The study used a quantitative research design, specifically a survey, to gather data from 84 procurement professionals in Kenya. The study used a purposive sampling technique to select the participants from the procurement sector in Kenya. The sample size was 84 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly affects public procurement performance in Kenya. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects procurement performance. However, the study used a quantitative research design, specifically a survey, to gather data from 84 procurement professionals in Kenya. The study used a purposive sampling technique to select the participants from the procurement sector in Kenya. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Ali and Ahmed (2017) did a study on the impact of contract review on the performance of construction projects in Sudan. The quantitative research design was adopted. The study employed the random sampling technique to select the participants from the construction industry in Sudan. The sample size was 120 participants. Data was collected through a

structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly impacts the performance of construction projects in Sudan. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects project performance. However, the study was conducted among the construction projects in Sudan as opposed to the current study which was conducted in donor funded health care projects in Nakuru County in Kenya.

Hassan (2019) did a study on the contract review challenges and their impact on donor funded projects: A Study of a Tanzanian Development Agency. The study employed a mixed-methods research design, combining both quantitative and qualitative data collection methods. The researchers used purposive sampling to select 50 participants involved in contract review and project management in the development agency. Data was collected through interviews and a survey questionnaire. The interviews provided qualitative insights into the contract review challenges and their impact on project outcomes. The qualitative data from the interviews were analyzed thematically, while the quantitative data were subjected to statistical analysis. The study found a negative relationship between contract review challenges and the successful implementation of donor-funded projects. Challenges included delayed review processes, inadequate expertise in contract review, and lack of standardized review procedures. These challenges contributed to project delays, increased costs, and reduced project effectiveness. However, the study employed a mixed-methods research design, combining both quantitative and qualitative data collection methods.

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

The study adopted the descriptive research design. The target population was 54 procurement officers, 24 accountants, 15 coordinators, 32 project managers. Therefore, the total population was 125 respondents. Since the study population was manageable the researcher adopted a census technique to incorporate all the respondents in the study. Primary

data was sourced from the respondents through the use of semi structured questionnaires. Data collection process began by getting a formal letter from the university authorizing the field study. The letter together with the consent statement was then presented to the respective public health facilities as a means of seeking authority to collect data from the institution. The study also sought a permit from the National Commission for Science, Technology and Innovation (NACOSTI). Data was collected using drop and pick later method which was collected after two weeks. In this method, the consent statement was issued and then the questionnaire administered. The respondents were assured of confidentiality of their information to improve the response rate.

A pilot study was conducted in Uasin Gishu County where 13 questionnaires were issued to procurement officers, accountants, coordinators and project managers in 3 health facilities that have project that is funded by non-governmental organization. Quantitative data analysis technique was employed analysis to analyses numerical data. The methods included descriptive and inferential test where frequencies, means and standard deviation were determined. Inferential tests included determination of linearity of the independent and dependent variables by use of Pearson's Correlation Coefficient (r) and multiple linear regression was used for predicting the variable relationships. The outputs were presented in form of tables. Computations were done using the Statistical Package for Social Sciences (SPSS) Version 24.

ANALYSIS AND FINDINGS

The study administered 125 questionnaires but only 110 questionnaires were properly filled and returned. This represented 88% overall successful response rates. This implies that 88 percent response rate obtained was very appropriate for data analysis. Responses were checked for logical consistency, ensuring alignment between related questions, and any extreme outliers or values outside the expected range were flagged and excluded. Questionnaires exhibiting straight-lining or central tendency bias, such as selecting the same option for all items without variation, were also removed. Additionally, questionnaires completed by individuals outside the defined target group or in unreasonably short times indicating carelessness were not considered. The data cleaning process involved reviewing for missing values, inconsistencies, and outliers, ensuring that the 110 questionnaires included in the analysis were accurate and reliable. The respondents were also asked to indicate the duration they had worked with donor funded health care projects in Nakuru County, Kenya. The findings were presented in table 1.

Table 1: Duration of Service with the Donor Funded Health Care Projects

Duration of Service	Frequency	Percentage
Less than 1 Years	0	0
2-5 Years	44	40
5-10 Years	35	32
Above 10 Years	31	28
Total	110	100

According to the findings, 40% of the respondents indicated that they had been working with the donor funded health care projects in Nakuru County, Kenya for 2-5 years, 32% have been working with donor funded health care projects in Nakuru County, Kenya for 5-10 years, 28 % had been working with donor funded health care projects in Nakuru County, Kenya for more than 10 years. This implies that majority of the respondents have been working with donor funded health care projects in Nakuru County, Kenya for 2-5 years and for 5 -10 years. Understanding how long individuals had been engaged in these projects provided valuable information on their familiarity with procurement processes and their ability to navigate related challenges. This assessment was crucial for determining the relationship between tenure and the effectiveness of procurement policy implementation, identifying whether longer-serving employees were more proficient in executing procurement tasks.

Contract Review

The respondents were asked to indicate their level of agreement on the effect of contract review on implementation of donor funded health care projects in Nakuru County in Kenya. The findings were as indicated in table 2.

Table 2: Contract Review on Implementation of Donor Funded Health Care Projects

	S	A	A	U	D	SD	Mean	Std
Contract Review	%	%	%	%	%	%		
The project conducts regular contract review which enhances implementation of the health care projects	37	34	10	16	3		3.855	1.185
Regular contract review helps to identify and mitigate potential risks associated with contractual issues	55	34	8	3	0		4.403	0.778

Regular review enables project managers to assess the contract's suitability and relevance as the project progresses	44	46	7	3	0	4.307	0.738
The project managers promptly address and resolves contract issues which enhances project implementation.	37	44	16	3	0	4.145	0.807
Resolving contract issues promptly helps to avoid additional costs associated with delays and legal disputes	55	33	7	5	0	4.387	0.869
Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned	44	50	6	0	0	4.371	0.607
Resolving contract issues in a timely manner prevents delays or disruptions in the project's progress	37	39	10	14	0	3.984	1.032
Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned	42	39	11	8	0	4.145	0.921

The respondents were asked to indicate their level of agreement on the effects of contract review on the implementation of donor-funded health care projects in Nakuru County, Kenya. According to the findings, 37% strongly agreed, 34% agreed, 10% were neutral, 16% disagreed, and 3% strongly disagreed that regular contract review enhances the implementation of health care projects. The mean was 3.855, and the standard deviation was 1.185. This suggests that regular contract review has a notable impact on project implementation. In another aspect, 55% strongly agreed, 34% agreed, 8% were neutral, 3% disagreed, and none strongly disagreed that regular contract review helps to identify and mitigate potential risks associated with contractual issues. The mean was 4.403 and the standard deviation was 0.778. This indicates that regular reviews are crucial for risk identification and mitigation.

Regarding the assessment of the contract's suitability and relevance as the project progresses, 44% strongly agreed, 46% agreed, 7% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.307, and the standard deviation was 0.738 implying that regular review helps in assessing the contract's suitability. The study findings are in line with those of Rahman (2018) who found that projects are dynamic, and circumstances can change unexpectedly. Regular contract reviews enable project managers to evaluate whether contract's terms still align with the evolving project environment, preventing discrepancies and misalignments.

When asked if project managers promptly address and resolve contract issues, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145 and the standard deviation was 0.807. This suggests that prompt resolution of contract issues enhances project implementation. Furthermore, 55% of the respondents strongly agreed, 33% agreed, 7% were neutral, 5% disagreed, and none strongly disagreed that resolving contract issues promptly helps to avoid additional costs associated with delays and legal disputes. The mean was 4.387 with a standard deviation of 0.869. This implies that timely resolution of issues prevents additional costs and legal disputes. Regarding the documentation facilitating knowledge transfer within the project team, 44% strongly agreed, 50% agreed, 6% were neutral, and none disagreed or strongly disagreed. The mean was 4.371 while the standard deviation was 0.607. This indicates that proper documentation is essential for knowledge transfer. The finding concurs with Mallen (2016) who found proper documentation enables team members to share their knowledge, experiences, and insights with others. This reduces reliance on individual expertise and promotes collaboration.

Moreover, 37% strongly agreed, 39% agreed, 10% were neutral, 14% disagreed, and none strongly disagreed that resolving contract issues in a timely manner prevents delays or disruptions in the project's progress. The mean was 3.984, and the standard deviation was 1.032. This suggests that timely issue resolution is crucial for maintaining project progress. Lastly, 42% of the respondents strongly agreed, 39% agreed, 11% were undecided, 8% disagreed, and none of the respondents strongly disagreed that proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned. The mean for this statement was 4.145 and the standard deviation was 0.921. This implies that proper documentation is essential for effective knowledge transfer and capturing valuable lessons learned within the project team. The study findings is consistent with the findings of Liisa (2016) which showed that proper documentation allows team members to share their experiences, best practices, and solutions with others. It promotes collaboration and prevents the reinvention of the wheel. Documenting challenges, successes, and failures during a project captures valuable lessons learned. These insights provide a basis for continuous improvement in future projects.

Implementation of Donor Funded Health Care Projects

The respondents were asked to indicate their level of agreement on implementation of donor funded health care projects in Nakuru County in Kenya. The findings were as indicated in Table 3.

Table 3: Implementation of Donor Funded Health Care Projects

	S	A	U	D	SD	Mean	Std
	%	%	%	%	%		
The health care projects are completed within the estimated timelines	37	34	10	16	3	3.855	1.185
The health care projects are completed within the estimated budget.	55	34	8	3	0	4.403	0.778
More individuals and communities have benefited from improved access to healthcare services.	44	46	7	3	0	4.307	0.738
The health care projects have higher scalability and replicability.	37	44	16	3	0	4.145	0.807
The implemented projects contribute to improved health outcomes	55	34	8	3	0	4.403	0.778
Delivering high-quality project activities generates trust and confidence among the beneficiaries healthcare providers,	37	44	16	3	0	4.145	0.807
Stakeholder satisfaction fosters collaboration and cooperation among project partners	55	33	7	5	0	4.387	0.869

The respondents were asked to indicate their level of agreement on the implementation of donor-funded health care projects in Nakuru County, Kenya. According to the findings, 37% strongly agreed, 34% agreed, 10% were neutral, 16% disagreed, and 3% strongly disagreed that health care projects are completed within the estimated timelines. The mean was 3.855 and the standard deviation was 1.185. This implies that meeting project timelines is a significant concern. In another aspect, 55% strongly agreed, 34% agreed, 8% were neutral, 3% disagreed, and none strongly disagreed that health care projects are completed within the estimated budget. The mean was 4.403, and the standard deviation was 0.778. This indicates that budget adherence is generally well managed.

Regarding the benefits to individuals and communities from improved access to healthcare services, 44% strongly agreed, 46% agreed, 7% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.307 and the standard deviation was 0.738. This suggests that the projects significantly improve access to healthcare services. The study findings are in line with those of Rohit (2019) who found that improved access to healthcare services, including preventive care, early diagnosis, and timely treatment, has led to a

significant reduction in mortality rates. Diseases that were once life-threatening can now be effectively managed or prevented.

When asked about the scalability and replicability of health care projects, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145 and the standard deviation was 0.807. This indicates that these projects have high scalability and replicability. Furthermore, 55% of the respondents strongly agreed, 34% agreed, 8% were neutral, 3% disagreed, and none strongly disagreed that implemented projects contribute to improved health outcomes. The mean was 4.403 with a standard deviation of 0.778. This implies that the projects positively impact health outcomes.

Regarding the generation of trust and confidence among beneficiaries and healthcare providers through high-quality project activities, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145 and the standard deviation was 0.807. This suggests that delivering high-quality activities is crucial for building trust. Lastly, 55% strongly agreed, 33% agreed, 7% were neutral, 5% disagreed, and none strongly disagreed that stakeholder satisfaction fosters collaboration and cooperation among project partners. The mean was 4.387, and the standard deviation was 0.869. This implies that stakeholder satisfaction is essential for fostering collaboration and cooperation. According to Macus (2018) satisfied stakeholders are more inclined to develop positive relationships with project partners. These relationships are built on trust, mutual respect, and effective communication.

Contract Review on Implementation of Donor Funded Health Care Projects

The study further examined the correlation between contract reviews and implementation of donor funded health care projects in Nakuru County in Kenya. The results of correlation analysis are outlined in Table 4.

Table 4: Contract Review on Implementation of Donor Funded Health Care Projects

		Implementation of Donor Funded Health Care Projects
Contract Review	Pearson Correlation	.597**
	Sig. (2-tailed)	.018
	N	110

** . Correlation is significant at the 0.05 level (2-tailed).

The study as shown in Table 4 established that a moderate positive correlation existed between contract review and implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.597$; $p < 0.05$).

Table 5: Regression Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.038	.145		.260	.796
	Contract Review	.323	.106	.360	3.052	.003

Table 5 shows the overall significant test results for the hypothesized research model. The interpretations of the findings indicated follow the following regression model:

$$Y = \beta_0 + \beta_1 X_1$$

Therefore,

$$Y = 0.038 + 0.323 X_1$$

According to the intercept (β_0), before the four variables were added there were factors that contributed to 0.038 units per every unit of performance during implementation. A unit increase in contract review would lead to 0.323 units of improvement per every unit of implementation of donor funded health care projects in Nakuru County, Kenya. From these findings, the inference is that procurement planning is affecting implementation of donor funded health care projects most, followed by contract review, contract monitoring and supplier selection. The findings are in line with those of Ali and Ahmed (2017) which found that contract review based on completeness, accuracy, and consistency significantly affects project performance.

CONCLUSION AND RECOMMENDATIONS

The study also revealed that proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned. The study also revealed that resolving contract issues in a timely manner prevents delays or disruptions in the project's progress. Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned.

The study concluded that a moderate positive correlation existed between contract review on implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.597$; $p < 0.05$). The findings are in agreement with those of Ouma (2018) who found that

contract review significantly enhances the performance of construction projects in Kenya. However, the study disagrees with the findings of Kiprotich (2018) who found a negative relationship between ineffective contract review practices and the successful implementation of donor-funded projects. Poor review processes resulted in unclear project scopes, inadequate risk assessment, and contractual disputes with suppliers.

The study recommended that project managers of donor funded projects should define key performance indicators (KPIs) for contract performance. These could include quality standards, delivery timelines, compliance, and customer satisfaction. The study also recommended that managers should set up a structured reporting mechanism that allows suppliers to provide regular updates on their progress, challenges, and any deviations from the contract terms. Moreover, managers should conduct periodic site visits and audits to assess the supplier's activities on the ground. This provides firsthand insights into their operations and compliance.

LIMITATIONS AND FURTHER STUDIES

The researcher encountered challenges in accessing comprehensive data on donor-funded healthcare projects due to bureaucratic hurdles and confidentiality issues. To address this, the researcher built partnerships with key stakeholders and utilized the Access to Information Act to request necessary documents, facilitating access to the required data. Some stakeholders were hesitant to participate due to fears of exposing flaws or potential repercussions. The researcher assured confidentiality and emphasized the study's goal of improving future projects, thereby encouraging participation and obtaining valuable insights.

Future studies could explore the influence of additional variables such as contract risk management on the implementation of donor-funded healthcare projects. Researchers may also examine the long-term impacts of contract review practices on project sustainability and healthcare outcomes.

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