



DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF MENTAL HEALTH ADVOCACY PROJECTS BY NON GOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE OF TINADA YOUTH ORGANIZATION, KISUMU

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ABSTRACT

The purpose of this study was to examine the determinants (stakeholder relationships, project resource management, leadership approaches and needs assessment) of successful implementation of mental health advocacy projects by Non-Governmental Organizations (NGOs) in Kenya: a case of TINADA Youth Organization (TiYO), Kisumu. The study adopted a descriptive survey method of research. The study targeted 94 staff and stakeholders of TiYO. The study used census method to reach and interview 100% of the respondents or study population. Primary data was collected using structured questionnaires. Descriptive and inferential analysis were done by the use of Statistical Package for Social Sciences and presented through percentages, means, standard deviations and frequencies. Both descriptive and inferential statistics were used to depict the relationship between the variables in question. From the findings presented, a total of 94 questionnaires were self-administered to the respondents and 84 questionnaires were returned duly filled, translating to a response rate of 89.36%, that is, 38(45.2%) of the respondents were female while 46(54.8%) were male. The researcher found that the determinants under the study played significant roles to project implementation thereby making all the null hypotheses to be rejected and alternatives be accepted. Further to the findings of the study, the researcher generally recommended the following; Active participation of stakeholders during project implementation; Effective project resource management including money, materials, machines and manpower. Specifically, the researcher recommended that TiYO to add more new workers to enhance its operation; the project managers, coordinators and leaders to prioritize and be cognizant of leadership approach applied during project implementation; and Project needs assessment is a prerequisite for successful implementation. This study found positive relationship between all the determinants of successful project implementation by 60.6%, meaning 39.4% of factors that influences successful project implementation were not covered by this study. Thus, there was need to undertake another research to examine the other factors which influence successful implementation of projects at TiYO. The study also recommended a similar study in other sectors like determinants of successful project implementation of the county and national governments.

Key words: Stakeholder Relationships, Resource Management, Leadership Approaches, Needs Assessment

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INTRODUCTION

Projects remain the instruments of choice for policymakers in national and international development. Project success is an important project management issue and it is one of the most frequently discussed topics. According to the World Bank (2013), a project is defined as an undertaking that takes in inputs and gives out outputs that are desired by a group of people or an individual within a given period of time. According to the World Bank, projects have a definite life cycle that is only done with when the project has achieved the desired objectives; marking its end. Project implementation is crucial since it is the stage which gives the project its visibility. Successful stories and experience can be shared and thus this encourage sharing of best practices among specialists. A project can be said to be successfully implemented if it is done within schedule, within budget and basically achieves all the goals early set (effectiveness criterion), in addition to meeting clients satisfaction. (Cleland & Ireland, 2011).

Since Kenya achieved independence from Britain in 1963, its initial mission was to fight poverty, ignorance, and disease. The initial decade was full of promise and the economy flourished. The per capita income flourished, infrastructure built and essential services increased across the country. There was also increase in exports of agricultural products such as tea and coffee, an increase in foreign tourism, and an overall mutual relationship with foreign countries that led to an increase in foreign exchange. Unfortunately, the initial promise was not sustained, and the last decade has been the worst since independence. Population rates have increased while GDP has declined. Industry and services are collapsing while illiteracy, disease, and malnutrition are still high. Life expectancy fell from 59 years at independence to just 46 in 2001. According to the African Development Group, Kenya was ranked 146 out of 174 in the Human Development Index in 2003. The number of people living in absolute poverty (on less than US\$2 per day) increased from less than 4 million in 1972 to

over 15 million today (Action Aid Case report, 2010).

According to World Bank Assessment (2003), Kenya is the second most inequitable country in the world with the richest 10% of people owning 47% of the country's national income. With this financial inequity comes a huge difference in power and control over resources and services. However, over the years, there have been some promising signs of improvement in Kenya. For instance, the introduction of multi-party democracy in 1992 was a major step in Kenyan politics, economy, and social aspects. The press has greater freedom and is now able to report on issues, which were considered too politically sensitive a few years ago. The growth of national and local NGOs means that people have more opportunities to make changes in their lives and influence policies following the introduction of Rights Based approach of most local and international organizations (World Bank Assessment Report, 2004). Between 10% and 15% of all aid to developing countries (over \$6 billion) is channeled by or through Non- Governmental Organizations (NGOs) as highlighted in a briefing paper by the Overseas Development Institute (1996). Further, the emergency assistance accounts for a significant (and in recent years rising) share of total NGO aid flow, the majority of NGO aid is currently provided for development projects and programs. With these large amounts of funding being pumped into development projects, there is a dire need to have systems in place to ensure that projects are successful.

Most of the impact studies on project management do not attempt to analyze the factors that influence the success of development projects. Belassi and Tukel (1996) grouped the success factors listed in the literature and described the impact of these factors on project performance. They grouped the factors into four areas: Factors related to the project; Factors related to the project managers and the team members; Factors related to the organization; and Factors related to the external environment. In their second part of the research

with a total of 57 responses, many project manager related factors have been found to be critical. In contrast with a previous finding using 91 responses, a noticeable shift in ranking from organizational factors towards factors related to project managers and team members was witnessed with project manager's related factors dominating over the organizational factors. They came out with some important relationships as well. For example, when time is used to measure project success, then a project manager's skills and communication between the team members become critical. "In previous studies it was assumed that if a project's completion time exceeds its due date, or expenses overran the budget, or outcomes did not satisfy a company's predetermined performance criteria, the project was assumed to be a failure. Today we know that determining whether a project is a success or failure is far more complex."

The World Bank (2013) carried a research on the state of projects implementation by county governments under the funds from the IMF and Dutch government in Nairobi, Murang'a, Kisii, Kwale and Nandi, and found out that, only 21% of the development projects were efficiently and effectively completed in 2012/2013. Projects like re-carpeting of the existing roads, building of new classes in schools, erecting new hospital wards in the established hospitals, acquisition of new ambulances, agricultural tractors and water pumps failed to the tune of 48.25% in these counties. The Government of Kenya (2013) reports that 49.21% of the planned county development projects could not be achieved due to some unnecessary issues that could otherwise be avoided. Further, a study by Cleland (2007) believe that project and its stakeholders are the basis for the success of projects in terms of implementation and achievement of desired goals. According to Krajewski, Ritzman and Malhotra, (2008), project management process is complex and thus it usually requires an extensive and collective attention to a broad aspect of human, budgetary, and technical variables. In addition, projects often possess a

specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation. On the other hand, if such factors are not taken seriously they might lead to the failure of a project. However, the question remains whether this is true for development projects within developing countries such as Kenya.

Until recently, there has been little evidence with which to judge the contribution NGOs make to the development in countries and in particular in relation to mental health advocacy in the communities. While empowerment and advocacy are important mechanisms to address these issues mental health conditions and psychosocial disabilities, poor advocacy and a lack of financial support for service users' and carers' organizations hinder the design and implementation of policies and activities that are sensitive to their needs and wishes. The absence of the voices of users and carers from the process reflects the stigma of mental health problems, and can reinforce negative attitudes which also contribute to poor implementation and evaluation of mental health advocacy projects. In fact very few NGOs, big or small, have a portfolio of representative evaluations of past projects that they place in the public domain. Where assessments have been carried out, especially using external evaluators, assessments have commonly focused on 'problem' projects, constituting an unrepresentative sample that understandably NGOs have not wished to distribute widely. Uncertainty about how to evaluate outcomes, combined with the high cost of undertaking evaluations that sometimes exceeds the cost of the project itself, has constrained NGOs from commissioning more outcome assessments. It is within this background that this research forms its objectives.

Problem Statement

Project implementation is crucial since it is the stage which gives the project its visibility. Though success rates across the globe differ with projects types and industry, about 42 percent of projects on

average are considered a failure. According to PMI (2014) pulse survey, most organizations across the globe loss about US 109 million for every US 1 billion spent on projects. However, the figure shows improvement from similar report in 2013 where on average most organization lost about USD 135 million for every USD 1 billion invested in the projects. The slight change in the statistics was attributed to the role of Project Management Office (PMOs) as more organizations adopt new structure systems of embracing the role of PMOs in taking on more strategic role practices such as monitoring success metrics as well as the development of core project management competencies. An examination of post-world-war planning history reveals that there have been many more failures than successes in the implementation of projects especially in the developing countries (World Bank, 2010).

World Bank reports that failure rate of most of the projects in Africa is about 50 percent. Underlying reasons for these high failure rates are factors related with managerial as well as organizational issues. These managerial issues are to do with poor planning, poor communication, lack of proper project control techniques, delays during project implementation, costs overruns as well as coordination failure (Gunawan & Ahsan, 2010). Organizational factors which are associated with project failures are; improper project culture, lack of proper project governance, organizational politics and weak process and procedures designed to aid the project execution. The international Finance Corporation in (2010) conducted an evaluation from independent Evaluation Group (IEG) and reported that 39 percent of projects they manage in Africa are unsuccessful (Chauvet et al., 2010). Interestingly, the focus of most researchers that have been done in the implementation of projects have taken a narrow angle. A lot of emphasis has been placed on project management cycle in general without a clear demarcation on what exactly results to project failure during project execution stage.

According to Makau (2012) developing countries in Africa, such as Kenya have failed to achieve project success factors goals due to application of poor implementation processes. The study found that poor project performance of many manufacturing firms in Kenya is greatly influenced by low emphasis on the employed project management skills in manufacturing processes could play an important role towards development of country's economy. A large number of organizations both large and small in the project management sector suffer from lack of information in the field of project success factors and they need theoretical and practical training in this field (KIPPRA, 2010).

Isensi (2006) conducted a study in Kenya on factors which results to project failure. He found that poor design, inadequate experience, poor methods of tracking progress and poor cost estimations are among the factors which lead to failure. Similarly, Gharashe (2009) analyzed factors that inhibit proper implementation of projects in Kenya and found that organizational factors and enterprise environmental factors greatly suppress success of most projects in Kenya. Mwadali (2006) conducted a study and found that inexperienced project team, poor control techniques, poor monitoring and control and lack of sustainability in most projects NGOs pursue hamper overall success of projects in the country. However, the projects NGOs set out to implement should be completed successfully to make a meaningful impact on the community's well-being. They are supposed to achieve objectives set by all the relevant stakeholders who include the community beneficiaries, the government, donors, the organization itself and its workers (as employees). Other factors tied to project failure and which this study intend to contribute to knowledge include stakeholder relationship, project resource management, leadership approaches and project needs assessment which sets out benchmarking for upon which outcomes will be evaluated.

According to Nyanje and Wanyoike (2016), poor project performance in NGOs' projects can be explained by lack of critical success factors. For

instance, 40% of the projects implemented by NGO's were facing time overrun due to poor management and lack of timely allocation of resources. Previous research by McGrath and MacMillan (2010) in the United Kingdom, on the survey of the use of critical success factors in project management, shows that use of the success factors in their processes improved project performance in non-governmental organizations by 72%, while in Kenya, limited empirical research has been undertaken to reliably quantify the factors essential for project implementation success, this research therefore seeks to examine the determinants of successful implementation of mental health advocacy projects by Non-Governmental organizations in Kenya: a case of TINADA Youth Organization, Kisumu.

Objective of the study

The purpose of this study was to examine the determinants of successful implementation of mental health advocacy projects by Non-Governmental organizations in Kenya: a case of TINADA Youth Organization, Kisumu. The study sought to specifically achieve the following objectives;

- To examine the role of stakeholder relationships on successful implementation of mental health advocacy projects by non-governmental organizations.
- To establish whether project resource management influences successful implementation of mental health advocacy projects by non-governmental organizations.
- To determine the influence of leadership approaches on successful implementation of mental health advocacy projects by non-governmental organizations.
- To establish the effect of project needs assessment on successful implementation of mental health advocacy projects by non-governmental organizations.

The study was guided by the following research hypotheses;

- H₀₁. Stakeholder relationships has no significant role on successful implementation of mental health advocacy projects by non-governmental organizations.
- H₀₂. Project resource management has no significant influence on successful implementation of mental health advocacy projects by non-governmental organizations.
- H₀₃. Leadership approaches has no significant influence on successful implementation of mental health advocacy projects by non-governmental organizations.
- H₀₄. Project needs assessment has no significant influence on successful implementation of mental health advocacy projects by non-governmental organizations.

LITERATURE REVIEW

Lekunze, (2001) did a study on stakeholder Involvement in integrated water resource management in community water management projects in Cameroon. The study analyzed the Involvement of youth to water resource management by comparing the results of the different approaches used. The study established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach. Atiibo (2012) on the other hand examined stakeholder management challenges and their impact on project management in the case of advocacy and empowerment in the upper east region of Ghana. The study found that the interests and roles of the key stakeholders were very critical to the operations, however stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized. Challenges like unhealthy competition, conflicting interests, poor commitment, limited interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs

and practices were found to impact severely on the work of the organizations.

John et al., (2017) conducted a study to establish the role of project resource availability on project success in banking industry in Rwanda. Using descriptive research design, questionnaires to collect data and inferential analysis, it was established that project success is affected positively by availability of resources. Mwanajuma, and Ngugi (2014) conducted an assessment of the determinants of factors that affect the completion of Water Projects in Kenya. Both descriptive survey and case study design were used. Employing regression analysis, it was established that completion of water projects was at the Ministry of Water and Irrigation was significantly influenced by organizational structure. A study by Omolo (2015) sought to establish factors influencing the implementation of project management in public funded projects. Both qualitative and quantitative data was used and it was found that stakeholders' involvement enhanced success rate of project implementation. Furthermore, resource mobilization also affected project implementation to a great extent.

In an assessment of critical success factors of project implementation in Nigeria, Amade et al. (2012) found that commitment of Clients to project financing obligations is a necessary condition for contractor commitment to project plans. Kipngok, Wanyoike and Kemboi (2014) sought to investigate the critical factors that significantly affect implementation of geothermal development projects in Kenya by the key implementing agencies, GDC and KenGen. The study findings showed that finances are key to implementation of geothermal projects, citing that on average for example, it costs about 3.5 to 5 million USD to develop 1 MWe of geothermal power.

Kyongo (2013) examined the role of leadership skills on the Performance of Rural Development Community-Based Projects in Murang'a South

District in Murang'a County. The study employed descriptive research. Stratified sampling of district development officer (DDO) and projects committee members was done. Data was collected using a semi-structured questionnaire, which was administered using drop and pick later method. Data was analyzed using descriptive statistics such as percentages and frequencies. The results indicated that project performance is significantly related with leadership skills used by the project managers, monitoring and evaluation, with stakeholders' participation, with planning and with resources adequacy. However, very little study exists on the effect of leadership approaches on successful implementation of projects in Kenya.

According to study conducted by Peykari et al (2012), established that needs assessment of health research projects and health research priority setting were the initial considered indicators that were categorized in subdivisions of the stewardship axes. Focusing on the needs assessment during first five years led to systematic implementation of needs assessment of health project in all of the medical sciences universities. Parallel with this achieved strategies health research priority setting was followed through specific process from empowerment to implementation. Whereas in 2003, priority setting has been conducted in 50% of under supervision medical sciences universities, in 2008 all of them had determined the health research priorities. More over about 70% (5404 from 7757) of projects approval were based on the health research priorities. Also the funds allocations to priority order projects follow the similar ascending trend. On the other hand the proportion of research project budget to total university budget, from 2003 to 2008, rose from 0.8 to 1. It means the 10% increasing of funds allocation. Alongside above all of the medical sciences university's research policies are based on their strategic planning's which are extracted from their evidence based needs assessment and corresponding health priority setting.

The study also found out that in Iran many health organizations even medical science universities and health research institutes did not have the evidence needs assessment based priorities list for many years. What's worse, when they faced with critical situations such as reducing the budget, in many cases unconsidered and nonscientific decisions would waste the finite resources. As it mentioned previously through project management of comprehensive and sensitive health project we will be able to move forward the ongoing national health strategies. Now based on the contribution of commitment on Health System Research in Iran, all of the health stakeholders specially health research policy-makers must more than any other times turn to the systematic approaches of project management (Peykari et al, 2012).

A study by Farzandipur, Jeddi and Azimi (2016) found that human factors including computer skills, perceiving usefulness and perceiving the ease of a hospital information system use are more effective on the acceptance and successful implementation of hospital information systems; then the technological factors play a greater role. Agu (2016) identified numerous factors which affect project implementation which include poor or no project appraisal; top management lapses; defective contract agreements and awards; and gross failure to apply project management techniques; contracts for projects are awarded without adequate project planning which includes the costing and scheduling as well as the method for successful implementation. The current study seeks to establish project management practices affecting effective implementation of health projects in public hospitals in Nyeri County, Kenya

METHODOLOGY

This study adopted a descriptive survey method of research, a case of TINADA Youth organization in Kisumu. The study was conducted at TINADA Youth

Organization-Kisumu, a community based organization implementing mental health interventions in in Kisumu County and parts of Western Kenya. The organization had 15 staff, 5 volunteers, 32 grass-root affiliated partners, 12 County Health Management Team and 20 Mental Health Technical Working Group members. The population of this study was therefore 94 staff, volunteers and stakeholders.

The sampling technique employed in this study was census. A total of 94 questionnaires were self-administered to the respondents and 84 questionnaires were returned duly filled, translating to a response rate of 89.36%, that is, 38(45.2%) of the respondents were female while 46(54.8%) were male. Both qualitative and quantitative data collected was analyzed on the objectives of the study.

Quantitative analysis was done using descriptive statistics such as frequency tables and to show the general features of successful project implementation. Alternate explanations were also measured by observing changes in responses noted in statistics collection (Mugenda and Mugenda, 2003). Data analysis was done by the use of Statistical Package for the Social Sciences (SPSS) where correlation analysis was conducted to determine the relationship between the independent (stakeholder relationships, resource management, leadership approaches and needs assessment) and dependent variable (successful implementation). Regression analysis was also used to determine the effect of stakeholder relationships, resource management, leadership approaches and needs assessment on successful implementation.

The main objective of this study was to examine the determinants of successful implementation of mental health advocacy projects by Non-Governmental organizations in Kenya: a case of TINADA Youth Organization, Kisumu.

RESULTS

Descriptive results

The descriptive results were discussed based on stakeholder relationships, resource management, leadership approaches and needs assessment and successful implementation.

Stakeholder relationship

The study examined the role of stakeholder relationships on successful implementation of

mental health advocacy projects by non-governmental organizations.

The role of stakeholder relationship was conceptualized using four statements. The study asked respondents to rate the extent they agree or disagree to the statements based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 1 gave statistics there from.

Table 1: Stakeholder Relationship

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Decision making is a major role performed by stakeholders	2	2.4	3	3.6	12	14.3	29	34.5	38	45.2
Resource mobilization influences projects implementation	4	4.8	9	10.7	6	7.1	21	25.0	44	52.4
Progress monitoring is a role performed by stakeholders on projects	3	3.6	2	2.4	10	11.9	38	45.2	31	36.9
Feedback on progress by stakeholders are used for project improvement	2	2.4	3	3.6	10	11.9	31	36.9	38	45.2

Table 1 showed how respondents rated the effect of stakeholder relationship on successful project implementation. For example when asked when asked 'Decision making is a major role performed by stakeholders,' 2(2.4%) strongly disagreed, 3(3.6%) disagreed, 12(14.3%) were undecided 29(34.5%) agreed as 38(45.2%) strongly agreed. On the statement, 'Resource mobilization influences projects implementation', 4(4.8%) strongly disagreed, 9(10.7%) disagreed, 6(7.1%) were undecided as majority of 44(52.4%) strongly agreed with 21(25.0%) agreeing. On the statement, 'Progress monitoring is a role performed by stakeholders on projects', 3(3.6%) strongly disagreed, 2(2.4%) disagreed, 10(11.9%) undecided while 46(54.8%) agreed as 10(11.9%)

strongly agreeing. On the statement 'Feedback on progress by are used for project improvement,' 2(2.4%) strongly disagreed, 3(3.6%) disagreed 10(11.9%) were undecided while 31(36.9%) agreed with 38(45.2%) strongly agreeing.

Resource management

The study wanted to examine the role of resource management on successful project implementation. The role of resource management was conceptualized using four statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 2 gave descriptive statistics there from.

Table 2: Results on resource management

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Resource identification	6	7.1	1	1.2	16	19.0	39	46.4	22	26.2
Resource planning	3	3.6	1	1.2	7	8.3	27	32.1	46	34.8
Resource allocation	0	0.0	7	6.0	7	8.7	27	32.1	45	53.6
Resource tracking	9	10.7	7	8.3	9	10.7	20	23.8	39	46.4

Table 2 showed how respondents rated effect of resource management on project implementation at TiYO. For example, on the statement that 'Resource identification', 9(10.7%) strongly disagreed, 4(4.8%) disagreed, 6(7.1%) were undecided while 21(25.0%) agreed with 44(52.4%) strongly agreeing. On the statement, 'Resource planning, 27(66.7%) agreed, 46(54.8%) strongly agreeing, while 7(8.3%) undecided while 1(1.2%) disagreed as 3(3.6%). On the statement, 'Resource allocation', 5(6.0%) disagreed, 7(8.3%) were undecided, agreed 27(32.1%) with 45(53.6%) strongly agreeing. On the statement 'Resource tracking', 20(22.8%) agreeing,

39(46.4%) strongly agreed, 9(10.7%) undecided and 7(8.3%) disagreeing as 9(10.7%) strongly disagreeing.

Leadership approach

The study wanted to examine the role of leadership approach on successful project implementation. Leadership approach was conceptualized using four statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 3 gave descriptive statistics there from.

Table 3: Results on leadership approach

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Communication	2	2.4	0	0	11	13.1	60	71.4	11	13.1
Mentorship	2	2.4	10	11.9	0	0	47	56.0	25	29.8
Role modeling	2	2.4	3	3.6	14	16.7	44	52.4	21	25.0
Support supervision	3	3.6	3	3.6	10	11.9	50	59.5	18	21.4

Table 3 showed how respondents rated effect of leadership approach on successful project implementation. Responses on the statements are as indicated. For example, when asked to respond on 'Communication', 2(2.4%) strongly disagreed, 11(13.1%) undecided, 60(71.4%) agreed while 11(13.1%) strongly agreed. On 'Mentorship,' 2(2.4%) strongly disagreed, 10(11.9%) disagreed, 4(7.8) while 47(56.0%) agreed as 25(29.8%). On 'Role modelling,' 2(2.4%) strongly disagreed, 3(3.6%) disagreed 14(16.7) were undecided while 44(52.4%) agreed as 21(25.0%) strongly agreed. On 'Support supervision,' majority 50(59.5%) agreed,

18(21.4%) strongly agreed while 10(11.9%) were undecided as 3(3.6%) disagreed and strongly disagreed respectively.

Needs assessment

The study sought to examine the effect of project needs assessment successful project Implementation. Influence of project needs assessment was conceptualized using four statements. The respondents were asked to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 4 gave descriptive statistics there from.

Table 4: Project needs assessment

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
Statement	5	6.0	1	1.2	16	14.0	38	45.2	24	28.7
Participatory planning	2	2.4	4	4.8	12	14.3	46	54.8	20	23.8
Beneficiary engagement	2	2.4	2	2.4	15	17.9	46	54.8	19	22.6
Benchmarking/data collection	2	2.4	3	3.6	18	21.4	36	42.9	25	29.8
Decision making	2	2.4	2	2.4	19	22.6	48	57.1	13	15.5

Table 5 showed how respondents rated influence of project needs assessment on project implementation. Responses on the statements are as indicated. For example, on 'Participatory planning', 5(6.0%) strongly disagreed, 1(1.2%) disagreed 16(19.0%) were undecided while 38(45.2%) agreed as 24(28.6%) strongly agreed. On the statement, 'Beneficiary engagement,' 2(2.4%) strongly disagreed, 4(4.8%) disagreed, 12(14.3%) were undecided with majority 46(54.8%) agreed as 20(23.8%) strongly agreed.

On the statement, 'Benchmarking/data collection', 2(2.4%) strongly disagreed and disagreed respectively, 15(17.9%) were undecided

with majority 46 (54.8%) agreed as 19(22.6%) strongly agreed. On the statement 'Decision making', 2(2.4%) strongly disagreed, 3(3.6%) disagreed, 18(21.4%) were undecided, 36(42.9%) agreed while 19(22.6%) strongly agreed.

Project implementation

The study wanted to evaluate whether respondents were satisfied while at TIYO. Project Implementation was conceptualized using four statements. The study asked respondents to rate the statement provided based on a Likert scale ranging from 1-strongly disagree to 5- strongly agree. Table 5 gave descriptive statistics there from.

Table 5: Results for project implementation

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Projects implementation within scope	3	3.6	2	2.4	5	6.0	16	19.0	58	69.0
Projects implementation within time	0	0.0	0	0.0	5	6.0	17	20.2	62	73.8
Projects implementation within cost	5	6.0	3	3.6	20	23.8	46	54.8	10	11.9
Projects implementation within quality	3	3.6	9	10.7	19	22.6	43	51.2	10	11.9

Table 5 showed how respondents rated successful project implementation. Responses on the statements were as indicated. For example, when asked to respond on 'Projects implementation within scope,' 3(3.6%) strongly disagreed, 2(2.4%) disagreed, 5(6.0%) were undecided 16(19.0%) agreed as 58(69.0) strongly agreed. On the statement, 'Projects implementation within time', 5(6.0%) were undecided as majority of 17(20.2%) agreeing with 62(73.8%) strongly agreeing. On the statement, 'Projects implementation within cost', 5(6.0%) strongly disagreed, 3(3.6%) disagreed, 20(23.8) undecided while 46(54.8%) agreed as 10(11.9%) strongly agreeing. On the statement 'Projects implementation within quality,' 2(2.4%) strongly disagreed, 3(3.6%) disagreed 10 (11.9%) were undecided while 31(36.9%) agreed with 38(45.2%) strongly agreeing.

Inferential analysis

Inferential analysis was based on linear and multiple regressions. The following regression

model assumptions as summarized by Hair *et al.*, (2006) were put into consideration;

Test of linearity: refers to the degree to which the change in the dependent variable relates to the change in the independent. That is to say, the independent and dependent variables must have a linear relationship because regression tests linear relationships. In this study all independent variables had significant correlation with dependent variable (Successful project implementation) as can be as shown from the correlation table.

Multicollinearity was checked by computing correlations between all pairs of independent variables. If correlation coefficient, r is close to 1 or -1, then there is multicollinearity but if r is not above 0.8, then there is no multicollinearity (Hair *et al.*, 2010). In this study (table 6 on results of correlation analysis), the highest correlation coefficient is 0.778, hence below the threshold of 0.8, thus multicollinearity assumption was not violated.

Correlation analysis

Pearson correlation was performed to study the direction of relationship between the dependent

and independent variables. Tables 6 showed the results there from.

Table 6: Correlation Analysis

		Stakeholder Relationship	Resource Management	Leadership Approach	Project Need Assessment	Project Implementation
Stakeholder Relationship	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	84				
Resource Management	Pearson Correlation	.764**	1			
	Sig. (2-tailed)	.000				
	N	84	84			
Leadership Approach	Pearson Correlation	.727**	.734**	1		
	Sig. (2-tailed)	.000	.000			
	N	84	84	84		
Project Need Assessment	Pearson Correlation	.706**	.720**	.769**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	84	84	84	84	
Project Implementation	Pearson Correlation	.719**	.743**	.778**	.759**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	84	84	84	84	84

The results on table 6 indicated that all independent variables were positively related to the dependent variable. The independent variables showed significant positive relationship. Stakeholder Relationship is positively related to Successful Project Implementation at R=.719, p=.000. Resource Management is positively related at R=.743, p=.000; Leadership approach is positively related at R= .778, p=.000 while Project Need

Assessment is related to the dependent variable Project Implementation at R=.728, p=.000. When all the independent variables were computed and combined into determinants and their effect on successful project implementation correlated. From table 7, the results showed the relationship had R= .779, p=.000. This still indicated a significant positive correlation.

Table 7: Correlation determinants and project implementation

		Determinants	Project Implementation
Determinants	Pearson Correlation	1	.
	Sig. (2-tailed)		
	N	84	
Project Implementation	Pearson Correlation	.779**	1
	Sig. (2-tailed)	.000	
	N	84	84

Regression analysis

Multiple linear regression results

Multiple regression tested the determinants of Successful Project Implementation (independent

variable): Stakeholder Relationship, Resource management, Leadership Approach and Project need assessment) on Project Implementation (dependent variable).

Table 8: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.606	.605	.524

a. Predictors: (Constant), Stakeholder Relationship, Resource Management, Leadership Approaches, Project needs Assessment

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.606	.605	.236

a. Predictors: (Constant), Determinants

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	108.127	1	108.127	1937.871	.000 ^b
	Residual	4.575	82	.056		
	Total	112.702	83			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Determinants

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.198	.095		2.079	.041
	Determinants	.767	.022	.779	44.021	.000

a. Dependent Variable: Project Implementation

Regression analysis between independent variables and the dependent variable had coefficient of relationship $R = .779$. This showed the existence of a high positive relationship. The coefficient of determinant, R^2 was .606, the proportion of variance in the dependent variable (Successful Project Implementation) was explained by the independent variables. This indicated that a total of 60.6% of variations in successful project implementation in TINADA Youth Organisation can be explained by stakeholder relationship, resource

management, leadership approach and project needs assessment while 39.4% can be explained by other factors which were not considered in this study.

Regression coefficients for the relationship between determinants and successful project implementation

The coefficients for the regression model were obtained as shown on table 9.

Table 9: Regression model coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.269	.132		2.046	.044
1 Stakeholder relationship	.163	.090	.148	1.809	.044
Resource management	.310	.082	.329	3.786	.000
Leadership approach	.758	.107	.683	7.065	.000
Project needs assessment	.152	.101	.129	1.494	.039

The regression coefficients which were obtained for the model were as shown in table 9. The coefficient for stakeholder relationship B= .163, p= .001; Resource Management had B= .310, p=.000; Leadership approach had B= .758, p= 0.000 and Project needs assessment had B=.152, p=.039. These findings implied that holding stakeholder relationship, Resource management, Leadership approach and project needs assessment (independent variables) constant, Successful Project Implementation at TIYO would be 0.269. A unit change in stakeholder relationship will change successful project implementation by 0.163 units. A unit change in resource management style at TIYO will change project implementation by 0.310 units. A unit change leadership approach will change successful job satisfaction by 0.758 units and a unit change in project needs assessment will lead to 0.152 units in Successful Project Implementation. Lastly from the results, all the values for all the variables were statistically significant considering that all their p -value are significant (p<0.05) making the null hypotheses of this study to be rejected.

Therefore, from the regression model coefficients, this study found the roles of determinants and Successful project implementation to be explained by the following regression equation

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$; which on fitting the coefficients becomes

$$Y = .269 + .163X_1 + .310X_2 + .758X_3 + .152X_4 + \epsilon$$

Where;

Where;

Y= Successful implementation

α = Constant Term

β = Beta Coefficient –This measures how many standard deviations a dependent variable will

change, per standard deviation increase in the independent variable.

X_1 = Stakeholder relationships

X_2 = Project resource management

X_3 = Leadership approaches

X_4 = Project needs assessment

ϵ = Error term

Discussions of findings

These findings substantiated statements by other literature and studies. Stakeholder relationships have significant role on successful implementation of mental health advocacy projects by non-governmental organizations. Every project manager needs to identify project stakeholders and determine their needs and expectations of the project (Bright, 2010). Again, these findings were similar to that of Onditi and Ouma (2017) that investigated the role of stakeholder’s involvement on sustainability of CDF projects and established that stakeholders’ participation in project identification had 75% significance influence on sustainability. Effective communication between stakeholders will ensure the project is successful and that everyone is on the same page.

Project resource management has significant influence on successful implementation of mental health advocacy projects by non-governmental organizations accepted. In support of project resources and their role in the project implementation, McKinney (2011) asserts that work processes require a committed level of resources, which include people, money, time and equipment for considerable amount of time. This is further supported by the resource based view (RBV) which affirms that organizational resources and capabilities determine the organization’s capacity for optimal performance. Thus, without the

resources, the project would not be rolled out or go through the project cycle, as planned. The Price Waterhouse Coopers survey of 2014 further supports the importance of resources and scope management. The findings established that changes in scope mid-project (at 41%), poor estimates in the planning phase (at 39%) and insufficient resources (at 30%) - were the top three reasons for project failure.

Leadership approaches have significant influence on successful implementation of mental health advocacy projects by non-governmental organizations accepted. Kariuki (2014) did a study on the influence of leadership skills on the success of IT projects within the banking sector. Descriptive research design was used and the sample size was 50 banks. The study concluded that project manager leading characteristics influence the success of the project positively, and it can be acquired through never-ending training and learning. There are seven leadership skills that a good project manager possesses; communication skills, problem solving and decision making skills, team building skills, conflict resolution skills, planning and goal setting skills, sense of responsibility and time management skills. Huwein (2013) investigated the impact of Project Manager's Soft leadership skills on project success, a case of Sinov Construcion Company. The study gathered views of 178 individual associated with organizations related to projects. Non-probability 28 convenience sampling technique was used for drawing samples from population. Descriptive statistics, correlation and regression analysis was used to analyze the data. This study indicates that a statistically significant positive relationship exist between each of identified soft leadership skills and project performance.

Project needs assessment have significant influence on successful implementation of mental health advocacy projects by non-governmental organizations accepted. Using needs assessments can show organizations how their organization is doing on meeting the needs of their staff,

customers, and board. A needs assessment can also show what they are doing right, or if they need to change anything for the betterment of the organization (Watkins, Meiers, & Visser, 2012).

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, the study concluded that, the determinants of successful project Implementation are vital and greatly influences project implementation. Stakeholder relationship, resource management, leadership approaches and project need assessment strategically enhances project implementation.

The study found that stakeholders play a major role on the success of project implementation as they provide information as well as resources vital for the project implementation. Once a project is done, the stakeholders say the community gives feedback on the project and this help on improvements on the service offered by TIYO. Other stakeholders like LIDA, KMET, STADA, MOH, County and National government also play major roles on the project implementation as they provide some support like financial support leading to successful growth of the groups or projects being implemented by NGOs or any other like-minded partner. The study therefore concludes healthy stakeholder relationship with active participation like in decision making, resource mobilization, progress monitoring and feedback on progress collectively influences the success of project implementation.

The study also established that resource identification, resource planning, resource allocation and resource tracking are a priority to the project team including stakeholders since these are critical elements of project resource management that collectively affect influences successful implementation. Further, the study conclude that leadership approach used by the project leaders or manager directly affect the project team hence influence the success of implementation of the project. The project success heavily depends on the implementers who provide technical know-how whether they are staff, volunteers or consultants.

This therefore calls on the project manager to ensure that key ingredients of project approaches such as effective communication, mentorship, role modeling and support supervision towards successful implementation of projects.

Finally the study concluded that needs assessment is essential for establishment of project baseline or From the findings of the study the researcher generally recommended active participation of stakeholders during project implementation as they important when it gets to feedback delivery, decision making as well as resource mobilization during and after project initiation. The stakeholders also help greatly when it comes to monitoring the progress of the project implementation.

Secondly the researcher recommended good resource management. These include money, materials, machines and manpower. However, during the study the researcher noticed that manpower at TIYO is not to the scale as this could be evident by the small number of staffs who were fifteen out of the possible population of 84 respondents who participated on this study. The researcher therefore recommends that TIYO to add more new workers to enhance its operation.

Further the study recommended for the project managers, coordinators and leaders to prioritize and be cognizant of leadership approach applied during project implementation. A formal training or knowledge and skills acquisition is necessary for any project leader to ensure that they practice favourably leadership approaches.

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gaps and for this to be useful participatory planning, beneficiary engagement, data collection and decision making from the processed data / information are crucial for successful implementation of projects.

Finally the study recommends to the project team that needs assessment is a prerequisite for successful implementation hence should be carried out at the beginning just before the actual implementation starts for benchmarking and gauging performance measurement. The results or success of a project is measured as a positive or negative deviation which also answers question of whether the project addressed the real gaps or beneficiaries needs on the ground.

Suggestions for further research

This study found positive relationship between all the determinants of successful project implementation by 60.6%, meaning 39.4% of factors that influences successful project implementation were not covered by this study. Thus, there is need to undertake another research to examine the other factors which influence successful implementation of projects at TiYO. The study also recommended a similar study in other sectors like determinants of successful project implementation of the county and national governments.

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