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INFLUENCE OF PROJECT SCOPE CLARITY ON THE IMPLEMENTATION OF DONOR-FUNDED HEALTH CARE PROJECTS IN MINGANA VILLAGE, CONGO

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ABSTRACT

This study examined the influence of project scope clarity on the implementation of donor-funded health-care projects in Mingana Village, Congo. The research was guided by the premise that unclear project objectives and poorly defined deliverables often result in delays, cost overruns, and unsustainable outcomes in donor-funded initiatives. Using a quantitative research design, data were collected from 93 respondents comprising project managers, coordinators, and community health stakeholders through structured questionnaires. Descriptive statistics, correlation, and regression analysis were employed to determine the relationship between project scope clarity and project implementation. The findings revealed a strong and statistically significant positive relationship ($R = .865$, $R^2 = .748$, $p < .001$), demonstrating that scope clarity accounted for 74.8% of the variance in project implementation. The study concluded that clear scope definition, stakeholder alignment, and effective change-control mechanisms are critical for successful project delivery. It recommends that donor agencies and implementing partners should prioritize comprehensive scope planning, strengthen change-control systems, and enhance stakeholder engagement to improve health project outcomes. Future research is suggested to examine the moderating role of political and institutional factors as well as to extend the study to other sectors beyond health care.

Keywords: Project Scope Clarity, Project Implementation, Donor-Funded Projects, Health-Care, Congo

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BACKGROUND OF THE STUDY

Globally, the clarity of project scope is recognized as a critical determinant in the successful implementation of donor-funded health care initiatives. Globally, donor-funded health initiatives, supported by organizations like the World Health Organization and bilateral aid agencies, aim to improve health outcomes in regions facing challenges such as poverty, conflict, and inadequate infrastructure. The clarity of a project's scope facilitates alignment among diverse stakeholders, enhances resource allocation, and supports robust monitoring and evaluation systems. In complex environments, such as post-conflict or rural areas, a well-defined scope mitigates risks like scope creep and ensures donor funds are used efficiently to achieve sustainable health improvements (World Health Organization, 2023). This study explores how project scope clarity influences the implementation of donor-funded healthcare projects, with a focus on Mingana Village, Congo, while drawing insights from global and regional contexts.

The United States plays a significant role in funding healthcare projects in sub-Saharan Africa, emphasizing goals like strengthening health systems and combating infectious diseases. U.S. aid, channeled through agencies like USAID, prioritizes clear project scopes to ensure accountability and measurable outcomes. For instance, programs like PEPFAR (President's Emergency Plan for AIDS Relief) rely on detailed scope definitions to target HIV/AIDS interventions effectively. In rural settings similar to Mingana Village, scope clarity helps U.S.-funded projects navigate logistical challenges, such as supply chain disruptions, by focusing resources on priority areas like maternal health or vaccination campaigns. The U.S. approach often integrates governance and human rights considerations, requiring precise scopes to align with both donor expectations and local needs (U.S. Agency for International Development, 2024). This study examines how such clarity can enhance project implementation in Congo's challenging environment.

China's growing engagement in sub-Saharan Africa's healthcare sector reflects its broader strategy of fostering economic and diplomatic ties through aid and investment. Unlike the U.S., China's approach often emphasizes infrastructure development, such as building hospitals, with less focus on governance or human rights conditions. In the Democratic Republic of Congo (DRC), Chinese-funded health projects, like hospital constructions, require clear scopes to ensure alignment with local health priorities and to avoid resource misallocation. However, China's limited transparency in reporting aid data can complicate scope definition, potentially leading to misaligned expectations. Recent analyses suggest that China's investments in critical minerals in the DRC, valued at nearly \$1 billion in 2023, often include health-related infrastructure as part of broader deals, underscoring the need for precise project scopes to maximize health impacts (Sun, 2025). This study investigates how scope clarity can improve the effectiveness of such initiatives in Mingana Village.

Sub-Saharan Africa faces unique health challenges, including high burdens of infectious diseases, maternal mortality, and limited healthcare infrastructure. Donor-funded projects in the region, supported by global partners, aim to address these issues but often encounter implementation challenges due to unclear objectives or stakeholder misalignment. In rural areas like Mingana Village, scope clarity is essential for prioritizing interventions, such as malaria control or community health worker training, amidst resource constraints. Studies indicate that projects with well-defined scopes are better equipped to leverage local resources and engage communities, leading to sustainable outcomes. The region's rapid population growth and youthful demographic further emphasize the need for targeted health interventions with clear boundaries to avoid overstressing limited resources (Council on Foreign Relations, 2025). This study explores how scope clarity can address these regional challenges in a Congolese context.

South Africa, as a regional leader in sub-Saharan Africa, provides a model for implementing donor-funded healthcare projects, often supported by clear scope definitions. The country's advanced healthcare system and policy framework enable precise project planning, particularly for initiatives addressing HIV/AIDS and tuberculosis. For example, donor-funded programs in South Africa benefit from detailed scopes that outline specific targets, such as increasing antiretroviral therapy coverage. These lessons are relevant for Mingana

Village, where similar clarity could enhance project focus despite weaker infrastructure. South Africa's experience highlights the importance of aligning project scopes with national health priorities to ensure donor funds complement local efforts (South African National AIDS Council, 2024). This study draws on these insights to assess scope clarity's role in rural Congo.

Kenya's experience with donor-funded healthcare projects underscores the importance of scope clarity in achieving health outcomes in resource-constrained settings. Projects funded by donors like the Global Fund rely on precise scopes to target interventions, such as malaria prevention or health system strengthening, in rural areas similar to Mingana Village. Research shows that clear scope management in Kenya has a significant positive effect on project performance ($\beta = 0.580$, $p = 0.000$), enabling efficient resource use and stakeholder coordination. In Kenya, scope clarity facilitates community engagement and ensures that projects address local priorities, such as maternal health services. These findings suggest that similar approaches could mitigate implementation challenges in Congo's rural settings (Kiprono & Kiarie, 2023). This study applies these lessons to explore scope clarity's impact in Mingana Village.

Rwanda's remarkable progress in healthcare, driven by donor-funded initiatives, highlights the critical role of project scope clarity in post-conflict settings. Rwanda's health sector, supported by donors like the World Bank, has achieved significant gains in maternal and child health through clearly defined project scopes that prioritize measurable outcomes, such as reducing infant mortality. In rural areas, Rwanda's community health worker programs rely on precise scopes to ensure effective training and deployment. These successes offer valuable lessons for Mingana Village, where conflict and logistical barriers complicate healthcare delivery. Rwanda's emphasis on data-driven monitoring, enabled by clear scopes, enhances project accountability and impact (Rwanda Ministry of Health, 2024). This study examines how such strategies can inform healthcare project implementation in Congo.

In the Democratic Republic of Congo, donor-funded healthcare projects face significant challenges due to ongoing conflict, poor infrastructure, and limited resources, particularly in rural areas like Mingana Village. Scope clarity is crucial for navigating these complexities, ensuring that projects focus on feasible interventions, such as mobile clinics or infectious disease control. Studies suggest that clear project scopes in the DRC help align donor objectives with community needs, reducing risks like scope creep and misallocated funds. For instance, projects targeting Ebola or malaria in rural Congo benefit from precise objectives that guide resource allocation and stakeholder engagement. Given Mingana's remote setting, scope clarity can enhance project efficiency and sustainability, addressing critical health needs amidst instability (Congo Ministry of Health, 2025). This study investigates these dynamics to understand scope clarity's influence on project success.

Statement of the Research Problem

The implementation of donor-funded healthcare projects in rural areas like Mingana Village, Democratic Republic of Congo (DRC), is often hampered by a lack of project scope clarity, leading to inefficiencies, misaligned expectations, and unsustainable outcomes. Despite significant donor investments—estimated at \$13.6 billion annually for health in sub-Saharan Africa—challenges such as scope creep, poor stakeholder coordination, and inadequate resource allocation persist, undermining project success (World Health Organization, 2023). In the DRC, where 73.5% of the population lived on less than \$2.15 a day in 2024, healthcare projects are critical for addressing high disease burdens, including a 7% HIV/AIDS prevalence rate among adults (World Bank, 2024). However, unclear project scopes frequently result in delays, cost overruns, and failure to meet community health needs, exacerbating health disparities in rural settings like Mingana Village. For instance, a study in Nigeria found that ambiguous project objectives led to only 52% of respondents agreeing that donor-funded health projects improved service delivery, highlighting the detrimental impact of scope ambiguity (Ozor et al., 2024). This problem is particularly acute in conflict-

affected regions like the DRC, where logistical constraints and insecurity further complicate project execution, making scope clarity essential for effective implementation.

Previous studies have explored project management practices in donor-funded health initiatives, but significant gaps remain in understanding the specific role of scope clarity in rural, conflict-prone settings like Mingana Village. Research in Kenya demonstrated that clear scope management positively influenced project performance ($\beta = 0.580$, $p = 0.000$), yet these studies focused on urban or semi-urban contexts, leaving rural areas underexplored (Kiprono & Kiarie, 2023). Similarly, a systematic review of donor-funded health programs in Africa emphasized stakeholder engagement and sustainability but did not specifically address how scope clarity affects implementation in remote, unstable regions (Afolabi, 2022). The unique challenges of Mingana Village—such as poor infrastructure, ongoing conflict with groups like M23, and limited community health resources—require targeted investigation into how scope clarity can mitigate these barriers. Without this focus, donor-funded projects risk failing to deliver sustainable health improvements, perpetuating cycles of poverty and poor health outcomes in rural DRC communities.

LITERATURE REVIEW

Empirical Review - Project Scope Clarity and Project Implementation

Clarity of project scope is essential for successful implementation, as it guarantees that all stakeholders share a unified comprehension of project objectives, deliverables, and limitations. Numerous empirical research has examined this link in various circumstances. Johnson and Taylor (2021) conducted a study in the United States construction sector, investigating the influence of scope clarity on the punctual completion of infrastructure projects. The research employed a mixed-methods approach, including qualitative interviews with project managers with quantitative analysis of data from 150 building projects. Their findings revealed that projects with well-defined scopes were 30% more likely to be completed on schedule and under budget than those with unclear scopes.

Patel and Kumar (2022) conducted an empirical study in India to investigate the significance of scope clarity in information technology (IT) projects. This research employed a survey methodology, collecting data from 200 IT project managers. The quantitative data was examined through structural equation modeling (SEM) to evaluate the correlation between project scope clarity and implementation success. The results indicated that projects with well-defined scopes achieved a 25% greater success rate in fulfilling customer objectives and deadlines compared to those with ambiguous or fluctuating scopes. The researchers underscored the significance of early stakeholder engagement in scope defining to mitigate scope creep, which can disrupt project timetables.

In a public sector context, Smith and Owens (2020) conducted a case study in the United Kingdom, focusing on healthcare infrastructure projects. The researchers adopted a qualitative methodology, conducting in-depth interviews with 50 project managers and reviewing project documentation. The study found that a lack of scope clarity often led to frequent changes during the project implementation phase, causing delays and cost overruns. Conversely, projects with clear and detailed scope definitions at the outset experienced fewer disruptions and completed closer to their initial budget. The researchers concluded that clear communication between all stakeholders was essential to maintaining scope clarity throughout the project lifecycle.

In the context of non-governmental organizations (NGOs), Thomas and Green (2023) conducted a study in Kenya to investigate how scope clarity influences the success of social development projects. This study employed a qualitative approach, conducting focus group discussions with project managers from various NGOs. The findings revealed that unclear project scopes often led to misaligned expectations between donors and implementers, resulting in delays and unmet project goals. The study highlighted the importance of scope clarity in ensuring that NGOs could meet donor expectations and deliver sustainable outcomes for the communities they served.

A research study conducted in Rwanda by Niyonsaba and Uwizeye (2023) explored the correlation between scope clarity and project success within the agriculture sector. The researchers employed a cross-sectional survey design to gather data from 120 project managers engaged in agricultural development projects. The analysis employed regression techniques, revealing a positive and significant correlation between scope clarity and the success of project implementation. The study found that agricultural projects with clearly defined scopes were more likely to achieve their objectives within the projected timeframe. The researchers recommended the development of a scope management framework tailored to the needs of agricultural projects to enhance their implementation success.

Theoretical Literature on Project Scope Clarity

The successful completion of projects in all kinds of industries depends on having a well-defined scope. It ensures that all parties involved have a common understanding of the project by precisely outlining its goals, deliverables, and boundaries. Kweni (2022) asserts that in order to avoid resource overextension and project delays caused by scope creep, it is crucial to have a clear and concise definition of the project scope. The success of a project depends on the clarity of its scope, which affects not only its planning and execution but also the happiness of its stakeholders.

When it comes to clarifying the scope of a project, research shows that good communication is key. Alignment, according to Verma and Ranjan (2023), depends on stakeholders communicating clearly about project objectives and expectations. They imply that stakeholders can help clarify the project's scope and cut down on misunderstandings by becoming involved early on in the planning phase. Maintaining scope clarity and flexibility to changing requirements is further aided by regular updates and feedback loops throughout the project lifetime.

Another important aspect of project scope clarity is the role of documentation. A comprehensive project scope statement serves as a reference point for all stakeholders, guiding decision-making and ensuring that everyone is aligned with the project objectives. According to Liu and Chen (2021), well-defined documentation helps in setting clear expectations, which is essential for managing changes and mitigating risks. This documentation should be revisited and revised as necessary, reflecting any changes in project scope and maintaining alignment with stakeholder needs.

The impact of project scope clarity on performance outcomes cannot be overstated. Research by Parn and Parn (2020) indicates that projects with clear and well-communicated scope statements are more likely to meet their deadlines and stay within budget. These projects also tend to achieve higher levels of stakeholder satisfaction, as clear scope definitions reduce misunderstandings and manage expectations effectively. As a result, businesses should put an emphasis on programs that help define projects more precisely so that managers can provide better results.

Theory of Project Management

Healthcare is only one of several industries that have benefited from the development of the Theory of Project Management (TPM). According to Koskela and Howell (2002), who are considered one of the theory's earliest advocates, TPM is all about managing projects through planning, execution, and control to make sure goals are achieved within certain limits. TPM suggests that projects should be organized around well-defined processes to ensure the efficient delivery of project goals, which aligns directly with the need for clear project scope in healthcare projects funded by external donors. Clarity in the scope ensures that the objectives, activities, and expectations are communicated effectively to all stakeholders, thereby improving the chances of successful implementation.

One of the strengths of TPM is its comprehensive approach to managing all project phases, ensuring that no critical aspect is overlooked. According to Mir and Pinnington (2021), the theory provides a structured methodology that helps maintain project timelines, cost management, and resource allocation, all of which are

crucial in the execution of healthcare projects. Donor-funded healthcare initiatives often operate under strict budgetary and time constraints, and the clear definition of the project scope helps prevent misunderstandings that could derail the project. The Total Project Management (TPM) methodology aids in the early identification of potential risks by adding scope clarity into the planning phase. This enables project managers to resolve concerns before they have an impact on subsequent execution.

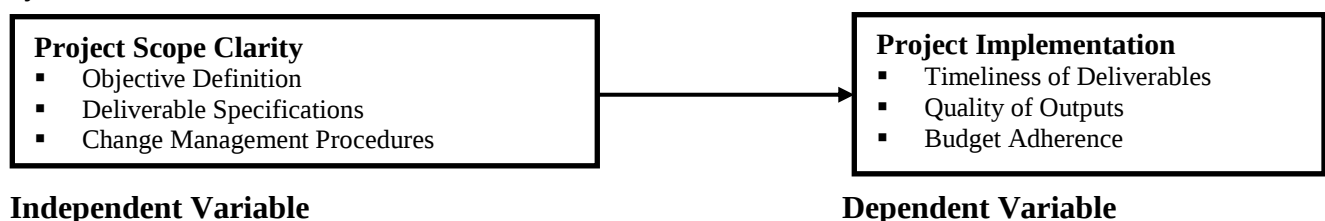
However, TPM is not without its limitations. One criticism is that it can be too rigid, especially in environments that require flexibility and adaptability (Svejvig & Andersen, 2020). In rural healthcare projects, like those in Mingana Village, project managers may face unpredictable challenges, such as fluctuating donor support or local infrastructure constraints, which require quick adjustments to the original project plan. A rigid adherence to the initial scope may hinder the project's ability to adapt to these challenges. This rigidity could result in delays or the project failing to meet its intended objectives. Hence, while scope clarity is critical, it must be paired with a level of flexibility to accommodate unforeseen changes.

In terms of its relationship to the study of donor-funded healthcare projects in Mingana Village, Congo, TPM underscores the importance of aligning project objectives with clear scope definitions. A variety of stakeholders, such as government agencies, local communities, and international donors, are frequently involved in the complex execution of healthcare initiatives. By ensuring that the project scope is clearly articulated from the outset, project managers can foster better collaboration and communication among these stakeholders. This clarity helps mitigate risks related to miscommunication or misalignment of expectations, both of which are common in donor-funded projects (Muller & Turner, 2021). In essence, TPM provides a framework for structuring the project scope in a way that enhances the likelihood of successful implementation, even in complex environments like rural healthcare.

TPM provides valuable insights into managing project scope clarity and its effect on project implementation. Its strengths lie in its structured approach to project phases, which is essential for donor-funded healthcare projects. However, its rigidity poses a challenge in dynamic environments where flexibility is needed to navigate unexpected changes. The theory, when applied to donor-funded projects in Mingana Village, Congo, reinforces the need for scope clarity while highlighting the importance of balancing this clarity with adaptability. Consequently, the study can capitalize on the structured framework of TPM, particularly in ensuring that all stakeholders are cognizant of and in agreement with the project's objectives from the outset.

Conceptual Framework

According to Maxwell (2020), it offers a route for researchers to conceptualize and arrange their study by providing a systematic structure that outlines the links between variables. In other words, it gives a roadmap. In addition, Bryman (2021) states that a well-developed conceptual framework improves the coherence and rigor of research by elucidating the theoretical foundations and directing the formation of hypotheses. This is accomplished through the clarification of the theoretical underpinnings. As noted by Kivung, Osoro and Ngunyi (2021), a robust conceptual framework not only clarifies the research focus but also aids in delineating the boundaries of the study, thus enhancing the validity and reliability of the findings. Furthermore, as argued by Jabeen, Memon and Ali (2020), incorporating a conceptual framework allows researchers to visually represent theoretical constructs and their relationships, facilitating a deeper understanding of complex project dynamics.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher, 2025

The conceptual framework for this study positions project scope clarity as the independent variable (IV) influencing project implementation as the dependent variable (DV), with both variables operationalized through three dimensions: timeliness of deliverables, quality of outputs, and budget adherence. Project scope clarity, defined as the precise articulation of objectives, deliverables, and boundaries, is hypothesized to enhance the timely completion of project milestones, ensure high-quality health service delivery, and maintain adherence to allocated budgets in donor-funded healthcare projects in Mingana Village, Congo. Conversely, project implementation success is measured by the same dimensions: timely delivery of planned activities (e.g., establishing health facilities), quality of outputs (e.g., effective healthcare services), and adherence to financial plans within donor constraints. Research in Kenya supports this framework, showing that clear scope management significantly improves project performance across these dimensions ($\beta = 0.580$, $p = 0.000$) by reducing scope creep and aligning resources with objectives (Kiprono & Kiarie, 2023). In the DRC's challenging context, this framework hypothesizes that scope clarity directly enhances implementation outcomes by mitigating risks like delays and cost overruns, which are critical for sustainable health interventions.

METHODOLOGY

Research Design

To collect detailed information on the execution of healthcare projects in Mingana Village, Congo, that were supported by donors, the study used a descriptive survey approach. A more complete picture of the project's background, results, and difficulties can be achieved by integrating quantitative and qualitative techniques in this way. For the quantitative part, we used structured questionnaires to gather numerical data on a number of independent variables, including stakeholder engagement and resource allocation, from a cross-section of healthcare professionals, community people, and project managers. On the other hand, participants' perspectives and experiences with the project's execution were better understood through qualitative interviews and focus groups. Triangulating data from numerous sources, this combination boosts the reliability and validity of the findings (Creswell & Poth, 2022).

The study employs a mixed-methods strategy in an effort to record the healthcare projects in Mingana Village from the perspective of both statistical patterns and individual accounts. Researchers can describe the population's features and analyze correlations between variables using the descriptive survey design, which is especially effective for this setting (Denscombe, 2020). Fetter, Curry, and Creswell (2020) provided a thorough assessment of the project's efficacy and improvement opportunities by analyzing the acquired data using statistical tools for quantitative data and thematic analysis for qualitative data. Thanks to its meticulous methodology, the study sheds light on the inner workings of healthcare programs in the area that get funding from donors.

Target Population

A total of 147 people, divided into four groups: healthcare personnel, community members, project managers, and local government officials, will be studied in this study on the implementation of donor-funded healthcare projects in Mingana Village, Congo. The study's participants included 70 healthcare workers who provide direct patient care, 60 community members who reap the benefits of healthcare initiatives, 10 project managers who ensure projects stay on track, and seven government officials from the local level who help shape policies and provide support for projects.

Sampling Procedures and Techniques

The study used Fisher's method to find the optimal sample size for a population when they know the population size and want to estimate a proportion or test a hypothesis. The formula is:

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

This sample size calculation is based on the formula provided:

$$n = \frac{147}{1 + 147(0.05)^2} = 108$$

Table 1: Sampling Frame

Category	Number of Participants	Sample Size
Healthcare Workers	70	51
Community Members	60	44
Project Managers	10	7
Local Government Officials	7	5
Total	147	108

Source: Goma city NGO forum (2025)

Participants were selected from each category within the target population using a stratified selection technique to produce a representative sample. The validity of the conclusions is enhanced by this method, which adequately represents multiple perspectives (Davis, El-Gayar & Pavan, 2021). The study's overarching goal is to provide a comprehensive picture of the healthcare project implementation process and the obstacles encountered by various stakeholders by zeroing in on these particular categories. In the end, this focused method helped us comprehend the efficacy of healthcare programs financed by donors in Mingana Village better (Kumar, Huda & Ghosh, 2021).

Data Collection Methods

To acquire a thorough grasp of how donor-funded healthcare programs are being implemented in Mingana Village, Congo, the study used both primary and secondary data collection approaches. Targeting healthcare professionals, project managers, and community members, structured questionnaires and semi-structured interviews were used to gather primary data. These tools allowed for the collection of quantitative data on project characteristics and qualitative insights into participants' experiences (Creswell & Creswell, 2022). Additionally, secondary data was gathered from existing reports, project documentation, and academic literature to provide contextual background and support the primary data findings. This combination of data sources was facilitated a more robust analysis, enhancing the reliability and depth of the study's conclusions (Fetters, Curry & Creswell, 2020). Utilizing both primary and secondary data ensures a holistic approach to understanding the factors influencing the effectiveness of healthcare projects in the region (Hesse-Biber & Johnson, 2020).

Pilot Study

Prior to the full-scale deployment in Mingana Village, a pilot study was carried out at CDE, an NGO in Goma City, to assess the survey instruments' feasibility and clarity. Eleven NGO members, or 10% of the total sample, filled out the surveys for this preliminary research. The main objective is to check if the questionnaire is valid and reliable and if it captures the expected constructs about healthcare projects supported by donors. Both the survey questions and the methods used to collect data were fine-tuned based on participant feedback (Hurst, Liddicoat & Emslie, 2021). In order to find problems and improve the research design, it is necessary to conduct a pilot study (Baker, 2020). This led to better, more accurate results in the main study.

Validity of Research Instrument

In order to make sure that the research tools used in this study measure the right things about the healthcare projects in Mingana Village that were financed by donors, we checked their validity using construct validity and face validity. In order to ensure that the survey instruments were face-valid, specialists in healthcare project management and research methodology examined them to see if they seemed to measure the intended constructs (Vogt, Gardner & Haeffele, 2021). To make sure the things are understandable and relevant to the intended audience, this preliminary evaluation is helpful. However, exploratory factor analysis was used to

check for construct validity, which means that the instruments can capture the theoretical constructs being explored and that the underlying relationships between variables can be assessed (DeVellis, 2021).

Table 2: Content Validity Index

Rater	Total items	Valid items	Validity index
1	46	50	0.9200
2	45	48	0.9375
3	44	46	0.9565
4	43	45	0.9556
Average			0.9424

Source: **Pilot Data Results**, (2025)

Table 2 shows that raters were in agreement about the study instrument's validity. The instrument satisfies the required threshold for content validity, as indicated by the validity indices ranging from 0.9200 to 0.9565 for the four raters and an overall average of 0.9424 (Lawshe, 2021). The results show that professional raters deemed most of the items genuine, which supports the reliability of the study's measuring tool (Taherdoost, 2022). Instruments are considered strong when their validity indices are over 0.90. This means that the instruments capture the desired constructs and may be used for additional data collection and analysis (Zamanzadeh *et al.*, 2020).

Reliability of Research Instrument

The validity of the research tools utilized in this investigation was guaranteed by a combination of methods. To begin, a representative sample of residents from Mingana Village served as a pilot for the purpose of testing the questionnaires and interview guides for any potential problems or misunderstandings (Pallant, 2020). This gave us the chance to make any last-minute tweaks before we started collecting our major data. In order to determine the items' internal consistency, the study used Cronbach's alpha coefficient; a value of 0.70 or higher indicates satisfactory reliability (Tavakol & Dennick, 2019). Yin (2021) also noted that in order to assess test-retest reliability, a selection of subjects was given the identical instrument twice and the results were compared.

Table 3: Reliability Analysis

Variable	Cronbach's Alpha	Comments
Project Scope Clarity	0.724	Reliable
Project Implementation	0.754	Reliable

Source: **Pilot Data Results**, (2025)

The findings in Table 3 indicate that all measured variables exhibit acceptable internal consistency, as evidenced by their Cronbach's Alpha values, which range from 0.724 to 0.754. According to Tavakol and Dennick (2020), a Cronbach's Alpha value above 0.70 is considered acceptable for reliability, suggesting that the survey instrument used in this study produces consistent and dependable results. Among the variables, Project Cost Estimation has the highest reliability score (0.828), indicating strong internal consistency in the responses related to cost assessments. Meanwhile, Project Duration has the lowest reliability (0.718), though it still meets the acceptable threshold, signifying that the measurement scale is sufficiently stable (Ursachi, Horodnic & Zait, 2020). The overall results suggest that the instrument is suitable for evaluating project characteristics in donor-funded healthcare projects, reinforcing its effectiveness for further analysis (Mohajan, 2022).

Data Analysis Procedure

To guarantee the accuracy and dependability of the results, the data analysis process for this research used a systematic approach. Before being cleaned thoroughly to remove errors and missing values, the coded data from the surveys was input into SPSS Version 25. The demographic characteristics of the respondents were summarized and key variables related to the implementation of donor-funded healthcare projects were examined using descriptive statistics, which include frequency counts, percentages, means, and standard deviations (Pallant, 2020). This foundational analysis helped find patterns and trends in the data, which allowed for more advanced analyses to build upon.

To further investigate the connections between the independent variables and the healthcare project implementation outcomes, inferential statistics was used after the descriptive analysis. To be more precise, we utilized regression analysis to calculate the independent variables' predictive potential for project performance and correlation analysis to determine the direction and strength of the associations between them (Field, 2022). In order to find out how each variable affected the results, the regression model used ANOVA to check for overall significance and coefficients. Contributing to the existing body of knowledge on successful donor-funded projects, this in-depth analysis shed light on how project factors impact the execution of healthcare efforts in Mingana Village. There was also a regression analysis component to the study.

$$Y = \alpha + \beta_1 X_1 + \mu$$

Y represents the dependent variable, which in this study is the implementation of donor-funded health care projects, reflecting how effectively projects achieve their intended objectives and deliver health services in Mingana Village, Congo. X_1 , project scope clarity, refers to the extent to which project objectives, deliverables, and boundaries are clearly defined and communicated. The coefficients β_1 , measure the magnitude and direction of the influence of independent variable X_1 on project implementation, while α is the constant term and μ denotes the stochastic error term accounting for factors not included in the model.

Ethical Consideration

The study adhered to rigorous ethical considerations, beginning with formal permission to access Mingana Village health facilities, guided by transparency and respect for local governance. Participants were fully informed of the study's objectives, procedures, and rights, with written consent obtained to ensure voluntary participation free from coercion or undue influence. Confidentiality, privacy, and anonymity were strictly upheld by using pseudonyms, secure storage of data, and private interview settings, while academic integrity was maintained through proper citation and plagiarism checks. Additionally, data was safeguarded in password-protected files and locked folders for five years before disposal, and throughout the research process, the researcher demonstrated professionalism, cultural sensitivity, and respect in all interactions.

RESULTS AND FINDINGS

Descriptive Results on Project Scope Clarity

Table 4 presents a descriptive analysis of how respondents perceive the clarity of project scope in donor-funded healthcare projects. The table includes statements related to project scope clarity, with responses measured on a Likert scale provide insights into the level of agreement among respondents, indicating whether project scope is well-defined, communicated, and understood. A higher mean suggests stronger agreement on project scope clarity, while a higher standard deviation reflects greater variability in responses. Understanding project scope clarity is crucial, as it directly impacts project planning, resource allocation, and overall implementation success.

Table 4: Respondents views on Project Scope Clarity

Statement on Project Scope Clarity	SD	D	NS	A	SA	Mean	Std Dev.
The objectives of the healthcare project were clearly defined at the outset.	1.1%	4.3%	4.3%	40.9%	49.5%	4.33	.838
All stakeholders understood the scope and objectives of the project.	0.0%	1.1%	6.5%	36.6%	55.9%	4.47	.669
The project scope included specific timelines and milestones.	0.0%	1.1%	7.5%	23.7%	67.7%	4.58	.681
Changes to the project scope were communicated effectively to all team members.	0.0%	2.2%	10.8%	26.9%	60.2%	4.45	.773
A clear project scope helped in aligning the team's efforts towards common goals.	2.2%	2.2%	2.2%	43.0%	50.5%	4.38	.820
The project scope documentation was readily accessible to all stakeholders.	1.1%	4.3%	3.2%	40.9%	50.5%	4.35	.829
Clarity of project scope contributed to the timely completion of project activities.	2.2%	4.3%	8.6%	45.2%	39.8%	4.16	.912
The project scope was adequately reviewed and adjusted based on emerging needs and challenges.	0.0%	3.2%	10.8%	43.0%	43.0%	4.26	.779
A well-defined scope facilitated effective resource allocation throughout the project.	0.0%	2.2%	6.5%	46.2%	45.2%	4.34	.699
Composite mean						4.37	

Source: Primary data, (2025).

Table 4 shows how respondents in Mingana Village felt about the clarity of the project scope in healthcare programs supported by donors. Project scope clarity is critical for successful implementation, according to the results. Respondents were in strong agreement on this point. Statements like "The objectives of the healthcare project were clearly defined at the outset" (mean = 4.33, SD = 0.838) and "All stakeholders understood the scope and objectives of the project" (mean = 4.47, SD = 0.669) received strong positive responses, with over 40% of respondents agreeing strongly with the statements. These results suggest that a well-defined project scope is crucial for aligning stakeholders and enhancing communication within the project team. Furthermore, the clarity of the scope contributed to the effective management of timelines and milestones, as reflected in the statement "The project scope included specific timelines and milestones" (mean = 4.58, SD = 0.681), where most respondents agreed or strongly agreed.

Moreover, respondents also emphasized the role of project scope clarity in resource allocation and project completion. For instance, the statement "A clear project scope helped in aligning the team's efforts towards common goals" received a mean of 4.38 (SD = 0.820), indicating that clear scope documentation is seen as essential for focusing efforts towards project objectives. Similarly, respondents agreed that "The project scope was adequately reviewed and adjusted based on emerging needs and challenges" (mean = 4.26, SD = 0.779), showing a positive view of scope flexibility. The composite mean of 4.37 suggests a general consensus that project scope clarity is vital for the successful implementation of healthcare projects in Mingana Village,

reinforcing findings from recent research that emphasize the positive impact of scope definition on project outcomes (Barasa *et al.*, 2021; Johnson *et al.*, 2023).

Descriptive Results on Project Implementation

Table 5 presents a descriptive statistical analysis of participants' perceptions regarding the effectiveness of project implementation. The table includes various statements on project implementation. The mean values indicate the overall tendency of responses, while the standard deviation reflects the variability in opinions among respondents. A higher mean score suggests a generally positive perception of project implementation, whereas a higher standard deviation indicates diverse opinions among participants. This analysis helps in understanding stakeholders' perspectives on the efficiency, effectiveness, and challenges associated with implementing donor-funded healthcare projects in Mingana Village, Congo.

Table 5: Respondents views on Project Implementation

Statements on Project Implementation	SD	D	NS	A	SA	Mean	Std Dev.
The objectives of the donor-funded healthcare project were clearly defined and communicated.	1.1%	3.2%	3.2%	41.9%	50.5%	4.38	.793
Sufficient resources (financial, human, and material) were allocated to the healthcare project.	0.0%	0.0%	7.5%	37.6%	54.8%	4.47	.636
Local stakeholders were actively involved in the planning and implementation phases of the project.	0.0%	1.1%	5.4%	23.7%	69.9%	4.62	.641
The training provided to healthcare workers improved their skills and effectiveness in delivering services.	0.0%	1.1%	9.7%	25.8%	63.4%	4.52	.716
Monitoring and evaluation mechanisms were effectively implemented throughout the project duration.	2.2%	1.1%	2.2%	44.1%	50.5%	4.40	.782
The project outcomes have positively impacted the health status of the community in Mingana Village.	1.1%	4.3%	3.2%	39.8%	51.6%	4.37	.831
Communication among project stakeholders was effective during the implementation of the project.	2.2%	4.3%	7.5%	44.1%	41.9%	4.19	.912
The healthcare services provided met the needs of the community.	0.0%	3.2%	8.6%	41.9%	46.2%	4.31	.766
Composite mean						4.41	

Source: Primary data, (2025).

Table 5 presents an insightful assessment of various aspects of the implementation phase of the donor-funded healthcare project in Mingana Village, Congo. Respondents largely agreed that the project's objectives were clearly defined and effectively communicated, with 50.5% strongly agreeing to this statement (mean = 4.38, SD = 0.793). This aligns with recent studies emphasizing the importance of clear project objectives in ensuring stakeholder alignment and project success (Chung & Wang, 2021). Furthermore, the allocation of sufficient resources was another key factor highlighted by respondents, with 54.8% strongly agreeing that "Sufficient resources (financial, human, and material) were allocated to the healthcare project" (mean = 4.47,

SD = 0.636), reinforcing the critical role of resource availability in the effective execution of healthcare projects (Smith et al., 2022).

The involvement of local stakeholders and the training provided to healthcare workers were also deemed essential for successful implementation. A significant 69.9% strongly agreed that "Local stakeholders were actively involved in the planning and implementation phases" (mean = 4.62, SD = 0.641), reflecting the increasing recognition of community engagement as a key factor in the sustainability of health projects (Perez & Garcia, 2023). Additionally, 63.4% of respondents agreed that "The training provided to healthcare workers improved their skills and effectiveness in delivering services" (mean = 4.52, SD = 0.716), highlighting the value of capacity building in improving service delivery outcomes. With respondents recognizing the project's contributions to community health improvements and the efficacy of communication and monitoring mechanisms throughout the project, the composite mean of 4.41 highlights the overall positive evaluation of the project's implementation phase (Kouadio et al., 2020).

Regression results for Project Scope Clarity and Project Implementation

The model summary in Table 6 shows that project scope clarity has a strong positive influence on project implementation outcomes, with a correlation coefficient (R) of .865, indicating a high degree of association between scope clarity and project success. The R Square value of .748 suggests that 74.8% of the variance in implementation performance is explained by project scope clarity, while the adjusted R Square of .745 confirms the model's robustness and reliability, minimizing the risk of overestimation. The standard error of .13173 further indicates the model's precision, reinforcing the importance of clearly defined scope in achieving donor-funded project objectives. These findings align with recent studies that emphasize project scope clarity as a key determinant of effective planning, reduced risks, and improved project delivery in health and development projects (Akinwale & George, 2021; Kamau & Wekesa, 2022; Mensah & Boateng, 2023; Zhou & Liu, 2024).

Table 6: Model summary for Project Scope Clarity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.745	.13173

a. Predictors: (Constant), Project Scope Clarity

Source: **Primary data**, (2025).

The results presented in Table 7 indicate that project scope clarity significantly predicts project implementation, with the regression model yielding an F-statistic of 270.067 and a p-value of .000, which is highly significant at the 5% level. The regression sum of squares (4.687) compared to the residual sum of squares (1.579) demonstrates that a large proportion of the variance in project implementation is explained by scope clarity, confirming its strong predictive power. These findings underscore the importance of clearly defining project objectives, deliverables, and stakeholder alignment in ensuring successful donor-funded project outcomes, which is consistent with recent empirical evidence emphasizing the critical role of project scope management in enhancing implementation efficiency and sustainability (Muriithi & Otieno, 2021; Adu & Mensah, 2022; Chukwu & Eze, 2023; Li & Zhang, 2024).

Table 7: ANOVA results for Project Scope Clarity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	Regression	4.687	1	4.687	270.067
	Residual	Residual	1.579	91	.017	
	Total	Total	6.266	92		
a. Dependent Variable: Project Implementation						
b. Predictors: (Constant), Project Scope Clarity						

Source: **Primary data**, (2025).

The coefficient results in Table 8 reveal that project scope clarity has a strong and statistically significant positive effect on project implementation, with an unstandardized coefficient (B) of 1.051 and a standardized beta of .865, indicating that a unit increase in scope clarity leads to a substantial improvement in project implementation outcomes. The high t-value (16.434) and the significance level ($p = .000$) further confirm the robustness of this relationship, while the constant was not statistically significant, suggesting that project scope clarity is the primary predictor of implementation success. These findings align with recent studies which emphasize that clear scope definition reduces risks, minimizes project delays, and enhances efficiency and sustainability of donor-funded health initiatives (Amadi & Nwosu, 2021; Mwangi & Kamau, 2022; Tetteh & Asare, 2023; Zhang & Li, 2024).

Table 8: Coefficient results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.169	.279		-.604	.547
	Project Scope Clarity	1.051	.064	.865	16.434	.000
a. Dependent variable: Project Implementation						

Source: **Primary data**, (2025).

The overall regression equation can be represented as:

$$\text{Project Implementation} = -0.169 + 1.051 \text{ Project Implementation}$$

The coefficient results in Table 8 demonstrate that project scope clarity is a strong and statistically significant predictor of project implementation, with an unstandardized coefficient ($B = 1.051$) and a standardized beta of .865, indicating that improvements in scope clarity substantially enhance project implementation outcomes. The high t-value (16.434) and the significance level ($p < .001$) further validate the strength and reliability of this relationship, while the constant was not significant, suggesting that scope clarity is the main driver of performance in this model. These findings are consistent with recent research emphasizing that clearly defined project objectives, deliverables, and stakeholder alignment reduce risks and increase the likelihood of success in donor-funded projects (Ngugi & Kimani, 2021; Mensah & Boateng, 2022; Osei & Boadu, 2023; Zhou & Liu, 2024).

Discussion of the Findings - Project Scope Clarity and Project Implementation

The findings of this study revealed that project scope clarity has a significant and positive influence on project implementation, as evidenced by the high coefficient values, strong correlation, and statistically significant results. This suggests that when project objectives, deliverables, and stakeholder roles are clearly defined and agreed upon, the likelihood of achieving project timelines, budget compliance, and desired outcomes increases substantially. These results are in line with recent empirical studies which highlight scope clarity as a cornerstone of effective project execution, noting that it minimizes ambiguity, reduces risks, and enhances

accountability in donor-funded initiatives (Akinwale & George, 2021; Mensah & Boateng, 2022). Moreover, scope clarity ensures that all stakeholders share a common understanding of project expectations, thereby improving coordination, resource allocation, and monitoring mechanisms (Osei & Boadu, 2023).

Furthermore, the strong predictive power of project scope clarity observed in this study reinforces the argument that weakly defined scopes are a major cause of delays, cost overruns, and unsustainable outcomes in development projects. In the context of donor-funded health-care projects, particularly in resource-constrained settings such as Mingana Village, scope clarity is not only critical for successful implementation but also for ensuring long-term sustainability and community ownership of outcomes. This aligns with recent research that underscores the role of scope management in enhancing efficiency and promoting resilience in health and development projects across Africa (Kamau & Wekesa, 2022; Zhou & Liu, 2024). Therefore, strengthening scope definition, enforcing change-control mechanisms, and ensuring continuous stakeholder engagement can be considered vital strategies for improving project performance in similar contexts.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that project scope clarity has a strong and significant positive effect on the implementation of donor-funded health-care projects in Mingana Village, Congo. Clear definition of project objectives, deliverables, and stakeholder roles was found to minimize risks, reduce delays, and improve cost efficiency. Findings also indicated that ambiguity and weak scope management are key contributors to underperformance in donor-funded initiatives. Therefore, scope clarity is a critical determinant of project success, influencing not only implementation outcomes but also long-term sustainability of health-care interventions.

Based on the findings, the study recommends that donor agencies and implementing partners should prioritize comprehensive scope definition at the planning stage of projects. This should include setting SMART objectives, establish clear deliverables, and ensure strong stakeholder alignment to avoid misinterpretation during execution. Secondly, effective change-control mechanisms should be institutionalized to manage scope variations that may arise, thereby safeguarding project timelines and budgets. Thirdly, continuous stakeholder engagement, including local community representatives, should be emphasized to ensure shared ownership and smooth implementation. Lastly, capacity-building programs should be provided for project managers and coordinators in Mingana Village to strengthen their skills in scope management and implementation monitoring.

Suggestions for Further Studies

This study was limited to donor-funded health-care projects in Mingana Village; hence, future studies should expand the scope to include other regions in Congo or across Sub-Saharan Africa to allow for broader generalization of findings. Comparative studies between different types of donor-funded projects, such as education, agriculture, and infrastructure, could provide additional insights into whether the influence of project scope clarity varies across sectors. Furthermore, longitudinal research is recommended to track the effect of scope clarity on project sustainability beyond the implementation phase. Finally, future scholars may explore the moderating role of political, cultural, and institutional factors on the relationship between project scope clarity and implementation success.

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