HIV AND AIDS PROGRAMMES FINANCING AND SUSTAINABILITY IN KENYA: A CASE OF THE NATIONAL AIDS CONTROL COUNCIL (NACC)

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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This research project has been submitted for examination with my approval as the University Supervisor.

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Dr. Goretty Ofafa

DEDICATION

I would like to dedicate my work to family for giving me their unlimited support, help, encouragement and motivation throughout the completion of this project.

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My sincere gratitude goes to my supervisor, for the guidance she offered me during development of this project, may God bless her abundantly. Completing this project would have been a pipe dream without the financial support from my family who denied themselves basics to see me through this course.

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OPERATIONAL DEFINITION OF TERMS

Donor relationship management: It is the comprehensive effort of any nonprofit organizations that seeks philanthropic support to ensure that donors experience appropriate relationship quality, high level of trust, frequent communication, donors recognitions and acknowledgement to ensure satisfaction.

Financial management strategies: This is the effective planning, directing, monitoring, organizing, and controlling of the monetary resources that involves financial analysis skills, accountability, internal controls and accounting and book keeping system.

Income diversification: It is the process in which multiple income sources are created by an organization to include government expenditure, international governmental resources, donors, international NGOs and identification of opportunities.

Resources management: It is the efficient and effective deployment and allocation of an organization's resources through identification of resources needs, allocation of resources, timely allocation of resources and amount of resources.

Sustainability: Sustainability is defined as the ability of donor aided programs to create a system that continues to connect and impact on the beneficiaries even after the programs are wound up and is measured in terms of user satisfaction, community support, number of successful projects and continuing projects.

ABBREVIATIONS AND ACRONYMS

AIDS: Acquired Immune Deficiency Syndrome

HIV: Human Immunodeficiency Virus

KASF: Kenya AIDS Strategic Framework

KNASP: Kenya National HIV and AIDS Strategic Plans

MTEF: Medium Term Expenditure Framework

NACC: National AIDS Control Council

RDT: Resource Dependence Theory

SAGA: Semi-Autonomous Government Agency

TOC: Theory of constraints

UNAIDS: United Nations Programme on HIV/AIDS

USAID: United States Agency for International Development

ABSTRACT

Kenya is facing a serious sustainability problem as well a significant challenge in financing scale up of HIV and AIDS services to reach universal access, working towards zero HIV new infection, zero discrimination and zero HIV related deaths and attaining beyond zero. The gap between the available resources and actual needs is projected to increase in the coming years and yet the evolving nature of the epidemic requires that NACC through the Government of Kenya begin to plan a future based on the reality of HIV condition. The general objective of this study was therefore to determine the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya by focusing on the National Aids Control Council. The study also sought to determine the role of effective financial management strategies, resource management, income diversification strategy and donor relationship management affects HIV and AIDS programmes sustainability in Kenya. The study adopted Resource Based Theory, Resource Dependence Theory (RDT) and Theory of constraints (TOC). The resource based view theory explains the importance of financial management strategies, resource management and income diversification in National Aids Control Council. The resource dependency theory explains that an organization may depend of another organization for critical resources. The theory of constraints explains the importance of resource allocation and management in managing HIV/AIDs projects. The research study used a descriptive research design The target population of the research study will be 10 board members, 13 senior manager, 85 supervisors, and 123 officers at NACC. This study made use of stratified random sampling to select 50% of the target population. The sample size of the study was 116 staff. This study made use of both primary and secondary data. Semi structured questionnaires were used to collect primary data. Secondary data was collected from the organization's reports, internet and survey reports. A pilot test was conducted to enhance the validity and reliability of the research instrument. The data that was collected in this study was both qualitative and quantitative in nature. Qualitative data was analysed by use of content analysis presented in a prose form. On the other hand, Quantitative data was analysed by use of descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics such as percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation) was used to describe the characteristics of the target population. Data was then presented in graphs and tables. Further, correlation analysis and multiple regression analysis were used to establish the relationship between the dependent and the independent variables. The study found that income diversification was the most significant factor influencing sustainability of HIV/AIDs programmes in Kenya, followed by donor relationship management, resources management and effective financial management practices. In addition, the study found that financial management strategies such as accounting or bookkeeping system, financial analysis skills, accountability and internal control influence sustainability of HIV and AIDs programmes in Kenya. Further, the study found that resource management ensures that needs identified are met through efficient use of funds. This study therefore recommends that the organization should increase its adoption of information technology in financial management as a way of enhancing the management of financial resources. In addition, the organization should recruit more skilled staff in financial management and finance the training of the current staff on financial management practices. Also, NACC should tighten its internal policies by developing internal policies to govern utilization of resources.

CHAPTER ONE

INTRODUCTION

The chapter covers the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, limitations of the study and assumptions of the study.

1.1 Background of the Study

The Human Immunodeficiency Virus (HIV), which leads to Acquired Immune Deficiency Syndrome (AIDS), has become not only one of the most serious public health challenges of modern times, but also a workplace issue all over the world. The increasing prevalence of HIV and the lack of a permanent cure threaten to seriously disrupt normal commercial activity. HIV and AIDS was originally considered to be predominantly a health problem; however, according to Sasso (2003), HIV and AIDS is not just a public health issue, but also a workplace issue, a development challenge and the source of widespread insecurity hence it affects the economic development of a nation. HIV affects all sectors of the economy and is more of a developmental than epidemiological challenge hence calling for a multi-sectoral approach.

One of the main challenges facing HIV and AIDS programmes globally is financial sustainability. Achieving institutional financial sustainability is a goal that all non-profit organizations strive for, including HIV and AIDS programmes (Avila et al., 2012). Financial sustainability enables an organization to cover administrative costs and to prioritize its activities so as to accomplish its missions, without undergoing interminable negotiations with donors who may or may not agree with the vision or with the cost percentages. The four pillars of financial sustainability include strategic and financial planning, income diversification, sound administration and finance and own income generation (Mziray *et al.*, 2012).

In low- and middle-income countries, HIV/AIDS programmes have significantly been depending on donor funding (Bennett et al., 2011). However, in a vast majority of low- and middle-income countries, national health systems face financial sustainability challenges as donor funding or HIV/AIDs programmes decline. Donor dependence is particularly high for HIV programs in low- and middle-income countries where HIV prevalence is high (Mziray, Haacker & Chao, 2012). Combined donor assistance to HIV programs in 127 of these countries amounted to 49% of total HIV funding in 2011 (USAID, 2015). In many low-income countries, and in some middle-income ones, the dependence is higher: in Cambodia, Niger, and Tajikistan, for example, more than 75% of HIV spending comes from outside agencies, with the government contributing less than 25%. HIV programs tend to rely more on donor funding than does the wider health sector (Avila et al., 2012). In lower middle-income Ukraine in 2009, donor funding as a percentage of total health expenditure was only 0.3%, whereas it accounted for 46% of the funding for the national HIV program. In upper middle-income Jamaica in 2008, donor assistance to the health sector overall amounted to 1.5%, as opposed to 51% for the country's HIV program (Bennett et al., 2011).

HIV has long-term implications for treatment costs because it is a chronic condition that requires medical attention throughout the life of the patient. In addition, as an infectious disease, it requires sustained resources for prevention (Avila et al., 2012). To execute the investment framework led by UNAIDS, a global HIV strategy budgeted at between US$16 billion and US$22 billion will be required annually between 2011 and 2020 to effectively fight the AIDS epidemic; in 2011, US$16.8 billion was available globally (USAID, 2015). After rapidly expanding, HIV funding from donor countries has flattened out between 2008 and 2012, ranging between US$6.9 and US$7.9 billion per year. As a result, most HIV/AIDs programmes around the world are facing sustainability challenges (USAID, 2015). In Jamaica, Mziray et al. (2012) found that the financial sustainability of the national response to HIV/AIDS in Jamaica faces challenges that arise primarily from two sources. The first source is the projected increase in the costs of providing HIV/AIDS services, largely because the number of people eligible for and receiving treatment expands greatly over the coming years. The second source is the outlook for Jamaica in obtaining external funding is uncertain. As availability of external funding is expected to decrease, the need for domestic financing to sustain the HIV/AIDS program and meet the increased demand for services will increase. In India, Bennett et al. (2011) found that 40% of all HIV/AIDs programmes in the country fail in less than one year after the exit of the donors of founding agencies.

In Africa, an organization known as Health Finance and Governance, has been supporting countries like Botswana, Burundi, Côte d'Ivoire, Lesotho, Namibia, Nigeria and Swaziland to increase the financial sustainability and quality of their national HIV/AIDS programs by working collaboratively to generate costing data for HIV/AIDS services, and assist in the development of national transitional financing plans and resource mobilization strategies (USAID, 2015). The collaboration is also ensuring adequate management, training, and distribution of the health workforce to support the provision of HIV/AIDS services and attain national and global targets for improved health outcomes.

In response to the challenges arising from HIV and AIDS, the Kenyan government declared the pandemic a national disaster and a public health emergency in 1999 (Kiruri, 2012). Through

Sessional paper No. 4 of 1997 on AIDS in Kenya, the government put in place a national policy, defined an institutional framework and intensified intervention measures for prevention, management, control and mitigation of HIV and AIDS impact. In March 2003, Kenya declared "Total War on AIDS" (TOWA) and established a cabinet committee to deal solely with HIV and AIDS related issues (Barasa, 2014). In April 2005, the government developed a public sector workplace policy on HIV and AIDS as a guide to further development of sector specific workplace programs. This was followed by a HIV and AIDS Prevention and Control Act 2006 gazetted in January 2007 (Kenya Gazette supplement No.98). The Ninth Kenyan parliament enacted the HIV and AIDS control Act N0.14 of 2006 which was assented by the president on 30th December 2006, however, the date of commencement is yet to be given in spite of the legislation integrating legal issues, human rights and HIV/AIDS policies which is critical in containing the epidemic (Ishioro, 2016).

With an estimated 1.6 million Kenyans living with HIV and AIDS by the end of the year 2014, the epidemic has caused far reaching social, economic, health and population effects. Several donors and partners in the initiative to fight HIV and AIDS in Kenya have faced several challenges in Kenya which have reduced their level of sponsorship and support for the HIV and AIDS programmes in Kenya (National AIDS and Control Council, 2012). Furthermore, Kenyan local Non- Governmental Organizations and Community Based Organizations addressing the issues of the HIV and AIDS within the country do not have income generating activities which could have facilitated the organizations to continue fighting the spread of the HIV and AIDS epidemic within the country. However, all non-governmental organizations together with the National AIDS Control Council heavily rely on support from donors and partners (Ishioro, 2016).

Also, poor fund management and planning towards HIV and AIDS programs have resulted to large amount of finances not accomplishing the initial desired programs on HIV and AIDS in Kenya. As of the year 2014, bulk of the funding for HIV and AIDS in Kenya came from external partners constituting of about 87% thus high donor dependency and about 13% of our spending on HIV Programmes is from domestic sources (Bernardi & De Chiara, 2015).

Although the HIV response in the country has recorded increasing financial resources from development partners, future funding for the AIDS response is increasingly uncertain as a result of changing donor priorities and continuing global financial and economic crises. The implication of these developments will be an increase in the financial gap as compared to the increasing resource needs. In addition, the Kenya government is facing economic challenge and its budget is greatly constrained. This has contributed to a small budgetary allocation towards fighting HIV and AIDS spread in the country (National AIDS and Control Council, 2013).

1.1.1 National AIDS and Control Council (NACC) in Kenya

National AIDS Control Council -NACC (1999) was established under the State Corporations Act and Legal Notice No. 170 with the mandate coordinating the National Multi-sectoral response to HIV and AIDS. NACC is a non-commercial Semi-Autonomous Government Agency (SAGA) under the ministry of health. The NACC was established to provide policy and a strategic framework for mobilizing and coordinating resources for prevention of HIV transmission and provision of care and support to the infected and affected people in Kenya. The strategic objective of the NACC is to coordinate the national response to HIV and AIDS through a multi-sectoral approach. The ultimate goal is to reduce the spread of HIV to zero, improve the quality life of those infected and affected and mitigate the socio-economic impact of the epidemic. HIV and AIDS remains a major development challenge and is the highest cause of mortality (death) in Kenya contributing to 29.3% of all deaths annually and diverting resources from productive investments. Therefore, containing the spread of the epidemic will contribute significantly to increased investments that will guarantee steady income of Kenyans as envisioned in the Vision 2030. The NACC is committed to provide the leadership and coordination that will ensure that the Kenyan Society is free from HIV and AIDS and its negative impacts.

Since its inception, NACC has had some notable achievements which include: National HIV prevalence declined from 6.3% (in 2008) to 6% (in 2014) of adults aged 15-64 years; age group 15-24 years prevalence has dropped from 3.8% to 2.2% and age 25-34 prevalence has dropped from 10.5% to 6.4% over the same period (Kenya HIV Estimates 2014). Other achievements include the coordinating development and implementation of the Kenya National HIV and AIDS Strategic Plans-KNASP I-IV (2009/10-2012/13); the development of the Kenya AIDS Strategic Framework-KASF (2014-2019); the development of policies on key areas including orphans and vulnerable children; mainstreaming gender into the Kenya National HIV and AIDS Strategic Plan (KNASP) & Kenya AIDS Strategic Framework (KASF) and engaging with key sectoral ministries to mainstream HIV and AIDS in the context of the Medium Term Expenditure Framework (MTEF) budget process.

1.2 Statement of the Problem

HIV and AIDS continue to ravage every sector of Kenya’s economy. Kenya like all Sub Saharan Africa has been severely affected and the impact of HIV on the population has grown tremendously over the years (Ishioro, 2016). HIV and AIDS has been recognized as a serious challenge facing human development and achievement of National and Sustainable Development

Goals and Vision 2030 in Kenya. Under the Social Pillar of Vision 2030, HIV and AIDS is listed as one of the preventable diseases that continue to exert a heavy toll on the Kenyan population. Since the first incidence of HIV and AIDS was diagnosed in Kenya in 1984, significant progress has been done over the years in fight against HIV and AIDS. This has been achieved through enhanced awareness, prevention, treatment, care and programmes. Although there has been a remarkable journey, the country still has a long, hard road ahead in the process of fighting HIV and AIDS. With an estimated 1.6 million Kenyans currently living with HIV and AIDs, the epidemic has caused far reaching social, economic, health and population effects. The impact of HIV and AIDS has been tremendous in all sectors of the economy in terms of cost factor and service delivery aspects, there is therefore the need to implement appropriate policies and programs in order to manage and mitigate the pandemic. For Kenya to achieve a sustained economic growth as outlined in Vision 2030, a healthy population is vital (Bernardi & De Chiara, 2015).

The country is facing a serious sustainability problem as well a significant challenge in financing scale up of HIV and AIDS services to reach universal access, working towards zero HIV new infection, zero discrimination and zero HIV related deaths and attaining beyond zero (Sia et al., 2014). The gap between the available resources and actual needs is projected to increase in the coming years and yet the evolving nature of the epidemic requires that NACC through the Government of Kenya begin to plan a future based on the reality of HIV condition (Ishioro, 2016).

This can only be carried out through sufficient sustainable financial resources and equally important, the available resources must be used as efficiently as possible. A sustained national HIV and AIDS program is one that delivers the planned scale of services across areas, at the desired level of quality and predictability across the planned time frame. This study ought to fill the research gap that exists by carrying out a research on the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya by focusing on the National Aids Control Council.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to determine the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya by focusing on the National Aids Control Council.

1.3.2 Specific Objectives

The research was guided by the following specific objectives;

i. To determine the role of effective financial management strategies on HIV and AIDS programmes sustainability in National Aids Control Council.
ii. To establish the extent to which resource management affects HIV and AIDS programmes sustainability in National Aids Control Council.
iii. To find out how income diversification strategy affect HIV and AIDS programmes sustainability in National Aids Control Council.
iv. To examine how the donor relationship management affects HIV and AIDS programmes sustainability in National Aids Control Council.

1.4 Research questions

The researcher was guided by the following research questions;

i. What is the role of effective financial management strategies on HIV and AIDS programmes sustainability in National Aids Control Council?
ii. To what extent does resource management affect HIV and AIDS programmes sustainability in National Aids Control Council?
iii. How does income source diversification strategy affect HIV and AIDS programmes sustainability in National Aids Control Council?
iv. How the donor relationship management affects HIV and AIDS programmes sustainability in National Aids Control Council?

1.5 Significance of the Study

Given the fact that the government of Kenya is having a constrained budget and there is an emerging trend that donors have changed their focus from funding HIV/AIDS projects to other related activities, there is need to formulate sustainable funding strategies which would contribute towards the availability of funds to enable HIV and AIDS programmes to be implemented. This study is therefore of great importance to the management of National Aids Control Council and nongovernmental organizations dealing with HIV/AIDs programmes as it provide information that can be used to develop strategies to improve financial sustainability of HIV/AIDS programmes.

To the donors and groups funding HIV/AIDS programmes, the findings and recommendations of the study provides practical solutions to various projects being undertaken by various stakeholders' in ensuring continuity of the projects for long term benefits. The findings of the research study are also useful to the local NGOs in the process of understanding the trends of the HIV and AIDS funding in the country.

To the government of Kenya, the study provides information that can be used to formulate policies to enhance the sustainability of HIV/AIDs programmes in the country. The government of Kenya is also investing a lot of money in the management and prevention of HIV/AIDs. The study is therefore very useful in evaluating the current policies and strategies and making sector specific policies and strategies to address the HIV and AIDS pandemic.

To other researchers and academicians, the study adds more information to the body of knowledge on the influence of financing strategies on the sustainability of HIV and AIDs programmes. In addition, the study provides a base upon which further studies can be conducted in this area. The study redefines influence of financing strategies on the sustainability of HIV and AIDs programmes.

1.6 Scope of the Study

This study sought to assess the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya. The study considers four variables, namely; financial management strategies, resources management, income diversification and donor relationship management. The study was carried out at the National AIDS and Control Council (NACC), which is located in Nairobi County. The study specifically targeted middle level managers (supervisors), senior management staff and Board members at the NACC.

1.7 Limitation of the Study

The limitations of the study are those characteristics of design or methodology that impact or influence the application or interpretation of the results of the study (Glicken, 2008). The study used primary data which was collected by use of questionnaires. Questionnaires are exposed to the risk of recall bias and nonresponse bias. Recall bias arises due to differences in the accuracy or completeness of participant recollections of past events (Creswell, 2005). Nonresponse bias results from unwillingness or inability of the respondents to participate in the study. The respondents were reluctant in giving the required information due to fear of victimization and attitude towards this study. In addition, some respondents felt as if they were being investigated. The researcher however worked at winning the confidence of those involved in the research by giving them the reasons for the research and assuring them of confidentiality of information provided. The researcher also obtained a letter of data collection from the University to assure the respondents that the information collected is for academic purposes only.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on the influence of financing strategies on the Sustainability of HIV and AIDs programmes. The chapter begins with a theoretical review, followed by empirical review, the summary of the literature and research gaps. The chapter also presents the conceptual framework.

2.2 Theoretical Review

Organizations have operating costs; impose costs on society to the extent that they use contributions and voluntary services to provide superior value to society and need a reliable flow of revenue to finance their mission and be financially sustainable. This study was built upon certain theories that have much links with management of financial resources in organizations. The most outstanding ones that have found much application in financial management include; Resource Based Theory, Resource Dependence Theory (RDT) and Theory of constraints (TOC).

2.2.1 Resource Based Theory

Resource based view theory was developed by Wernerfelt (1984) in his article known as ‘a Resource-Based View of the Firm’. The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal (Hitt, Carnes & Xu, 2016). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the bundle of resources can sustain the firm's above average returns.

Acar and Polin (2015) emphasizes the distinction between capabilities and resources by defining capabilities as a special type of resource, specifically an organizationally embedded non-transferable firm-specific resource whose purpose is to improve the productivity of the other resources possessed by the firm. Resources are stocks of available factors that are owned or controlled by the organization, and capabilities are an organization's capacity to deploy resources.

Resource based view theory entails the identification of unique resources in a firm and making a decision where these resources can be invested to earn the company the highest returns (Hitt, Carnes & Xu, 2016). The theory also suggests that a firm's resources are the key determinants of its performance and this significantly contributes to its competitiveness and performance. Resources in an organization include financial resources (Kozlenkova, Samaha & Palmatier, 2014).

The resource based view theory was used in this study to explain the importance of financial management strategies, resource management and income diversification in National Aids Control Council. One of the key resources of National Aids Control Council is financial resource. Acquiring and management of financial resources on National Aids Control Council play an important role in ensuring the sustainability of HIV/AIDs programmes. According to Gillis, Combs and Ketchen (2014), resource allocation to HIV/AIDs programmes highlights the need for an approach capable of addressing these constraints to construct a portfolio of alternatives that collective best use is made of the limited total resource. It involves a resource management skills and ability to diversify resources of income. For them to ensure sustainability after the exit of the donors, HIV/AIDs programmes need to adopt other sources of income, improve on resource management skills and enhance donor relationship.

In relation to financial sustainability, the RBV shares some common terms with sustainability research, such as “resources” and “sustainable,” making its application somewhat intuitive. This study was concerned with sustainability as meeting the organization’s present needs without compromising the ability of future generations to meet their own needs, rather than the sustainability of competitive advantage (Gillis *et al.* 2014). The RBV suggests that competitive advantage may be sustained when the firm’s resources are inimitable and non-substitutable. This points to the importance of ensuring that a firm’s inimitable and non-substitutable resources are nurtured, maintained, and renewed over time.

2.2.2 Resource Dependence Theory

This theory was developed by Emerson (1963) and further progressed by Pfeffer and Salancik (1978), who proposed that control over critical resources by one organization can make other firm dependent on it. Resource Dependence Theory assumes that even operating in the same industry, firms are heterogeneous in terms of their resources and capabilities. In essence, the theory argues that organizations are often not self-sufficient for all the needed resources that can enable them remain competitive (Harkins & Forster-Holt, 2014). Therefore, they need to engage in exchanges with other organizations in one way or the other so as to gain necessary resources for survival.

Resource Dependence Theory (RDT) is based upon how the external resource of organizations affects the behavior of the organization (Xia & Li, 2013). The theory is based upon the following tenets: organizations are dependent on resources, these resources ultimately originate from the environment of organizations, the environment to a considerable extent contains other organizations, the resources one organization needs are thus often in the hand of other organizations, resources are a basis of power, legally independent organizations can therefore be dependent on each other (Harkins & Forster-Holt, 2014).

In relation to National Aids Control Council, the resource dependency theory explains that an organization may depend of another organization for critical resources. In Kenya, the National Aids Control Council and non-governmental organizations dealing with HIV/AIDs programmes depend on financial resources that are in the hands and donors and the government. Therefore, the National Aids Control Council must maintain a good relationship with the donors and other funding institutions.

2.2.3 Theory of Constraints

The Theory of Constraints is an approach that is used to develop specific management techniques that was developed by Goldratt (1986). Since 1997 it has found application in two areas within project management (Naor, Bernardes & Coman, 2013). This first is scheduling of a single project to reduce project duration and simplify project control. This is the main theme of the novel Critical chain. Only towards the end of this novel there is an indication of its use in project resources allocation. Project planning surfaces any constraints such as resources in terms of staff required, equipment and finances within which the project's objectives must be accomplished (Naor, Bernardes & Coman, 2013).

Resource allocation and management is a key factor in managing HIV/AIDs projects. The use of limited resources creates competition for those resources. If a project does not have a systematic way to allocate resources, managers may build in buffers to cope with the risk of having insufficient resources (Theophilou et al., 2015). In addition, they can come up with other ways of getting the funds through income diversification.

2.3 Empirical Review

2.3.1 Sustainability of HIV/AIDs Programmes

The issue of sustainability gets an international agenda since its advent in the 1980s. Understanding the essence of sustainability requires analyzing its four elements: technical, programmatic, social and financial sustainability (Abebe, 2012). The Technical sustainability refers the continuous availability of high quality, facility-based HIV clinical services aligned with national standards (Skilled professionals, adequate laboratory, pharmacy infrastructure, sufficient equipment and commodities). Programmatic sustainability refers effective management, coordination and implementation of facility-based HIV services (robust logistics; commodity and supply management systems; functional communications) (Barasa, 2014). Social sustainability refers to sustained HIV activities, which rely on continued demand for HIV services by communities (acceptability, accessibility, affordability and culturally sensitive). Financial sustainability refers the presence of adequate and continuous funding to achieve HIV service targets and objectives (Avila et al., 2013).

2.3.2 Effective Financial Management Strategies and Sustainability of HIV/AIDs Programmes

Sound financial strategies, good governance, and accountability are essential building-blocks for driving improvement and better-value for money in organizations. Gray et al (2006) have surveyed organizations, civil society and accountability: making the people accountable to capital and Ebrahim (2005) report on accountability myopia: losing sight of organizational learning. Financial statements are intended to be understandable by readers who have a reasonable knowledge of business and economic activities and accounting and who are willing to study the information diligently (Linton, 2005). Financial statements may be used by users for different purposes: Owners and managers require financial statements to make important business decisions that affect its continued operations. Financial analysis is then performed on these statements to provide management with a more detailed understanding of the figures.

Meeting financial goals is essential to fulfilling this mission, but is not the top priority. Managers must ask a 'chicken and egg' question: Which comes first, the programmes to fulfill the mission, or the income (earned and voluntary) to finance the programmes? It is important to recognize that aspirations and financial resources are related, and that it is management's task to co-ordinate the two. All organizations require a financial management system, however, many organizations may only have an accounting or bookkeeping system.

Accounting or bookkeeping are a subset of financial management. Financial management is generally the responsibility of the finance manager. However, all section managers should contribute to and benefit from a financial management system. The finance managers play a key role within an organization. The financial manager is responsible for maintaining perspective so that activity and administrative objectives are directed towards achieving organizational goals. The finance manager should be in a position to have a bird's eye view of the day-to-day operations of the organization and will be able to see trends, strengths, weaknesses and opportunities for improvement (Gray et al, 2006). This unique position allows the finance manager to play an active role in strategic planning. Strategic planning focuses on the long-term goals and objectives of the organization and should, at a minimum, include the Board of Directors and the key management staff of the organization.

Naidoo (2004) and Unerman and O'Dwyer (2006) concluded that ethical environments are more important than codes of conduct in influencing finance managers in organizations when resolving ethical dilemmas. Catasus and Grönlund (2005) found that management's attitude toward internal control was significant when accountants were asked to evaluate the control environment of an organization. A more important issue, however, is whether these internal control factors are actually related to misrepresented financial information. Numerous empirical studies have looked into both the needs of financial reporting and management skills in public accounting information. Skoog (2003) carried out a research on visualizing value creation through the management control of intangibles; Power (2004) – analyses the financial management of everything; while Waddell (2006) carried out a study on the complementary resources: the win-win rationale for partnerships with organizations. These studies found that organizations are more apt to voluntarily disclose negative earnings surprises preemptively, compared to positive earnings surprises. This is consistent with the thought that managers face an asymmetric loss function.

Financial management in organizations is concerned with ensuring funds are available when needed and that they are obtained and used in the most efficient and effective way to the benefit of the organization (Waddell, 2000). From an organizational point of view, the process of financial management is associated with financial planning and financial control. Financial planning seeks to quantify various financial resources available and plan the size and timing of expenditures. Financial management practices requirements can impose a significant burden on organizations (Page, 1984). Managing the movement of funds in relation to the budget is essential for organizations. At the corporate level, the main aim of the process of managing finances is to achieve the various goals an organization set at a given point of time (Linton, 2005). Financial managers aim to boost the levels of resources at their disposal.

A financial instrument is a contract that gives rise to both a financial asset of one enterprise and a financial liability of another enterprise. The financial instruments of the organization mainly comprise available for sale financial assets– These are investments in equity securities and government securities (Ahrens & Chapman, 2006). Originated loans and receivables– These are loans and receivables created by the organization for providing money to a debtor. These include debtors, prepayments and grants receivable. Financial liabilities– The Organization has financial liabilities, which consist mainly of trade creditors and unexpended grants. Used appropriately, financial management tools can help an organization to deliver its mission better and to ensure the best and most beneficial use of resources. The consequences of bad financial management are therefore very serious. Good financial management requires sound organizational planning and the set-up and implementation of workable systems, policies and procedures which can respond to, accommodate and overcome the financial challenges an organization may face. All organizations need money. Alongside staff, money is the one thing that takes up most management time.

2.3.3 Resources Management and Sustainability of HIV/AIDs Programmes

Despite the vast differences among the world organizations, most share a common dilemma: lack of funds limits the quantity and/or quality of the important work they do. Unlimited needs chasing limited resources are a fundamental fact of economic life in rich countries and in poor countries. Organizations increasingly find that grants and donations are inadequate to meet current program needs, much less to expand program activities. With so many worthy causes that address genuine needs competing for the attention and generosity of the public, even wealthy donors lack the resources needed to fund every worthwhile effort.

Core ideas of resources management have been related to the field of sustainability. While being aware of the disciplinary effect of institutional pressures, organizations may proactively identify sustainability issues and (re-)shape the fundamental nature of how policies, norms and standards for environmental and social performance are defined (Oliver & Holzinger, 2008). One prominent way to influence institutional demands is to establish voluntary sustainability initiatives in the form of policies, codes of conducts, management systems, programs, certification schemes, or roundtables (Hamprecht, 2006). These voluntary sustainability initiatives may help to overcome the environmental or social problems commonly faced by a collective of organizations, limit the risk of unwanted laws, societal norms, or standards being externally imposed, and help to raise the institutional expectations that organizations face. As such, voluntary sustainability initiatives help to control potential competitive disadvantages due to the eventually higher costs of environmentally and socially friendly practices (Zadek, 2004), encourage environmental watchdogs to investigate more intensely into competitors' activities, pressure competitors to also invest in similar sustainability strategies, and create market entry barriers hindering environmentally or socially unconscious supply chains to supply the market (Bansal, 2005)

However, resources which are particularly necessary to establish voluntary sustainability initiatives, to overcome the institutional competition of diverse logics, and to finally affect the intended institutional change have not been analyzed (Hamprecht, 2006). In this context we introduce the concept of key resources management which enables organizations to establish voluntary sustainability initiatives and to win the competition of opposing existing and emerging institutional practices applied in supply chains (Misangyi *et al.*, 2008). In fact, the identification and management of such key resources still has to happen in institutional entrepreneurship (Hamprecht & Sharma, 2006). Specifically, more research on resources is needed in the context of voluntary sustainability initiatives which is characterized by high complexity due to several intersecting performance dimensions (Bansal, 2005) and a confusing multiplicity of affected stakeholders and values (Hamprecht & Sharma, 2006).

The resource-based view emphasizes specific resources that explain the unique (i.e., competitive) advantage of firms and mechanisms that prevent competitors from acting in the same way (Lozano, 2008). Resources are defined as all assets, capabilities, organizational processes, firm attributes, information and knowledge. Controlled by the firm that enables the firm to conceive and implement strategies that improve its efficiency and effectiveness. Resource-based scholars draw on a definition of attributes that require resources to be valuable, rare, difficult to duplicate, and non-substitutable to contribute to sustained competitive advantage (Hunt & Davis, 2008).

Transferring these ideas into organizations logic, Hamprecht and Sharma (2006) argue that the concept of resource value specifies the effectiveness of a resource in achieving the intended institutional change. Simultaneously, resources have to be rare, difficult to duplicate, and non-substitutable in order to rule out competitive parity of different institutions, preventing defenders of the institutional status quo or further competing actors in the institutional field from achieving an institutional change in other directions (Hamprecht & Sharma, 2006).

2.3.4 Income Diversification and Sustainability of HIV/AIDs Programmes

Diversification of funding sources is essential to increase the stability of organizations income streams. As a response to the economic crisis, tapping international funding streams might be more important than ever (Kurosaki, 2003). In particular, funding from international governments and their respective bilateral aid agencies has provided excellent opportunities for the organizations. With the funding challenge most organizations have responded with the same entrepreneurial spirit, good planning and hard work that brought them success in their core activities (Barrett, Bezuneh et al., 2000).

They have expanded fund-raising activities directed at the general public, tapped new corporate donors for monetary and in-kind support, and held one-time events. They have redesigned program implementation strategies to include cost-recovery components whereby the beneficiaries of the program pay part, and sometimes all, program costs (Henin, 2002). And today we even see organizations owning and managing restaurants, tour companies, banks, clinics and other businesses.

One definition of income diversification, perhaps closest to the original meaning of the word, refers to an increase in the number of sources of income or the balance among the different sources (Jenkins & Yakovleva, 2006). Thus, an organization with two sources of income would be more diversified than an organization with just one source, and an organization with two income sources, each contributing half of the total, would be more diversified than an organization with two sources, one that accounts for 90 percent of the total (Ersado 2003).

For many organizations, social enterprise serves as a strategy to diversify their funding base, decrease reliance on donors, and recover or subsidize program costs. In these cases, the social enterprise offers a means to reduce program deficits and employ resources more efficiently (Rao & Holt, 2005). Organizations seeking means to diversify income may set modest financial objectives.

There are neither magic answers, nor simple solutions and every organization is unique (Clark, 2007). But there are ideas, information and sources of practical support for organizations wanting to broaden their income base and explore sustainable funding not as a single source of income - but as a process comprising several related parts (Migros 2008).

Diversification should begin with a strategic analysis of the status quo, the institutional strengths, specificities and opportunities, as well as a scan of the competitive environment. Pre-existing additional income streams should be included in the overall evaluation (Lavie, 2006). Apart from undertaking an appropriate analysis of cost effectiveness and risk of various activities, institutions need to assess the appropriateness of these activities in relation to the organizations' mission and culture.

The leadership's commitment to this process is of crucial importance. The leadership is best placed to project a vision and build the case for diversification activities, as well as engage the broader church community in the process (Reisch et al., 2008). Organizations leaders also play an important role in shaping the necessary change processes related to diversification, be it a cultural change or an organizational change. Many activities to increase and generate new income sources need new expertise, which does not necessarily always exist within the institution. Organizations may recruit professionals from outside the congregation or invest in the development of staff to acquire these skills (Dauncey, 2009). When external staff is recruited, it is important that they understand the specificities of the research and education environment or are integrated in an established team. Professionalization is relevant at all levels, including human resources management, knowledge transfer activities, research administration, financial management, etc.

A gradual approach to structured development of staff capacity may be best adapted considering the fact that the potential to invest in human resources is reduced in times of financial constraints (Ciliberti et al., 2008). Given the high relevance of building up these skills for successful income diversification however, targeted support from governments towards this end would have a high leverage effect.

The success of income diversification strategies largely depends on the ability of the institution's leadership to communicate effectively with the community as well as with external stakeholders. An organization needs to reinforce awareness around the range of activities they undertake and the added value they create for society, helping potential partners to evaluate funding options (Hargrave & van de Ven, 2006). External communication should also contribute to reinforcing the image and specific profile of an institution. Communication can also usefully be undertaken at sector level, upholding the value of higher education for the wider economy.

Risk management constitutes a major driver for income diversification for organizations (Beringer et al., 2008). The perception that it is necessary to spread financial risks is commonly shared among organizations, especially in the light of the consequences of the economic crisis and on the basis of pessimistic expectations regarding future trends in funding coming from "traditional" sources. Developing additional funding streams becomes necessary to mitigate negative consequences of a sudden drop in income or to fuel further growth of the church's activities.

An organization also tends to approach income diversification as a means to gain more flexibility in their internal financial management. Income generated by the institution often responds to different rules in terms of allocation, types of use allowed, etc. There is a commonly shared perception that additional income sources may involve fewer administrative requirements, although this is not necessarily so in reality. High fragmentation of donor funding exacerbates this issue, with different donors often having complex and different rules and requirements (Amsler, 2009). This demands swift action by donors to streamline funding modalities across the different funding entities.

Large, broadly based organizations are generally better equipped to diversify their funding sources than smaller organizations. They can take advantage of their recognizable name and logo. They have more technical skills on which to build commercial activities. They have more contacts and connections with outside groups with which to form partnerships. And internally they have more experience adopting new programs and adapting to organizational change. These organizations also often have a greater need to seek outside funding because of their higher costs for support services and overhead (Daub, 2007). On the other hand, smaller organizations have the advantage that relatively small amounts of self-generated funds can make a big difference in ensuring their financial viability.

2.3.5 Donor Relationship Management and Sustainability of HIV/AIDs Programmes

Donor Relationship Management is not just a tool to collect data from donors; it is a holistic strategy, a methodology of collecting, organizing and analyzing every aspect of your donors. Burnett (2002) recognized the need for what he termed relationship fundraising – dealing with donors individually, recognizing each donor as unique in terms of giving history, motivation for giving, and the overall standard of care expected from the charities being supported. The entire relationship with a donor, he argued, should be viewed holistically and fundraising decisions taken in light of the perceived value of the overall relationship. Recognizing the benefit of a future income stream, organizations are not afraid to invest in their donors and allow them greater flexibility over the content, nature, and frequency of the communications they receive. This might make people feel important.

Although the initial costs of implementing such a strategy are undoubtedly higher, the benefits in terms of an enhanced pattern of donor loyalty—and therefore the future revenue stream—far outweigh this investment. Donors should be able to choose when communication is initiated and the form that it might take. It seems that one way in which organizations might achieve this goal is to ensure that they give ongoing and specific feedback to donors as to how their funds have been put to use, in particular the benefit that has resulted for the beneficiary group (Plummer, 2009). If this feeling of impact on the cause is not strengthened, it seems less likely that donors will view other causes as being more deserving than those they already support.

Donors viewing the communications they receive as informative, courteous, timely, appealing, and convenient appear to remain loyal for a greater period of time. The issue then becomes how best to achieve this perception (Matten & Moon, 2008). The donor, ideally, should be able to select the pattern of communication he or she wishes to receive. Some organizations offer donors the opportunity to specify how frequently they would like to hear from the organization, whether they would like news about how their gift has been employed, whether they would like such news but not additional letters asking for money, and so on. Such practices are likely to improve perception of the quality of communication received and thereby enhance loyalty (Wilson, 2003).

Furthermore, it seems clear that organizations could also offer donors some choice over whether or not they wish to be asked for a specific sum. Some donors may welcome guidance about the appropriateness of certain gift levels. Others may prefer to take such decisions themselves and not be prompted by the organizations (Hobson, 2006). Obviously, where specific sums are requested, organizations should be sure they are appropriate given the financial ability of the donor (Sargeant & Woodliffe, 2007).

Liljander and Strandvik (2005) proposed that the relationship quality construct is critical in guiding relationship management. In addition, Sasso (2003) suggested that relationship quality and its understanding will guide the field of services management in general. The fundraising variant of relationship marketing, relationship fundraising, also places developing quality perceptions at the heart of developing donor loyalty. Indeed, an understanding of the processes and the development of the “relationship quality” within the charity-donor dyad is considered central to implementing any relationship fundraising marketing strategy (Shabbir *et al.*, 2007). Although some research has focused on beneficiary perceived relationship quality, the influence of quality perceptions of donor satisfaction and behavior (Bekkers, 2005) and the development of the relationship quality construct, little empirical enquiry has explored the role that relationship quality may have in assisting the effects of identity-based constructs.

Nonprofit sector donors tend to have relationships with two to three organizations. These relationships are stable, typically based upon (often deeply) personal commitments to the mission of each organization they support. As with customers in the for-profit world, a nonprofit’s existing donors are frequently their most valuable donors, and can be a key engine for growth. While the nonprofit world is rapidly evolving technologically, with the emergence of sophisticated online donor management and analytical tools, the ability to create a single donor view of giving throughout and across the organization remains elusive.

As organizations began to recognize the true value of maintaining and upgrading a donor's relationship and support, the roles of acknowledgment, recognition, and stewardship shifted from being rote activities to being strategic actions (Clarke, 2006). The field of donor relation management became the responsibility of the professional staff and the principles of donor relations were integrated into the many aspects of the development and institutional advancement programs at charitable organizations and organizations.

2.4 Summary of the Literature

This study is anchored on three theories; Resource Based Theory, Resource Dependence Theory and Theory of constraints. Sustainability of projects significantly depends on financial resources. Resource allocation involves a resource management skills and ability to diversify resources of income. For them to ensure sustainability after the exit of the donors, HIV/AIDs programmes need to adopt other sources of income, improve on resource management skills and enhance donor relationship. Resource Dependence Theory is based upon how the external resource of organizations affects the behavior of the organization. In Kenya, the National Aids Control Council and non-governmental organizations dealing with HIV/AIDs programmes depend on financial resources that are in the hands and donors and the government. Therefore, the organizations must maintain a good relationship with the donors and other funding institutions. The Theory of Constraints is an approach that is used to develop specific management techniques. Resource allocation and management is a key factor in managing HIV/AIDs projects.

The empirical studies show that effective financial management strategies such as accountability play a role in the performance of various institutions. The study also found that good financial management requires sound organizational planning and the set-up and implementation of workable systems, policies and procedures which can respond to, accommodate and overcome the financial challenges an organization may face. However, studies conducted on financial management strategies do not show how financial management strategies include the sustainability of projects. In addition, the literature above highlights the importance of the identification and management of key resources, However, it does not show the influence of resource management on the sustainability of projects. The empirical literature also outlines the how various institutions diversify their income. Reliance on one source of financing was found to affect the performance of projects conducted by nongovernmental organizations. Developing additional funding streams is necessary in mitigating negative consequences of a sudden drop in income or to fuel further growth of organization's activities. In relation to donor relationship management, the empirical literature indicates that donor relationship management should be viewed holistically and fundraising decisions taken in light of the perceived value of the overall relationship. Nevertheless the literature does not show the influence of donor relationship management on sustainability of projects.

2.5 Research Gaps

Various studies have been conducted on HIV/AIDs programmes, globally and locally. Globally, Abebe (2012) conducted a study on the sustainability of HIV/AIDS Care and Support Programmes in Nigeria and found that addressing the sustainability issue of an HIV care and support intervention is a dilemma. Ávila et al. (2013) conducted a study on the determinants of government HIV/AIDS financing in Spain and established that sustained increases in funding for

HIV from public sources were observed in all regions and emphasize the increasing importance of government financing. Having been conducted in other countries, their findings cannot be generalized to Kenya due to differences in economic performance and legal; framework governing HIV/AIDs programmes.

In Kenya, Kiruri (2012) carried a study on the factors influencing utilization of funds among funded organizations in the total war against HIV and AIDS project and found that financial, project Management skills and CSO technical expertise in HIV and AIDS are of crucial in achievement of target. In addition, Barasa (2014) carried out a study on the factors Influencing Implementation of Effective HIV Prevention Programmes and established that lack of enough and competent staff, inadequate finances and staff lacking some project management skills, especially monitoring and evaluation skills influence the implementation of Effective HIV Prevention Programmes. However, these studies do not outline the influence of financing strategies on the Sustainability of HIV and AIDs programmes.

2.6 Conceptual Framework

Conceptual framework has been defined by Kothari (2004) as a hypothesized model identifying the concepts under the study and their relationships. It's a diagrammatic presentation showing the relationship between independent and dependent variable. It aims at explaining relationship between variables and it synthesizes the idea in a systematic way to provide direction. A dependent variable is what one measures in the experiment and what is affected during the experiment. An independent variable is a variable presumed to affect or determine a dependent variable. The independent variables in this study were financial management strategies, resources management, income diversification and donor relationship management. The dependent variable was sustainability of HIV/AIDs programmes.

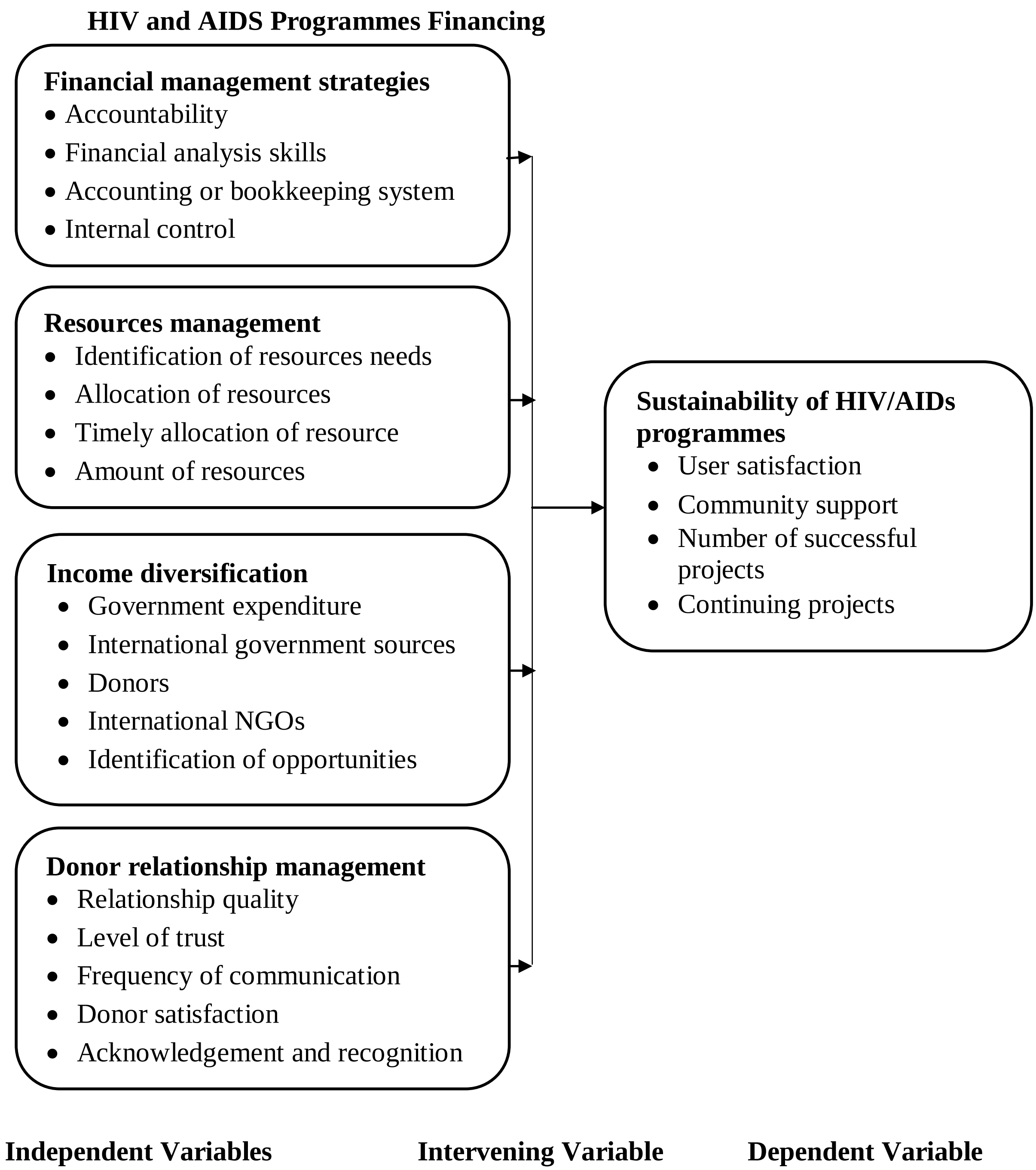

Figure 2. 1: Conceptual framework

Source: Author (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Kothari (2004), research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it is outlined the study design, population and sample, data collection procedures, data analysis procedures and measurement variables. This chapter provides a description of the research design, target population, sample size, sampling procedure, data collection instruments, pilot testing, sampling procedure, data analysis and presentation and ethical consideration.

3.2 Research Design

The research design is an arrangement of conditions for collection and analysis of data in a way that combines their relationship with the purpose of the research (Glicken, 2008). It is a means to achieve the research objectives through empirical evidence that is required economically. The research study used a descriptive research design in the process of analyzing the information and describing the phenomenon from the respondents that will be carried out at National AIDS Control Council. According to Mugenda and Mugenda (2003), descriptive design is a process of collecting data in order to test hypothesis or to answer the questions of the current status of the subject under study. Its advantage is that, it is used extensively to describe behavior, attitude, characteristic and values. However; the method may contain too many variables that cannot be realistically controlled. This design was adopted as the suitable research design since it facilitates the collection of original data necessary to realize the research objectives.

3.3 Target Population

Creswell (2005) describe a population is a complete set of individuals, cases or objects with common observable characteristics. Target population is that population to which a researcher wants to generalize the results of a study (Mugenda & Mugenda, 2003). The target population of the research study was all the staff working in NACC. These include 10 board members, 13 senior manager, 85 supervisors, and 123 officers at NACC.

Table 3. 1: Target Population

	Target population
Board Members	10
Managers	13
Supervisors	85
Officers	123
Total	**231**

Source: NACC (2016)

3.4 Sample and Sampling Technique

This study made use of stratified random sampling to select 50% of the target population. According to Greener (2008), if the target population is between 100 and 500, 50% should be selected as a sample size. Stratified random sampling involves the classification of a population into lesser sub-groups known as strata. These strata are developed on the basis of the members' shared characteristics or attributes. After classification, a random sample was obtained from each stratum in a number proportional to the size of the stratum when compared with the population.

The strata in this study were the various levels of management. Stratified sampling was selected because it captures key population characteristics and gives a representative sample size.

Table 3. 2: Sample Size

	Target population	**Sample Size**
Board Members	10	5
Managers	13	7
Supervisors	85	43
Officers	123	62
Total	**231**	**116**

Source: NACC (2016)

3.5 Data collection instruments

The two types of data include primary data and secondary data. This study made use of both primary and secondary data. This research study used semi structured questionnaires to collect primary data. Questionnaires were preferred in this study because they are very economical in terms of time, energy and finances. The structured questions were used as they conserve energy, money and time and facilitate an easier analysis as they are in immediate usable form. On the other hand, the unstructured questions were used as they encourage the respondent to provide an in-depth response without feeling held back in revealing of any information (Creswell, 2005). The questionnaire was divided into six sections that included demographic information and the rest covering the four independent variables and the dependent variable. The structured questions used nominal scale, ordinal scale and likert scale.

Secondary data was collected from the Company's reports (including work-plans, progress reports, quarterly and annual reports), internet /websites, survey reports as well communication reports where applicable.

3.5.1 Validity of the Instrument

Validity as noted by Greener (2008) is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Content validity will be used in this study. This is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. To establish the validity of the research instrument the researcher sought the opinions of experts in the field of study especially the supervisor. This helped to improve the content validity of the data that was collected. It facilitated the necessary revision and modification of the research instrument thereby enhancing validity (Cooper & Schindler, 2006).

3.5.2 Reliability of the Instrument

Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subject. To test the reliability of the research instrument, the questionnaire was randomly administered to a pilot group of 11 respondents (10% of the sample population). The same respondents were not used again in the consequent study. The questionnaire's reliability was statistically measured by measuring the internal consistency. In turn, internal consistency was measured by use of Cronbach's Alpha. The alpha values range between 0 and 1 with reliability increasing consistently with increase in value (Kothari, 2004). Coefficient of 0.7 is a normally accepted rule of thumb that designates acceptable reliability and 0.8 or higher indicated good reliability was deemed reliable (Mugenda & Mugenda, 2003).

From the findings, effective financial management practices had a Cronbach's alpha of 0.711, resources management had a Cronbach's alpha of 0.733, income diversification had a Cronbach's alpha of 0.744, donor relationship management had a Cronbach alpha of 0.768 and sustainability of HIV/AIDs programmes had a Cronbach alpha of 0.719. The average Cronbach alpha for all the variables was 0.734. These findings clearly show that the questionnaire was reliable and no amendments were required.

Table 3.3: Cronbach's Alpha Coefficients

Construct	**Cronbach's alpha**
Financial management strategies	0.711
Resources management	0.733
Income diversification	0.744
Donor relationship management	0.768
sustainability of HIV/AIDs programmes	0.719
Average	**0.735**

3.6 Data collecting procedures

The study sought a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The questionnaires were then administered to the committee members through a drop off and pick up (DOPU) later method. The DOPU technique is an effective means to reduce potential non-response bias through increased response rate. The respondents were given a period of one week to fill the questionnaires.

3.7 Data analysis and presentation

Data analysis involves reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques (Cooper & Schindler, 2006). The data that was collected in this study was both qualitative and quantitative in nature. Qualitative data was analysed by use of content analysis presented in a prose form. On the other hand, Quantitative data was analysed by use of descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics such as percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation) was used to describe the characteristics of the target population. Data was then presented in graphs and tables.

Further, correlation analysis and multiple regression analysis was used to establish the relationship between the dependent and the independent variables. According to Orodho (2007), regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modelling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. The study used a 95% confidence interval. A 95% confidence interval indicates a significance level of 0.05. This implies that for an independent variable to have a significant consequence on the dependent variable, the p-value ought to be below the significance level (0.05).

The regression equation was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby;

Y = sustainability of HIV/AIDs programmes

X1 = Financial management strategies

X2 = Resources management

X3 = Income diversification

X4 = Donor relationship management

ε = Error Term

B_0 = Constant Term

B_1, B_2, B_3 B_4 = Regression Co-efficient

3.8 Ethical consideration

According to Cooper and Schindler (2006), ethics refers to norms governing human conduct which have a significant impact on human welfare. Ethical issues will be put into consideration by the researcher in this study to avoid the loss of credibility of the study. There was acknowledgement of all ideas that was borrowed from other authors in an effort to avoid plagiarism. Furthermore, the personnel who were willing to take part in the study will be given questionnaires to fill. Those who may not wish to take part in the study was not compelled to participate in any way.

The respondents who participated in the study voluntarily were required to have an informed consent. Generally, this indicates that potential research respondents should be fully aware of the procedures to be involved in the research. Thus, they gave their consent to take part in the study. To this effect, all the respondents were fully aware of the intentions of the study and were given the assurance that this study would entirely be for academic purposes.

Further, the respondents were requested not to write their names on the questionnaires and the names of the specific individuals involved in the study were also held with strict confidentiality. In addition, where a response was attributed to specific individuals, the said information was maintained in strict confidence. Also, all the respondents were fully aware of the intentions of the study and were given the assurance that this study were entirely for academic purposes. Strict confidentiality was adhered to, where no information was given to any person who is not authorized.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the analysis of data and interpretation of the findings. The data analysis, interpretations and discussion of the findings were done as per the objectives of the study. The main objective of this study was to investigate on the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya by focusing on the National Aids Control Council. The study also sought to determine the role of effective financial management strategies, resource management, income diversification strategy and donor relationship management in HIV and AIDS programmes sustainability in Kenya.

The study sample size was 116 staff working in the National AIDS and Control Council (NACC).

Table 4. 1: Response Rate

	Sample Size	Responses	Response rate
Board Members	5	4	80.00
Managers	7	5	71.43
Supervisors	43	36	83.72
Officers	62	59	95.16
Total	**116**	**104**	89.66

Source: Research Data (2016)

Out 116 staff, 104 responses were obtained, which gives a response rate of 89.65%. According to Kothari (2004) a response rate of 50% or more is adequate for analysis, which shows that 89.65% was an acceptable basis for drawing conclusions.

4.2 General Information

The general information of the respondents comprised of their gender, age bracket, work experience, current academic qualification and management position.

4.2.1 Gender of the respondents

Both the officers and the management were as ked to indicate their gender. The results were as shown in table 4.2.

Table 4. 2: Gender of the respondents

Gender		**Category**		**Total**
		management	**Officers**	
Female	Count	30	33	63
	Percent	65.2%	56.9%	60.6%
Male	Count	16	25	41
	Percent	34.8%	43.1%	39.4%
Total	**Count**	**46**	**58**	**104**
	Percent	**100.0%**	**100.0%**	**100.0%**

Source: Research Data (2016)

From the findings 65.2% of the management staff indicated that they were female while 34.8% indicated that they were male. In addition, 56.9% of the officers indicated that they were female while 43.1% indicated that they were male. This implies that most of the staff (management and officers) in National AIDS and Control Council were male.

4.2.2 Age Bracket of the Respondents

The respondents, management and officers, were also asked to indicate their age bracket. The results were as indicated in table 4.3.

Table 4. 3: Age Bracket of the Respondents

Age bracket		**Category**		**Total**
		management	**Officers**	
26 – 30 yrs.	Count	5	22	27
	Percent	10.9%	37.9%	26.0%
31 – 35 yrs	Count	6	14	20
	Percent	13.0%	24.1%	19.2%
36 – 40 yrs	Count	20	11	31
	Percent	43.5%	19.0%	29.8%
41 – 45 yrs	Count	8	10	18
	Percent	17.4%	17.2%	17.3%
46 – 50 yrs	Count	7	0	7
	Percent	15.2%	0.0%	6.7%
51 and above	Count	0	1	1
	Percent	0.0%	1.7%	1.0%
Total	**Count**	**46**	**58**	**104**
	Percent	**100.0%**	**100.0%**	**100.0%**

Source: Research Data (2016)

According to the findings, 43.5% of the management staff indicated that they were aged between 36 and 40 years, 17.4% indicated between 41 and 4 years, 15.2% indicated between 46 and 50 years, 13% indicated between 31 and 35 years and 10.9% indicated between 26 and 30 years. In addition, 37.9% of the officers indicated that they were aged between 26 and 30 years, 24.1% indicated between 31 and 35 years, 19% indicated between 36 and 40 years, 17.2% indicated between41 and 4 years and 1.7% indicated above 50 years. This implies that most of the staff in the management were aged between 36 and 40 years and most of the officers were aged between 26 and 30 years.

4.2.3 Work Experience

The respondents were requested to indicate the number of years working in the organization. The results were as shown in table 4.4.

Table 4. 4: Work Experience

Work experience		**Category**		**Total**
		management	**Officers**	
Less than 3 years	Count	9	13	22
	Percent	19.6%	22.4%	21.2%
4-7 years	Count	23	17	40
	Percent	50.0%	29.3%	38.5%
8-11 years	Count	7	18	25
	Percent	15.2%	31.0%	24.0%

12-15 years	Count	7	10	17
	Percent	15.2%	17.2%	16.3%
Total	**Count**	**46**	**58**	**104**
	Percent	**100.0%**	**100.0%**	**100.0%**

Source: Research Data (2016)

From the findings, 50% of the management staff indicated they had been working in the organization for 4 and 7 years, 19.6% indicated less than 3 years, 15.2% indicated between 8 and 11 years and the same percent indicated between 12 and 5 years. Further, 31% of the officers indicated that they had been working in the organization for between 8 and 11 years, 29.3% indicated between 4 and 7 years, 22.4% indicated for less than 3 years and 17.2% indicated between 12 and 15 years. This shows that most of the management staff had been working ion the organization for between 4 and 7 years and most of the officers had been working in their organization for between 8 and 11 years.

4.2.4 Respondents' current academic qualification

Both the management staff and the officers were asked to indicate their current academic qualification. The results were as presented in table 4.5.

Table 4. 5: Respondents' current academic qualification

Academic qualification		Category		Total
		management	**Officers**	
PhD	Count	1	0	1
	Percent	2.2%	0.0%	1.0%
Masters	Count	26	33	59
	Percent	56.5%	56.9%	56.7%
Degree	Count	16	21	37
	Percent	34.8%	36.2%	35.6%
Diploma	Count	3	4	7
	Percent	6.5%	6.9%	6.7%
Total	**Count**	**46**	**58**	**104**
	Percent	**100.0%**	**100.0%**	**100.0%**

Source: Research Data (2016)

From the findings, 56.5% of the management staff indicated that they had masters' degrees, 34.8% had bachelor's degrees, 6.5% had diplomas and 2.2% had Phds. In addition, 56.9% of the officers indicated that they had master's degrees, 36.2% had bachelor's degrees and 6.9% had diplomas. This implies that most of the management staff and officers had master's degrees.

4.2.5 Management Positions

The management staff was asked to indicate their management positions. The results were as shown in figure 4.1.

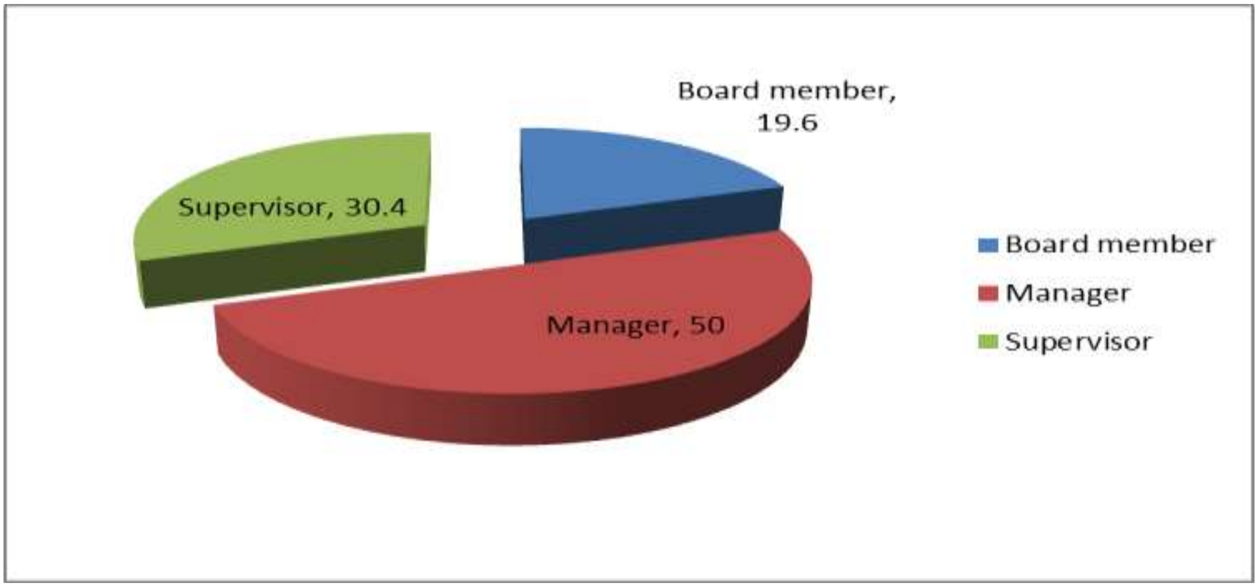

Figure 4. 1: Management Positions

Source: Research Data (2016)

From the findings, 50% of the management staff indicated that they were managers, 30.4% were supervisors and 19.6% were board members. This shows that most of the management staff were managers.

4.3 Financial Management Strategies and Sustainability of HIV/AIDs Programmes

The first objective of the study was to determine the role of effective financial management strategies on HIV and AIDS programmes sustainability in Kenya.

4.3.1 Influence of Financial Management Strategies and Sustainability of the Programmes

The officers were asked to indicate the extent to which financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya. The results were as indicated in figure 4.2.

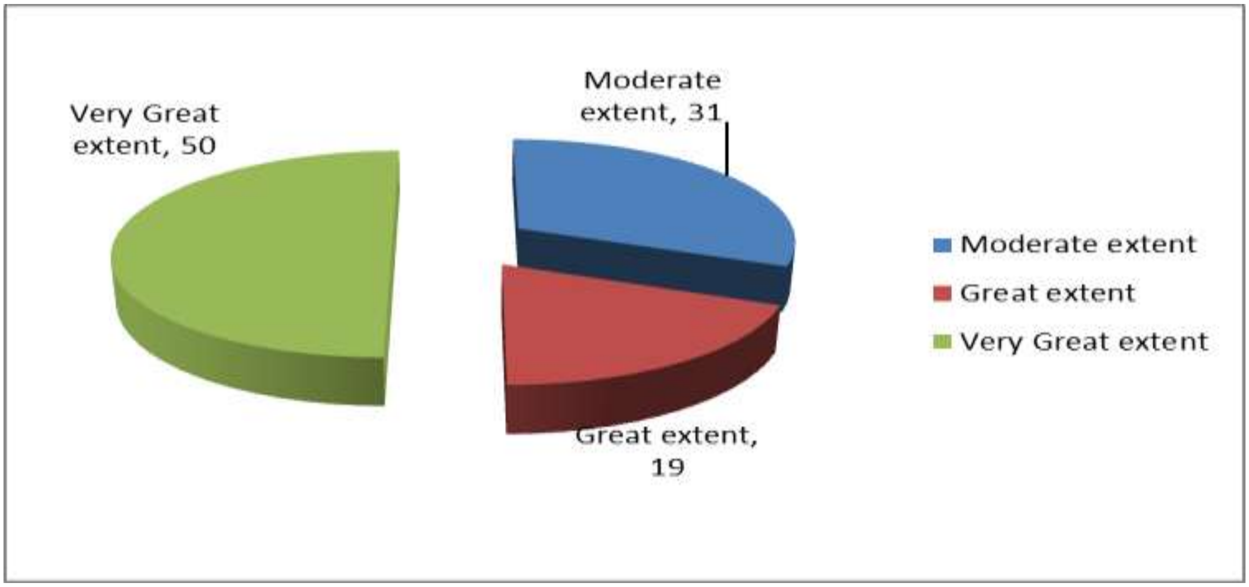

Figure 4. 2: Influence of Financial Management Strategies and Sustainability of the Programmes

Source: Research Data (2016)

According to the findings, 50% of the officers indicated that financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya to a very great extent, 31% indicated to a moderate extent and 19% indicated to a great extent. This implies that financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya to a very great extent. The findings concur with Linton (2005) argument that financial management strategies influence the sustainability of community projects.

4.3.2 Use of financial management strategies NACC

The respondents were requested to indicate whether the National Aids Control Council uses the stated financial management strategies. The results were as shown in table 4.6.

Table 4. 6: Use of financial management strategies NACC

Financial management strategies	Frequency		Percent	
	Yes	**No**	**Yes**	**No**
Accountability	75	29	72.1%	27.9%
Financial analysis skills	67	37	64.4%	35.6%
Accounting or bookkeeping system	90	14	86.5%	13.5%
Internal control	93	11	89.4%	10.6%

Source: Research Data (2016)

From the findings, 89.4% of the staff (management staff and officers) indicated that National Aids Control Council uses internal controls, 86.5% indicated that the organization was using accounting and book keeping system, 72.1% indicated that they were using accountability strategy and 64.4% indicated that the organization was using financial analysis skills. These findings are in line with Ahrens and Chapman (2006) findings that financial management practices include internal controls, records keeping, accounting and book keeping system and financial analysis skills.

4.3.3 Other financial management strategies

Both the management staff and officers were asked to indicate, which other financial management strategies are used in National Aids Control Council. From the findings, they indicated that the organization was using coordination of donor funds agencies, participation in country resource mobilization, choice of where to source for funds, budgeting, use of cash book, use of e-procurement and management of cash flow

4.3.4 Financial management strategies

The respondents were asked to indicate the extent to which financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya. Where 1 was no extent at all, 2 was low extent, 3 was moderate extent, 4 was great extent and 5 was very great extent.

Table 4. 7: Financial management strategies

	No extent at all	**Low extent**	**Moderate extent**	**Great extent**	**Very great extent**	**Mean**	**Std. Deviation**
Accountability	0.0	3.8	20.2	24.0	51.9	4.240	.908
Financial analysis skills	0.0	3.8	8.7	32.7	54.8	4.384	.804
Accounting or bookkeeping system	0.0	2.9	6.7	27.9	62.5	4.500	.750
Internal control	0.0	6.7	21.2	20.2	51.9	4.173	.989

Source: Research Data (2016)

From the findings, the respondents indicated with a mean of 4.500 and a standard deviation of 0.750 that accounting or bookkeeping system influence the sustainability of HIV and AIDs programmes in Kenya to a great extent. These findings concur with Gray et al. (2006) argument that accounting or bookkeeping are a subset of financial management and influence sustainability of projects. The respondents also indicated with a mean of 4.384 and a standard deviation of 0.804 that financial analysis skills influence the sustainability of HIV and AIDs programmes in Kenya to a great extent. These findings are in line with Skoog (2003) argument that financial reporting and management skills are key in public accounting information and influence performance and sustainability.

Further, the respondents indicated with a mean of 4.240 and a standard deviation of 0.908 that accountability influence the sustainability of HIV and AIDs programmes in Kenya to a great extent. Also, the respondents indicated with a mean of 4.173 and a standard deviation of 0.989 that internal control influences the sustainability of HIV and AIDs programmes in Kenya to a great extent. These findings agree with Catasus and Grönlund (2005) findings that management's attitude toward internal control was significantly influencing performance and sustainability or projects.

4.3.5 Influence of financial management strategies on the sustainability HIV/AIDs programmes

Both the management staff and officers, were asked to indicate how financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya. From the findings, they indicated that prudent use of available resources may lead to larger coverage and reaching out to more people. Financial management strategies help in maintaining the current donors funding the programmes and attract other new donors by gaining their confidence to invest where their funds will create value and have a great impact to the society they are meant to serve. Ineffective strategies often lead to misuse of funds in which case donors may withdraw their funds from the programmes or limit their support. The management staff also indicated that efficient utilization of funds ensures that program objectives are achieved within the set time frames and enhance accountability. Also, the use of financial management strategies leads to reduction in leakages and overlaps in finances, ensures proper management of resources and ensures proper utilization of resources. These findings agree with Waddell (2000) findings that financial management in organizations is concerned with ensuring funds are available when needed and that they are obtained and used in the most efficient and effective way to the benefit of the organization.

4.4 Resources Management and Sustainability of HIV/AIDs Programmes

The second objective of the study was to establish the extent to which resource management affects HIV and AIDS programmes sustainability in Kenya.

4.4.1 Resources management Strategies Adopted in NACC

Both the management staff and the officers were asked to indicate resource management strategies used in their organization. According to the findings, the indicated that the organization was using record keeping, incorporation of beneficiary's focal persons in decision making, advocacy, partnership and networking, concept and proposals development, resource reallocation and planning, establishment of human resource department, asset management, internal controls, capacity building of program staff, establishment of M and E system for program monitoring. In addition, the organization was using resource planning and resource breakdown that shows exactly where the funds are required.

4.4.2 Resource Management and the Sustainability of HIV and AIDs Programmes

The officers were asked to indicate the extent to which resource management influences the sustainability of HIV and AIDs programmes in Kenya. The results were as presented in figure 4.3.

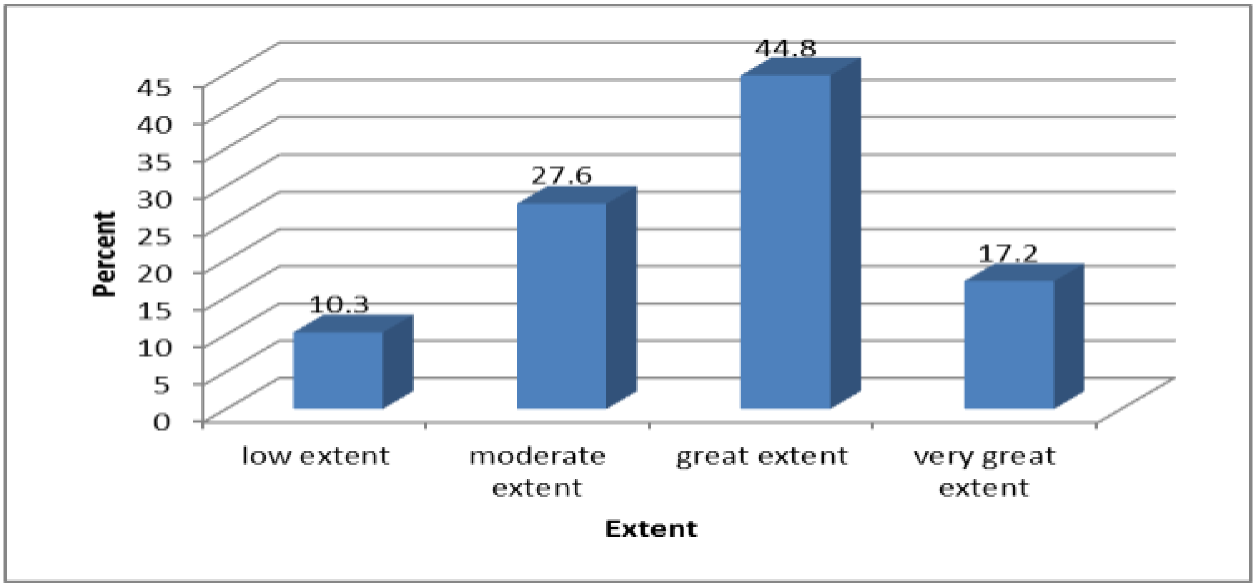

Figure 4. 3: Resource Management and the Sustainability of HIV and AIDs Programmes

Source: Research Data (2016)

From the findings, 44.8% of the officers indicated that resource management influences the sustainability of HIV and AIDs programmes in Kenya to a great extent, 27.6% indicated to a moderate extent, 17.2% indicated to a very great extent and 10.3% indicated to a low extent. This implies that resource management influences the sustainability of HIV and AIDs programmes in Kenya to a great extent. These findings agree with Oliver and Holzinger (2008) argument that core ideas of resources management have been related to the field of sustainability.

4.4.3 Aspects of Resource Management

The respondents were requested to indicate the extent to which various aspects of resource management influence the sustainability of HIV and AIDs programmes in Kenya. The results were as shown in table 4.8.

Table 4. 8: Aspects of Resource Management

	No extent at all	Low extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Identification of resources needs	0.0	0.0	17.3	39.4	43.3	4.259	.737
Allocation of resources	0.0	0.0	14.4	35.6	50.0	4.355	.722
Timely allocation of resource	0.0	0.0	6.7	35.6	57.7	4.509	.623
Amount of resources	0.0	11.5	12.5	36.5	39.4	4.038	.994

Source: Research Data (2016)

According to the findings, the respondents indicated with a mean of 4.509 and a standard deviation of 0.623 that timely allocation of resource influences the sustainability of HIV and AIDs programmes to a great extent. The respondents also indicated with a mean of 4.355 and a standard deviation 0.722 that allocations of resources influence the sustainability of HIV and AIDs programmes to a great extent. These findings agree with Hamprecht (2006) findings that timely allocation of resource influences the sustainability and performance of projects. In addition, the respondents indicated with a mean of 4.259 and a standard deviation of 0.737 that identification of resources needs influence the sustainability of HIV and AIDs programmes to a great extent. Further, the respondents indicated with a mean of 4.038 and a standard deviation of 0.994 that amount of resources influence the sustainability of HIV and AIDs programmes to a great extent. These findings concur with Hamprecht and Sharma (2006) argument that the identification and management of such key resources still has to happen in institutional entrepreneurship that seek to enhance sustainability.

4.4.4 Influence of Resource Management on the Sustainability of HIV/AIDs programmes

The management staff were requested to indicate how resource management influences the sustainability of HIV and AIDs programmes in Kenya. From the findings, they indicated that resources management ensures that there is continuity of the programme. In addition, it determines the period of running the programme: short, medium or long term. Also, resource management ensures that needs identified are met through efficient use of funds. Further, resource management ensures that programme activities are carried out on time according to the plan. However, the management staff also indicated that resource management serves to achieve the purposes of the donor but in the end often leads to donor dependency and no real benefits to the beneficiaries. These findings concur with Lozano (2008) findings that resource management ensures that needs identified are met through efficient use of funds.

4.5 Income Diversification and Sustainability of HIV/AIDs Programmes

The third objective of the study was to find out how income diversification strategy affects HIV and AIDS programmes sustainability in Kenya.

4.5.1 Main Sources of Income in NACC

The officers were asked to indicate the main sources of income in their organization. From the findings they indicated that the main sources of income in their organization included international NGOs, international development organizations, donors, fundraising and government, external donors.

4.5.2 Income Diversification and the Sustainability of HIV and AIDs Programmes

The officers were asked to indicate the extent to which income diversification influences the sustainability of HIV and AIDs programmes in Kenya. The results were as presented din figure 4.4.

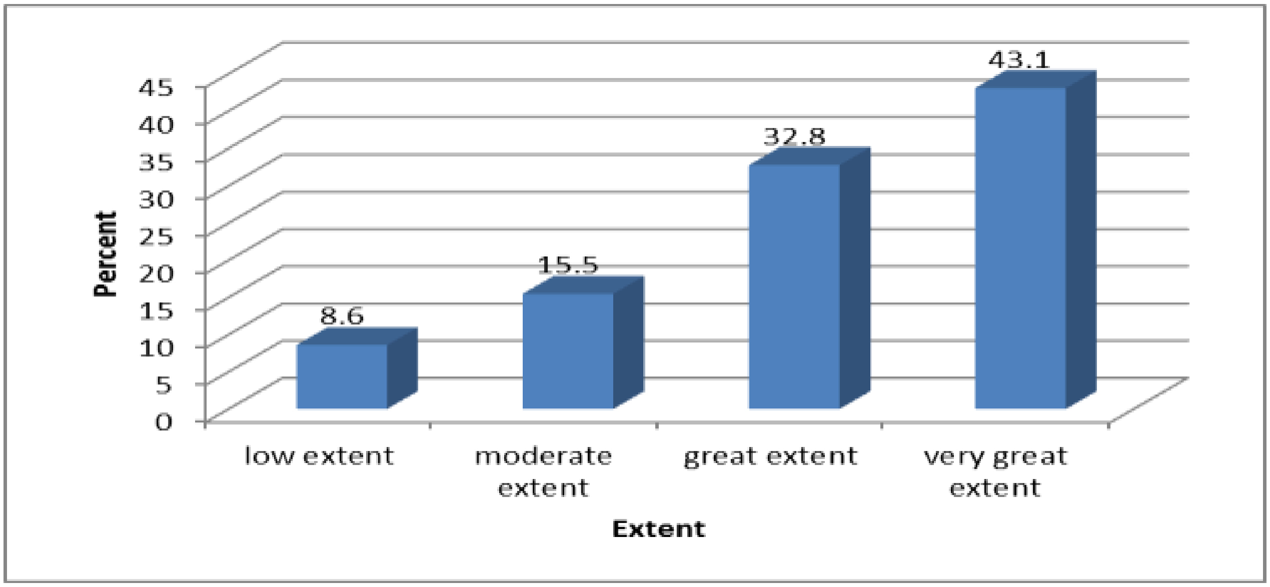

Figure 4. 4; Income Diversification and the Sustainability of HIV and AIDs Programmes

Source: Research Data (2016)

As indicated in figure 4.4, 43.1% of the officers indicated that income diversification influences the sustainability of HIV and AIDs programmes to a very great extent, 32.8% indicated to a great extent, 15.5% indicated to a moderate extent and 8.6% indicated to a low extent. This shows that income diversification influences the sustainability of HIV and AIDs programmes to a very great extent. These findings agree with Kurosaki (2003) argument that diversification of funding sources is essential to increase the stability of organizations income streams.

4.5.3 Types of Income

The respondents were asked to indicate the extent to which various types of income influence the sustainability of HIV and AIDs programmes in Kenya. The results were as shown in table 4.9.

Table 4. 9: Types of Income

Types of Income	Low extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Government expenditure	19.2	7.7	26.9	46.2	4.000	1.149
International government sources	6.7	14.4	35.6	43.3	4.153	.911
Donors		7.7	19.2	73.1	4.653	.619
International NGOs	9.6	1.0	40.4	49.0	4.288	.899
Identification of opportunities	9.6	27.9	23.1	39.4	3.923	1.030

Source: Research Data (2016)

From the findings, the respondents indicated with a mean of 4.653 and a standard deviation of 0.619 that donors income influence the sustainability of HIV and AIDs programmes to a great extent. The respondents also indicated with a mean of 4.288 and a standard deviation of 0.899 that international NGOs income influences the sustainability of HIV and AIDs programmes to a great extent. The respondents further indicated with a mean of 4.153 and a standard deviation of 0.911 that international government sources influence the sustainability of HIV and AIDs programmes to a great extent. These findings concur with Kurosaki (2003) argument that funding from international governments and their respective bilateral aid agencies has provided excellent opportunities for the organizations.

With a mean of 4.000 and a standard deviation of 1.149 the respondents indicated that government expenditure income influences the sustainability of HIV and AIDs programmes to a great extent. In addition, the respondents indicated with a mean of 3.923 and a standard deviation of 1.030 that identification of opportunities influence the sustainability of HIV and AIDs programmes to a great extent. According to Hargrave and van de Ven (2006), the success of income diversification strategies largely depends on the ability of the institution's leadership to communicate effectively with the community as well as with external stakeholders.

4.5.4 Effects of income diversification on the sustainability of HIV and AIDs programmes

The management staff and officers were asked to indicate the effects of income diversification influence the sustainability of HIV and AIDs programmes in Kenya. From the findings, they indicated that income diversification leads to less dependency on the government or donors, continuity of programs despite the absence of money from donors or government. In addition, it increases the sustainability of the organization and thereby of the interventions pursued by the organisation. Also, income diversification reduces overreliance of one donor which brings about objectivity of the programmes being pursued. Further, income diversification leads to non-dependence on one donor to finance programmes hence more sustainable programs can be funded at the same time. Moving away from traditional donors will bring in fresh ideas on how programmes can be more sustainable and increase reach those infected or at risk of contracting HIV. These findings agree with Barrett, Bezuneh et al. (2000) argument that with the funding challenge most organizations have responded with the same entrepreneurial spirit, good planning and hard work that brought them success in their core activities and sustainability of their projects.

4.6 Donor Relationship Management and Sustainability of HIV/AIDs Programmes

The fourth objective was to examine how the donor relationship management affects HIV and AIDS programmes sustainability in Kenya.

4.6.1 Donor relationship management and HIV and AIDS programmes sustainability

The officers were requested to indicate the extent to which donor relationship management affects HIV and AIDS programmes sustainability in Kenya. The results were as shown in figure 4.5.

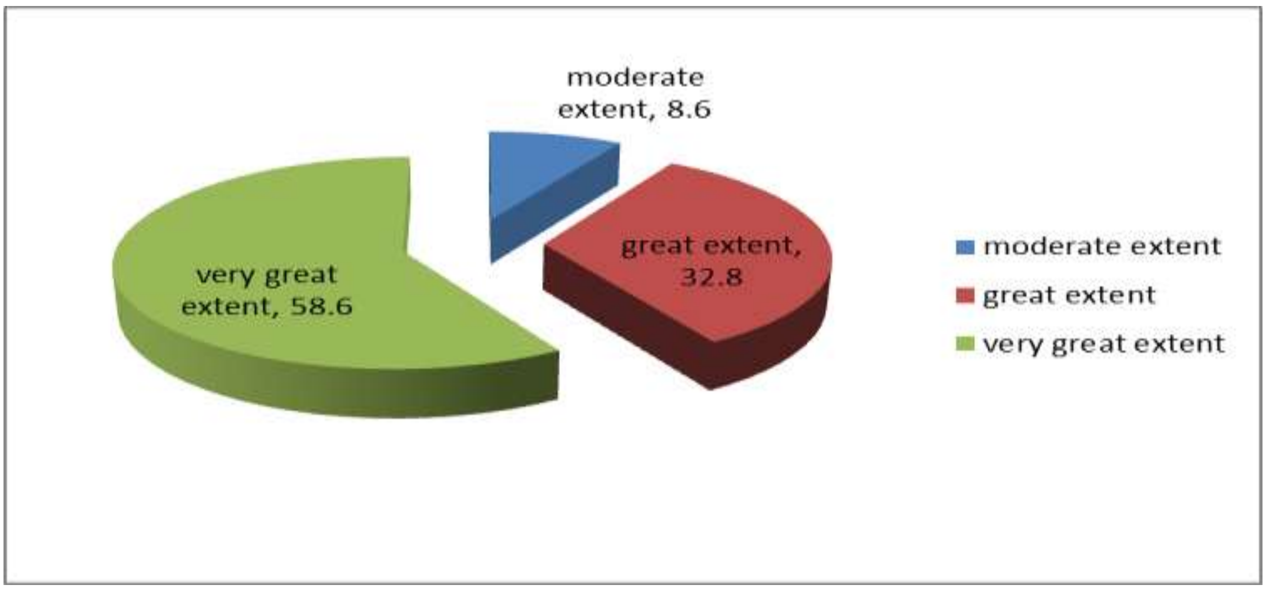

Figure 4. 5: Donor Relationship Management and Sustainability of HIV/AIDs Programmes

Source: Research Data (2016)

According to the findings, 58.6% the officers indicated that donor relationship management affects HIV and AIDS programmes sustainability to a very great extent, 32.8% indicated to a great extent and 8.6 indicated to a moderate extent. This implies that donor relationship management affects HIV and AIDS programmes sustainability to a very great extent. these findings concur with Burnett (2002) argument that dealing with donors individually, recognizing each donor as unique in terms of giving history, motivation for giving, and the overall standard of care expected from the charities being supported led to an increase in funding and hence sustainability of the projects.

4.6.2 Aspects of Donor Relationship Management

The respondents were asked to indicate the extent to which various aspects of donor relationship management influence the sustainability of HIV and AIDs programmes in Kenya. The results were as presented in table 4.10.

Table 4. 10: Aspects of Donor Relationship Management

	No extent at all	**Low extent**	**Moderate extent**	**Great extent**	**Very great extent**	**Mean**	**Std. Deviation**
Relationship quality	0.0	12.5	19.2	21.2	47.1	4.028	1.083
Level of trust	0.0	0.0	23.1	40.4	36.5	4.134	.763
Frequency of communication	0.0	0.0	26.9	47.1	26.0	3.990	.730
Donor satisfaction	0.0	0.0	16.3	19.2	64.4	4.480	.762
Acknowledgement and recognition	0.0	0.0	25.0	38.5	36.5	4.115	.779

Source: Research Data (2016)

From the findings, the respondents indicated with a mean of 4.480 and a standard deviation of 0.762 that donor satisfaction influences the sustainability of HIV and AIDs programmes to a great extent. The respondents also indicated with a mean of 4.134 and a standard deviation of 0.763 that level of trust influences the sustainability of HIV and AIDs programmes to a great extent. The respondents further indicated with a mean of 4.115 and a standard deviation of 0.779 that acknowledgement and recognition influences the sustainability of HIV and AIDs programmes to a great extent. These findings agree with Matten and Moon (2008) argument that donors viewing the communications they receive as informative, courteous, timely, appealing, and convenient appear to remain loyal for a greater period of time. The issue then becomes how best to achieve this perception. In addition, the respondents indicated with a mean of 4.028 and a standard deviation of 1.083 that relationship quality influences the sustainability of HIV and AIDs programmes to a great extent. Liljander and Strandvik (2005) proposed that the relationship quality construct is critical in guiding relationship management. Also, the respondents indicated with a mean of 3.990 and a standard deviation of 0.730 that frequency of communication influences the sustainability of HIV and AIDs programmes to a great extent. These findings agree with Matten and Moon (2008) argument that the donor, ideally, should be able to select the pattern of communication he or she wishes to receive. Some organizations offer donors the opportunity to specify how frequently they would like to hear from the organization.

4.6.3 Effects of donor relationship management on the sustainability of HIV and AIDs programmes

The management staff and the officers were asked to indicate the effects of donor relationship management on the sustainability of HIV and AIDs programmes in Kenya. From the findings, they indicated that donor relationship management leads to more funding from the donors, extension of implementation duration, recommendation for funding from other donors and long-term projects and programmes. In addition, donors recognized for their contributions are more likely to bring on board other donors to support programmes that are running or those that are about to start and they may be more willing to contribute the programmes over a longer period of time. Also, it ensures that donors are retained and engaged so that in future they can be called upon to be Income diversification gives opportunity to explore other sources of income from other donors who bring new knowledge and skills to the programmes. In addition, good relationships give room for increased funding over a longer period of time. Further, good relationships are important in cultivating trust and establishing open lines of communication between the donors and implementing partners which gives way for improving on current programmes and initiation of others. These findings concur with Burnett (2002) argument that recognizing the benefit of a future income stream, organizations are not afraid to invest in their donors and allow them greater flexibility over the content, nature, and frequency of the communications they receive.

4.7 Sustainability of HIV/AIDs programmes

The respondents were asked to indicate their level of agreement with various statements on the various aspects of sustainability of HIV and AIDs programmes that have been achieved. Where 1 represents strongly disagree, 2 represents disagree, 3 represents neutral, 4 represents agree and 5 represents strongly agree.

Table 4. 11: Sustainability of HIV/AIDs programmes

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Our HIV and AIDs programmes provide user satisfaction		11.5	11.5	58.7	18.3	3.836	.860
Our HIV and AIDs programmes get community support			21.2	63.5	15.4	3.942	.604
Our HIV and AIDs programmes continue after the exit of the financiers	5.8	11.5	17.3	52.9	12.5	3.548	1.041

Source: Research Data (2016)

The respondents agreed with a mean of 3.942 and a standard deviation of 0.604 that their HIV and AIDs programmes get community support. The respondents also agreed with a mean of 3.836 and a standard deviation of 0.860 that their HIV and AIDs programmes provide user satisfaction. The respondents further agreed with a mean of 3.548 and a standard deviation of 01.041 that their HIV and AIDs programmes continue after the exit of the financiers.

4.7.1 Number of HIV and AIDs programmes Implemented in the Last five years

The respondents were asked to indicate the number of HIV and AIDs programmes that had been implemented by National Aids Control Council in the last five years. The results were as shown in table 4.12.

Table 4. 12: Number of HIV and AIDs programmes Implemented in the Last five years

	N	Minimum	Maximum	Mean	Std. Deviation
Number of HIV and AIDs programmes	93	4	12	9.38	3.492

Source: Research Data (2016)

From the findings, the respondents indicated that National Aids Control Council had implemented about 9 programmes in the last five years. The minimum number of programmes indicated by the respondents was four while the maximum number was 12.

4.7.2 Number of HIV and AIDs programmes that are still running after the exit of the financiers

The respondents were also asked to indicate the number of HIV and AIDs programmes that are still running after the exit of the financiers.

Table 4. 13: Number of HIV and AIDs programmes that are still running after the exit of the financiers

	N	Minimum	Maximum	Mean	Std. Deviation
Number of HIV and AIDs programmes	90	1	3	1.90	.619

Source: Research Data (2016)

From the findings, the respondents indicated that an average of 2 programmes were still running after the exit of the financiaers. This shows that an average of 7 and AIDs programmes failed after the exit of the financiers.

4.8 Inferential Statistics

Correlation analysis and multiple regression analysis were used to establish the relationship between the dependent and the independent variables. The study used a 95% confidence interval. A 95% confidence interval indicates a significance level of 0.05. This implies that for an independent variable to have a significant consequence on the dependent variable, the p-value ought to be below the significance level (0.05).

4.8.1 Correlation Analysis

The study used Pearson correlation analysis to establish whether the independent variables have any influence on the dependent variable. Correlation numbers range from negative one to positive one and measures the degree of association between the variables. A negative value indicates and inverse association, a zero indicates no association and a positive one indicates a direct association.

Table 4. 14: Correlation Analysis

		Sustainability of HIV/AIDs programmes	Effective financial management practices	Resources management	Income diversification	Donor relationship management
Sustainability of HIV/AIDs programmes	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	104				
Effective financial management practices	Pearson Correlation	.401**	1			
	Sig. (2-tailed)	.000				
	N	104	104			
Resources management	Pearson Correlation	.243*	.385**	1		
	Sig. (2-tailed)	.013	.000			
	N	104	104	104		
Income diversification	Pearson Correlation	.438**	.243*	.635**	1	
	Sig. (2-tailed)	.000	.013	.000		
	N	104	104	104	104	
Donor relationship management	Pearson Correlation	.431**	.022	.422**	.533**	1
	Sig. (2-tailed)	.000	.828	.000	.000	
	N	104	104	104	104	104

Source: Research Data (2016)

The results indicate that there is a positive association between Effective financial management practices and sustainability of HIV/AIDs programmes (r=0.401). The relationship was significant because the p-value (0.000) was less than the significance level (005). In addition, the results indicated that resource management is positively correlated with sustainability of HIV/AIDs programmes (r=0.243). The association is significant because the p-value (0.013) is less than the significance level (0.000). The results also show that income diversification is positive associated with the sustainability of HIV/AIDs programmes (r=0.438). The association was significant as the p-value (0.000) was less than the significance level (0.05). Further, the results show that donor relationship management is positively associated with sustainability of HIV/AIDs programmes (r=0.431). The association was significance because the p-value (0.000) was less than the significance level (0.05).

4.8.2 Regression Analysis

Regression analysis was used to establish the weight of the relationship between the independent variables and the dependent variable.

The regression equation was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby; Y = sustainability of HIV/AIDs programmes, X_1 = Financial management strategies, X_2 = Resources management, X_3 = Income diversification, X_4 = Donor relationship management, ε = Error Term, B_0 = Constant Term and B_1, B_2, B_3 B_4 = Regression Co-efficient.

Table 4. 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.754	0.56852	0.52181	0.55839

Source: Research Data (2016)

The R-squared indicates the variance in the dependent variable that can be explained by the independent variables. In this study, the R-squared was 0.568, which translates to 56.8%. This implies that 56.8% of the dependent variable, sustainability of HIV/AIDs programmes, can be explained by the four independent variables. This also implies that other variables not included in the study explain 43.2% of the dependent variable.

Table 4. 16: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	16.786	4	4.197	13.459	.000[b]
1	Residual	30.868	99	.312		
	Total	47.654	103			

Source: Research Data (2016)

The analysis of variance in the regression analysis determines whether the regression model is a good fit for the data. In this study the F-calculated (26.7208) is greater than the F-critical (2.46), which implies that the mode is significant in predicting the influence of the four independent variables on the dependent variable. In addition, the p-value (0.000) was less than the significance level and hence the model is a good fit for the data.

Table 4. 17: Regression Coefficients

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.853	.566		1.507	.135
Effective financial management practices	.242	.096	.225	2.526	.013
Resources management	.322	.157	.229	2.049	.043
Income diversification	.409	.120	.386	3.402	.001
Donor relationship management	.372	.125	.291	2.969	.004

Source: Research Data (2016)

The regression model was;

$Y = 0.853 + 0.242X_1 + 0.322X_2 + 0.409X_3 + 0.372X_4 + \varepsilon$

The constant in the regression analysis was 0.853, which implies that the value of sustainability of HIV/AIDs programmes will be 0.853 when all the four independent variables are held constant. The results also show that there is a positive relationship between effective financial management practices and sustainability of HIV/AIDs programmes as shown by a coefficient of

0.242. The relstionship was significant because the p-value (0.013) was less that the significance level (0.05).

The results further indicate that there is a positive association between resources management and sustainability of HIV/AIDs programmes as indicated by a coefficient of 0.322. The relationship is significant because the p-value (0.043) is less than the significance level (0.05). In addition, the results show that there a positive relationship between income diversification and sustainability of HIV/AIDs programmes as indicated a coefficient of 0.409. The association was significant because the p-value (0.001) was less than the significance level (0.05). Further, the results show that there a positive relationship between donor relationship management and sustainability of HIV/AIDs programmes as shown by a coefficient of 0.372. The relationship was significant because the p-value (0.004) was less than the significance level (0.05).

The results show that Income diversification was the most significant factor influencing sustainability of HIV/AIDs programmes in Kenya, followed by donor relationship management, resources management and effective financial management practices.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a discussion of the key findings, conclusions drawn from the findings, recommendation and suggestions for further studies. The conclusions and recommendations drawn were focused on addressing the main objective of the study, which was to investigate on the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya by focusing on the National Aids Control Council.

5.2 Summary of Findings

Kenya is facing a serious sustainability problem as well a significant challenge in financing scale up of HIV and AIDS services to reach universal access, working towards zero HIV new infection, zero discrimination and zero HIV related deaths and attaining beyond zero. The gap between the available resources and actual needs is projected to increase in the coming years and yet the evolving nature of the epidemic requires that NACC through the Government of Kenya begin to plan a future based on the reality of HIV condition. This can only be carried out through sufficient sustainable financial resources and equally important, the available resources must be used as efficiently as possible.

The general objective of this study was therefore to determine the influence of financing strategies on the Sustainability of HIV and AIDs programmes in Kenya by focusing on the National Aids Control Council. The study also sought to determine the role of effective financial management strategies, resource management, income diversification strategy and donor relationship management affects HIV and AIDS programmes sustainability in Kenya.

The research study used a descriptive research design The target population of the research study will be 10 board members, 13 senior manager, 85 supervisors, and 123 officers at NACC. This study made use of stratified random sampling to select 50% of the target population. The sample size of the study was 116 staff. This study made use of both primary and secondary data. Semi structured questionnaires were used to collect primary data. Secondary data was collected from the organization's reports, internet /websites and survey reports. A pilot test was conducted to enhance the validity and reliability of the research instrument. The data that was collected in this study was both qualitative and quantitative in nature. Qualitative data was analysed by use of content analysis presented in a prose form. On the other hand, Quantitative data was analysed by use of descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics such as percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation) was used to describe the characteristics of the target population. Data was then presented in graphs and tables. Further, correlation analysis and multiple regression analysis were used to establish the relationship between the dependent and the independent variables.

5.2.1 Financial Management Strategies and Sustainability of HIV/AIDs Programmes

The study found that financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya to a very great extent. The study also established that the National Aids Control Council uses financial management strategies like internal controls, accounting and book keeping system, accountability strategy and financial analysis skills. Other financial management practices used include of donor funds agencies, participation in country resource mobilization, choice of where to source for funds, budgeting, use of cash book, use of e-procurement and management of cash flow. The study revealed that accounting or bookkeeping system, financial analysis skills, accountability and internal control influence sustainability of HIV and AIDs programmes in Kenya to a great extent.

The study also revealed that prudent use of available resources may lead to larger coverage and reaching out to more people. In addition, financial management strategies help in maintaining the current donors funding the programmes and attract other new donors by gaining their confidence to invest where their funds will create value and have a great impact to the society they are meant to serve. Ineffective strategies often lead to misuse of funds in which case donors may withdraw their funds from the programmes or limit their support. The study also revealed that efficient utilization of funds ensures that program objectives are achieved within the set time frames and enhance accountability. Also, the use of financial management strategies leads to reduction in leakages and overlaps in finances, ensures proper management of resources and ensures proper utilization of resources.

5.2.2 Resources Management and Sustainability of HIV/AIDs Programmes

The study found that resources management strategies used in NACC include record keeping, incorporation of beneficiary’s focal persons in decision making, advocacy, partnership and networking, concept and proposals development, resource reallocation and planning, establishment of human resource department, asset management, internal controls, capacity building of program staff, establishment of M & E system for program monitoring. The study also established that resource management influences the sustainability of HIV and AIDs programmes in Kenya to a great extent. In addition, the study revealed that timely allocation of resource allocations of resources, identification of resources needs and amount of resources influence the sustainability of HIV and AIDs programmes to a great extent.

The study revealed that resources management ensures that there is continuity of the programme. In addition, it determines the period of running the programme: short, medium or long term. Also, resource management ensures that needs identified are met through efficient use of funds. Further, resource management ensures that programme activities are carried out on time according to the plan. However, the management staff also indicated that resource management serves to achieve the purposes of the donor but in the end often leads to donor dependency and no real benefits to the beneficiaries.

5.2.3 Income Diversification and Sustainability of HIV/AIDs Programmes

The study found that main sources of income in their organization included international NGOs, international development organizations, donors, fundraising and government and external donors. The study also found that income diversification influences the sustainability of HIV and AIDs programmes to a very great extent. The study also revealed that donors income, international NGOs income, international government sources, government expenditure income and identification of opportunities influence the sustainability of HIV and AIDs programmes to a great extent.

The study established that income diversification leads to less dependency on the government or donors, continuity of programs despite the absence of money from donors or government. In addition, it increases the sustainability of the organization and thereby of the interventions pursued by the organisation. Also, income diversification reduces overreliance of one donor which brings about objectivity of the programmes being pursued. Further, income diversification leads to non-dependence on one donor to finance programmes hence more sustainable programs can be funded at the same time. Moving away from traditional donors will bring in fresh ideas on how programmes can be more sustainable and increase reach those infected or at risk of contracting HIV/AIDS.

5.2.4 Donor Relationship Management and Sustainability of HIV/AIDs Programmes

The study revealed that donor relationship management affects HIV and AIDS programmes sustainability to a very great extent. The study also found that donor satisfaction, level of trust, acknowledgement and recognition, relationship quality and frequency of communication influence the sustainability of HIV and AIDs programmes to a great extent.

The study found that donor relationship management leads to more funding from the donors, extension of implementation duration, recommendation for funding from other donors and long-term projects and programmes. In addition, donors recognized for their contributions are more likely to bring on board other donors to support programmes that are running or those that are about to start and they may be more willing to contribute the programmes over a longer period of time. Also, it ensures that donors are retained and engaged so that in future they can be called upon. Income diversification gives opportunity to explore other sources of income from other donors who bring new knowledge and skills to the programmes. In addition, good relationships give room for increased funding over a longer period of time. Further, good relationships are important in cultivating trust and establishing open lines of communication between the donors and implementing partners which gives way for improving on current programmes and initiation of others.

5.3 Conclusion

The study concludes that there is a positive and significant relationship between financial management strategies on the sustainability of HIV and AIDs programmes in Kenya. In addition, financial management strategies such as accounting or bookkeeping system, financial analysis skills, accountability and internal control influence sustainability of HIV and AIDs programmes in Kenya. Financial management strategies help in maintaining the current donors funding the programmes and attract other new donors by gaining their confidence to invest where their funds will create value and have a great impact to the society they are meant to serve.

The study also concludes that there is a positive and significant relationship between resource management and the sustainability of HIV and AIDs programmes in Kenya. In addition, the study revealed that timely allocation of resource allocations of resources, identification of resources needs and amount of resources influence the sustainability of HIV and AIDs programmes in Kenya. Resource management ensures that needs identified are met through efficient use of funds.

The study further concludes that income diversification positively and significantly influences the sustainability of HIV and AIDs programmes in Kenya. The study also revealed that donors income, international NGOs income, international government sources, government expenditure income and identification of opportunities influence the sustainability of HIV and AIDs programmes in Kenya. Income diversification leads to less dependency on the government or donors and ensures continuity of programs despite the absence of money from donors or government.

The study concludes that there is a positive and significant relationship between donor relationship management and HIV and AIDS programmes sustainability in Kenya. The study also found that donor satisfaction, level of trust, acknowledgement and recognition, relationship quality and frequency of communication influence the sustainability of HIV and AIDs programmes in Kenya. Good relationships are important in cultivating trust and establishing open lines of communication between the donors and implementing partners which gives way for improving on current programmes and initiation of others.

5.4 Recommendations

The study found that use of financial management practices influences the sustainability of HIV and AIDs programmes in National Aids Control Council. This study therefore recommends that the organization should increase its adoption of information technology in financial management as a way of enhancing the management of financial resources. In addition, the organization should recruit more skilled staff in financial management and finance the training of the current staff on financial management practices.

The study found that internal controls influence the sustainability of HIV and AIDs programmes in NACC. Internal controls enhance accountability and transparency in the utilization of various types of resources. The study therefore recommends that NACC should tighten its internal policies by developing internal policies to govern utilization of resources.

The study found that identification of resources needs, allocation of resources and timely allocation of resource influence the sustainability of HIV and AIDs programmes. Tis study therefore recommends that the government of Kenya as well as other finding organizations should release the funds in a timely manner so as to ensure the continuity of the programmes. In addition, NACC should always its budget and allocate resources in a timely manner.

The study found that income diversification leads to non-dependence on one donor to finance programmes hence more sustainable programs can be funded at the same time. This study therefore recommends that NACC as well as nongovernmental organizations dealing with HIV/AIDs should diversify their income sources as a way of ensuring sustainability.

The study found that good relationships with donors are important in cultivating trust and may lead to more funding in future. This study therefore recommends that NACC should enhance its relationship with the donors though ensure frequent communication and updating of the programmes progress. In addition, the organization should send frequent reports to the donors accounting for the funds they have received.

5.5 Areas for Further Research

This study focused on the influence of financing strategies on the Sustainability of HIV and AIDs programmes in National Aids Control Council. Being a case study, its findings cannot be generalized to other organizations in Kenya. This study therefore recommends that similar studies should be conducted on the influence of non-governmental organizations' financing strategies on the sustainability of HIV and AIDs programmes. In addition, the study found that financing strategies influence 56.8% of sustainability of HIV/AIDs programmes. The study therefore suggests further studies on other factors affecting the sustainability of HIV/AIDs programmes in Kenya.

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APPENDICES

Appendix I: Introduction Letter

Rodgers Kithembe Musyoki

Kenyatta University

School of Business

22nd August, 2016.

Dear Sir/Madam,

REF: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a student taking a Degree in Master of Business Administration at Kenyatta University. The course is intended to prepare students to assume various responsibilities in the area of business administration and project management within an organization. As part of the course, students are required to undertake a research project based on a particular topic of interest and my topic is "Hiv and Aids Programmes Financing and Sustainability in Kenya: A Case Study of the National Aids Control Council (NACC)"

All information obtained through this questionnaire will be treated with utmost confidentiality, and will not be released for other purposes other than for this study. Please note that your name will not appear in the questionnaire or in the research report. Thank you in advance for your understanding and contribution.

Yours faithfully,

Rodgers Kithembe Musyoki

Appendix II: Questionnaire for the Management

This questionnaire is designed to help the researcher to determine the influence of financing strategies on the Sustainability of HIV and AIDs programmes in the National Aids Control Council. The information you give will be used for the purpose of the study only and your identity will remain confidential.

Section I General information

Indicate the correct option by inserting a tick (✓) in appropriate box provided

1. Gender:

   Female [ ] Male [ ]

2. Age:

   Below 24yrs [ ] 26 – 30 yrs. [ ] 31 – 35 yrs [ ]

   36 – 40 yrs [ ] 41 – 45 yrs [ ] 46 – 50 yrs [ ]

   51 and above [ ]

3. Number of years working in the organization?

   Less than 3 years [ ] 4-7 years [ ]

   8-11 years [ ] 12-15 years [ ]

   Above 15 years [ ]

4. Indicate your current academic qualification.

   PhD [ ] Masters [ ]

   Degree [ ] Diploma [ ]

   Others (specify) ………………………………………………………………………

5. Kindly indicate your management position.

Board member [ ]

Manager [ ]

Supervisor [ ]

Section II Effective Financial Management Strategies and Sustainability of HIV/AIDs Programmes

6.Does the National Aids Control Council use the following financial management strategies?

Accountability [ ]

Financial analysis skills [ ]

Accounting or bookkeeping system [ ]

Internal control [ ]

7.Which other financial management strategies does the National Aids Control Council use?

…………………………………………………………………………………………

…………………………………………………………………………………………

8. To what extent do the following financial management strategies influence sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Accountability					
Financial analysis skills					
Accounting or bookkeeping system					
Internal control					

9. How do financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya

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……………………………………………………………………………………………….

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Section III: Resources Management and Sustainability of HIV/AIDs Programmes

10. Which resource management strategies does your organization use?

……………………………………………………………………………………………….

……………………………………………………………………………………………….

11. To what extent do the following aspects of resource management influence the sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Identification of resources needs					
Allocation of resources					
Timely allocation of resource					
Amount of resources					

12. How does resource management influence the sustainability of HIV and AIDs programmes in Kenya

……………………………………………………………………………………………….

……………………………………………………………………………………………….

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Section IV: Income Diversification and Sustainability of HIV/AIDs Programmes

13. Which are the main sources of income in your organization?

……………………………………………………………………………………………….

……………………………………………………………………………………………….

14. To what extent do the following types of income influence the sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Government expenditure					
International government sources					
Donors					
International NGOs					
Identification of opportunities					

15. What are the effects of income diversification influence the sustainability of HIV and AIDs programmes in Kenya

…………………………………………………………………………………………………….
…………………………………………………………………………………………………….
…………………………………………………………………………………………………….

Section V: Donor Relationship Management and Sustainability of HIV/AIDs Programmes

16. To what extent do the following aspects of donor relationship management influence the sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Relationship quality					
Level of trust					
Frequency of communication					
Donor satisfaction					

Acknowledgement and recognition					

17. What are the effects of donor relationship management on the sustainability of HIV and AIDs programmes in Kenya

……………………………………………………………………………………………….
……………………………………………………………………………………………….
……………………………………………………………………………………………….

Sustainability of HIV/AIDs programmes

18. The National Aids Control Council has implemented various HIV and AIDs programmes in its endeavor to realize its vision. On a scale of 1-5, where 1 represents Strongly Disagree(SD), 2 Disagree(D), 3 Neutral(N), 4 Agree(A) and 5 Strongly Agree(SA), indicate the extent to which the various aspects of sustainability of HIV and AIDs programmes have been achieved.

Statements on sustainability of CSR projects	**1**	**2**	**3**	**4**	**5**
Our HIV and AIDs programmes provide user satisfaction					
Our HIV and AIDs programmes get community support					
Our HIV and AIDs programmes continue after the exit of the financiers					

19. How many HIV and AIDs programmes has National Aids Control Council implemented in the last five years? ………………………………………………………………….
20. How many of the HIV and AIDs programmes mentioned above are still running after the exit of the financiers? ………………………………………………………………….

Appendix III: Questionnaire for the Staff

This questionnaire is designed to help the researcher to determine the influence of financing strategies on the Sustainability of HIV and AIDs programmes in the National Aids Control Council. The information you give will be used for the purpose of the study only and your identity will remain confidential.

Section I General information

Indicate the correct option by inserting a tick (✓) in appropriate box provided

1. Gender:

   Female [ ] Male [ ]

2. Age:

   Below 24yrs [ ] 26 – 30 yrs. [ ] 31 – 35 yrs [ ]

   36 – 40 yrs [ ] 41 – 45 yrs [ ] 46 – 50 yrs [ ]

   51 and above [ ]

3. Number of years working in the organization?

   Less than 3 years [ ] 4-7 years [ ]

   8-11 years [ ] 12-15 years [ ]

   Above 15 years [ ]

4. Indicate your current academic qualification.

   PhD [ ] Masters [ ]

   Degree [ ] Diploma [ ]

   Others (specify) …………………………………………………………………….

5. In which department do you work? …………………………………………………..

Section II Effective Financial Management Strategies and Sustainability of HIV/AIDs Programmes

6. To what extent do financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya?

   Very Great extent [ ] Great extent [ ]

   Moderate extent [ ] Low extent [ ]

   No extent [ ]

7.Does the National Aids Control Council use the following financial management strategies?

Accountability [ ]
Financial analysis skills [ ]
Accounting or bookkeeping system [ ]
Internal control [ ]

8.Which other financial management strategies does the National Aids Control Council use?

………………………………………………………………………………………

………………………………………………………………………………………

9. To what extent do the following financial management strategies influence sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Accountability					
Financial analysis skills					
Accounting or bookkeeping system					
Internal control					

10. How do financial management strategies influence the sustainability of HIV and AIDs programmes in Kenya

……………………………………………………………………………………………….
……………………………………………………………………………………………….
……………………………………………………………………………………………….

Section III: Resources Management and Sustainability of HIV/AIDs Programmes

11. To what extent does resource management influence the sustainability of HIV and AIDs programmes in Kenya

Very Great extent [ ] Great extent [ ]

Moderate extent [ ] Low extent [ ]

No extent [ ]

12. Which resource management strategies does your organization use?

……………………………………………………………………………………………….
……………………………………………………………………………………………….

13. To what extent do the following aspects of resource management influence the sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Identification of resources needs					
Allocation of resources					
Timely allocation of resource					
Amount of resources					

14. How does resource management influence the sustainability of HIV and AIDs programmes in Kenya

…………………………………………………………………………………………….

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…………………………………………………………………………………………….

Section IV: Income Diversification and Sustainability of HIV/AIDs Programmes

15. Which are the main sources of income in your organization?

…………………………………………………………………………………………….

…………………………………………………………………………………………….

16. To what extent does income diversification influence the sustainability of HIV and AIDs programmes in Kenya

Very Great extent [ ] Great extent [ ]

Moderate extent [ ] Low extent [ ]

No extent [ ]

17. To what extent do the following types of income influence the sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Government expenditure					
International government sources					
Donors					
International NGOs					
Identification of opportunities					

18. What are the effects of income diversification influence the sustainability of HIV and AIDs programmes in Kenya

…………………………………………………………………………………………….

……………………………………………………………………………………………….

……………………………………………………………………………………………….

Section V: Donor Relationship Management and Sustainability of HIV/AIDs Programmes

19. To what extent does donor relationship management influence the sustainability of HIV and AIDs programmes in Kenya

Very Great extent [ ] Great extent [ ]

Moderate extent [ ] Low extent [ ]

No extent [ ]

20. To what extent do the following aspects of donor relationship management influence the sustainability of HIV and AIDs programmes in Kenya? (Key: 1=no extent at all, 2=low extent, 3=moderate extent, 4=great extent, 5=very great extent)

	1	2	3	4	5
Relationship quality					
Level of trust					
Frequency of communication					
Donor satisfaction					
Acknowledgement and recognition					

21. What are the effects of donor relationship management on the sustainability of HIV and AIDs programmes in Kenya

……………………………………………………………………………………………….

……………………………………………………………………………………………….

……………………………………………………………………………………………….

Sustainability of HIV/AIDs programmes

22. The National Aids Control Council has implemented various HIV and AIDs programmes in its endeavor to realize its vision. On a scale of 1-5, where 1 represents Strongly Disagree(SD), 2 Disagree(D), 3 Neutral(N), 4 Agree(A) and 5 Strongly Agree(SA), indicate the extent to which the various aspects of sustainability of HIV and AIDs programmes have been achieved.

Statements on sustainability of CSR projects	**1**	**2**	**3**	**4**	**5**
Our HIV and AIDs programmes provide user satisfaction					
Our HIV and AIDs programmes get community support					
Our HIV and AIDs programmes continue after the exit of the financiers					

23. How many HIV and AIDs programmes has National Aids Control Council implemented in the last five years? ……………………………………………………………….

24. How many of the HIV and AIDs programmes mentioned above are still running after the exit of the financiers? ……………………………………………………………….

Appendix IV: Approval Letter for Research Project Proposal

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 15th November, 2016

TO: **Rodgers Kithembe Musyoki**
C/o Business Administration Dept.

REF: D53/CTY/PT/27710/2014

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 10th November, 2016 approved your Research Project Proposal for the M.B.A Degree Entitled, **"HIV and AIDS Programmes Financing and Sustainability in Kenya: A Case Study of The National Aids Control Council (NACC)".**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Goretty Ofafa
   C/o Department of Business Administration
   Kenyatta University

Appendix V: Research Authorization

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

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P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/27710/2014

DATE: 15th November, 2016

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR RODGERS KITHEMBE MUSYOKI – REG. NO. D53/CTY/PT/27710/2014

I write to introduce Mr. Rodgers Kithembe who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the **Department of Business Administration.**

Mr. Kithembe intends to conduct research for a M.B.A Project Proposal entitled, **"HIV and AIDS Programmes Financing and Sustainability In Kenya: A Case of The National AIDS Control Council (NACC)".**

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

AM/awn