

**CRITICAL SUCCESS FACTORS AND THE PERFORMANCE OF HIV/AIDS
PROJECTS. A CASE OF NON-GOVERNMENTAL ORGANISATIONS IN KISUMU
COUNTY, KENYA.**

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DECLARATION

This project is my original work and has not been presented for a degree in any other university. No part of this project should be reproduced without the authority of the owner and or Kenyatta University.

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DEDICATION

I dedicate this proposed research project report to my supportive husband Dr. Peter Odhiambo and my sons Alphonse and Maxwell for their constant support and encouragement during the entire period.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ARVs	Antiretrovirals.
AMREF	African Medical Research Foundation
BMGF	Bill and Melinda Gates Foundation
CASCO	County AIDS and STI Coordinator
CSOs	Civil Society Organizations
GAVI	Global AIDS Vaccine Initiative
GFATM	Global Fund for AIDS, Tuberculosis & Malaria
HIV	Human Immunodeficiency Virus
HTS	HIV Testing Services.
IHP	International Health Partnership
KNASP	Kenya National AIDS Strategic Plan.
M&E	Monitoring and Evaluation
MNCH	Maternal, Neonatal and Child Health.
NGOs	Non-Governmental Organizations
NPOs	Non- Profit Organizations
PMTCT	Prevention of Mother to Child Transmission

PLWA	People Living with AIDS
RBV	Resource Based View
SPSS	Statistical Package for Social Science
TB	Tuberculosis
UNAIDS	United Nations Program on HIV/AIDS.
UNDP	United Nations Development Program
UNICEF	United Nations' International Children's Emergency Fund.
VMMC	Voluntary Medical Male Circumcision
WHO	World Health Organisation.

OPERATIONAL DEFINITION OF TERMS

Critical Success Factor : An element that is necessary for an organization or project to achieve its mission.

Monitoring and Evaluation : Monitoring is the systematic process of collecting, analyzing and using information to track a program's progress towards reaching its goals to guide management decisions. It focuses on the process. Evaluation on the other hand is the systematic determination of an activity's structures and significance against preset standards.

Objective : An intention or pursued after target of project work. It is very specific.

Planning : The act of establishing objectives and procedures geared towards the completion of an undertaking.

Project : A temporary enterprise-usually confounded by constraints, engaged in with the thought of achieving a stipulated aim.

Project funding : A mix of procedures aimed at providing projects with an adequate amount of financial resources.

Project Performance : It is the measure of a program's success using the timeliness of completion, the effectiveness, the social change attributed to it as well as its sustainability.

Project planning : A deliberate scheduling of activities from one step to another to enable achievement of a set goal that builds within it a warning system to enable plans to be kept on track.

Stakeholder Involvement : Active participation by groups of people interested in a project from its inception to its completion.

ABSTRACT

Today's organizational environment has become very competitive; hence organizations need to engage in proper project planning and management skills to enable them to succeed. It is paramount for the project management team to be well conversant with information about specific factors critical to project success for the project objectives to be realized optimally. World over, studies have shown that most projects do not perform as expected and fail to meet the requirements of the golden triangle of project management, that is time, cost and scope (Standish research report, 2013). It is in that light that this study investigated the relationship between critical success factors and the performance of the projects undertaken by NGOs in the HIV/AIDS world within Kisumu County. Study objectives included: to investigate how proper project planning, monitoring and evaluation, adequate funding and stakeholder involvement influence performance of HIV/AIDS projects among NGOs in Kisumu County. The descriptive research design was used and a population of 54 projects, hosted by 26 NGOs was targeted. Qualitative and quantitative data was gathered from respondents through questionnaires and thereafter analyzed using SPSS Version 25.0. From the findings, 71.8% of the respondents affirmed that planning affects performance, 80.4% reported that funding affects performance while 63% reported that stakeholder involvement affected performance. Regression analysis gave an adjusted R^2 of 0.75 meaning that the 4 independent variables under consideration affected performance by 75%. Also the p value was at 0.023 which is less than 0.05, pointing out that the model was significant. The study recommended that planning should be detailed to include sustainability measures and risk management, M&E should be included throughout the project cycle, portfolios of mixed financing should be explored and beneficiaries should be involved right from project inception to promote buys in.

CHAPTER ONE: INTRODUCTION

1.1: Background to the Study

In regard to the fast paced and ever-changing business environment that has subsequently raised the competition bar too high, firms need plans that allow for flexibility and innovation in order to adapt to the environment. Robust planning and management skills come in handy in the open system where organisations' operations are affected by the external environment by helping in goal setting and alignment towards objectives.

Globally, there are large numbers of NGO activities and programs. NGOs covering international spheres are said to be about 40,000 (Anheier *et al.*, 2014) with individual national numbers being even higher. India has more than 500,000 working NGOs while The United States boasts of a number that almost doubles up what it had in the year 2000; that is more than a million functional ones (Clinton, 2007). In the rural areas with a high poverty index, the NGOs have perpetually taken center stage in ensuring development. (Benjamin, 2007).

According to Scholte (2004), NGOs are classified in accordance with the scope of their work and their operation level. Factors such as collaboration with locally operating groups or whether they go it alone are also factored in. Another factor of their characterization is whether they sub-grant to other organisations or focus on direct implementation. In fact, UN has categorized their fields of operation into diverse areas that include: health which this study dwelt on, human rights, technical advice, food, peace, hygiene and sanitation, education, the environment, child protection and social affairs. (UNOG, 2007).

Most NGOs operate independently from the governments, majorly with altruistic goals. (De Mars, 2005). They are private agencies; indigenous groups organized regionally or nationally. The groups mostly included here are like consumer associations, charities, professional bodies, cooperatives and trade unions with the main role of financing the essential services needed in the community like food and contraception, thus empowering communities. (O'Dwyer & Unerman, 2008)

World over, health project-implementing NGOs have had a lot to say in focusing the global attention to the most current areas of concern like MNCH, malaria, zika virus and HIV/AIDS, thus influencing how funds move in the particular areas. The IHP is an intermediary between the donor community and the developing countries in need of financing. To this effect, Africa as a continent has greatly benefitted.

The HIV/AIDS scourge has had a great impact in sub-Saharan Africa, thereby finding itself as a priority agenda item in the region. By the virtue that about 71% of people living with HIV in the entire globe are in the Sub-Saharan Africa; with Kenya's prevalence currently standing at 4.9%, several players have come out strongly to try and mitigate its effects. (UNAIDS, 2020). The role played by NGOs in tackling the HIV/AIDS issues has been increasingly acknowledged by governments, the UN agencies and other players. This has seen WHO, UNICEF, Global Fund, BMGF among others establish formal lines for NGO involvement and established frameworks for cooperation with the NGOs. In South Africa and Kenya, for instance NGOs implementing health projects tap into government funding and have tax exemptions.

Projects are initiated to address community or organisational gap areas with mammoth human and financial resources requirements for their goals to be met. These being present, failure or

success may still be the outcome depending on other important factors in managing projects. Moreover, Project management is the way of managing change by describing activities that meet specific objectives through stakeholder involvement and teamwork in achieving success. Resultantly, projects have a definite beginning and end (Horine, 2017). The use and management of projects in the NGO world has risen to a new prominence, with projects seen as critical to economies in both the private and public sectors.

The reason behind the expansion of project-based work typically arise due to the new challenging environment and opportunities brought about by technological developments, the shifting boundaries of knowledge, dynamic market conditions, changes in environmental regulations, the drive towards shorter product life cycles, increased customer involvement and the increased scope and complexity of inter-organizational relationships (Bredillet, 2005). The concept project management is often attributed to the early spatial programmes way back in 1960s, but its origin dates back much further. Vital entities of project management arose from past great works that were aligned with the major projects undertaken in the past years such as the Egyptian pyramids and the construction of the Great Wall of China as well as road construction in Rome. These vital concepts have been developed and upgraded over time thus increasing the likelihood of project performance. What is common to all projects through history is that they all require special organizations, workforces, facilities and resources for the single purpose of completing the job or the project; in this case, project management has evolved into a global generic profession.

Projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment aligned with pronounced risks and uncertainties. Consequently, it is paramount for the project manager and the team to be well conversant with relevant information about

specific factors critical to project success for the project objectives and goals to be realized optimally. The project manager essentially requires the necessary tools to aid him or her focus attention on vital key areas and set different priorities across different project elements and the project life cycle. This articulates with Prabhakar (2019) who noted that lots of the projects are characterized by poor performance in relation with time, scope and the budget yet they are perceived as being successful as heard in the market.

Project success requires a combination of product success (service, result, or outcome) and project management success" (Duncan, 2004). According to the Standish Research, there is an upward trend of NGOs being registered, establishing their trade and winding up before their objectives are met with at least 70% failing at the very phase of meeting project goals (Standish research report 2009). Also, according to reports by the NGO council of Kenya, most mushrooming NGOs have very good motives but do not live long enough to see their dreams achieved. Most disappear within 6 years. (NGO Council, 1996) All this notwithstanding, no serious studies have been embarked on to ascertain the cause of the massive failures, which occur after expenditure of donated funds. The study aims at filling this obvious gap through an investigation of the critical success factors that are put in play, to achieve success or a failure, especially for HIV/ AIDS projects, using realistic measurements of performance.

1.1.1: Critical Success Factors

Using Judger and Muller's definition, project success is the act of coming to an agreement with several people regarding what has been done well. (Judger and Muller, 2005). It is a very hotly debate topic with no attainable consensus often a time. (Rad and Ginger, 2002). Generally, even amidst the staff implementing projects, there are little agreements on what is

considered a success factor. For instance, what the project manager deems as success may differ significantly from what a beneficiary perceives to be success. Mostly, the type of the project to be undertaken as well as its confounding factors dictate its parameters of measurement.

For a variable to pass as a critical success factor, it has to satisfy the project team as well as the benefactors. (Maylor,2003). Some of the factors that have been pointed out overtime by diverse world populations and scholars include but are not limited to the objectives of the individual project, political and legal environment, financing, organisational strengths as well as the implementing team's knowledge base.

1.1.2: Performance of NGO projects.

The Oxford living dictionary defines performance as the measure of success with which a task is carried out. In the past, some authors and even scholars have found difficulties in drawing a line between performance and organizational effectiveness, prompting the interchangeable use of the two words. This is because the challenges met in the course of trying to define them separately or measure them proved a tall order. (March *et al*, 1997)

In as much as the two concepts could be used interchangeably in the earlier days, performance has gained dominance. (Shenhav *et al*, 1994) In project management, performance takes center stage in ascertaining whether an undertaking was successful. The parameters that are mostly used to view this include the extent of goal achievement and sustainability. Ike, Diallo and Thuiller noted with regret that projects mostly fail to meet the traditional 'iron triangle' measures of success. (Ike *et al*, 2012).

This correlates with Hyvari (2006) set of findings which revealed that substantive projects exceed the intended costs, run late or fail to meet the targeted goals and objectives. Furthermore, Reiman and Oedewald postulate that there are a number of factors that influence the NGOs' project performance such as organisational culture which they must reshape for operational efficiency and effective performance. They also argue that the other factors in projects that influence their performance are like inadequate resources.

As much as the willingness to implement projects is often there, researches have previously raised concern that organisational frailties like insufficient organisational capacities and poor networking with other development partners often thwart the efforts. Since strains between governments and NGOs are at times inevitable, a few NGOs have been victims of hostility from various reigns, with some even having their efforts downplayed and squashed by state actors.

There are three main areas of accountability for NGOs to their stakeholders. These are their effectiveness (performance), their organizational reliability and their legitimacy (Jordan 2005). NGOs can be held accountable for the effectiveness in fulfilling their mandate and the quantity, quality, impact and value for moneys of their operations, as well responsiveness to the beneficiaries.

1.1.3: HIV-NGOs in Kenya

Most of the NGOs in Kenya began after the Second World War as regional associations. The associations were formed for diverse purposes, that is, with political, social or economic leanings. Fast forward, the scene in the Kenyan labour market by the year 2012 indicated that the NGOs were responsible for the Gross Domestic Product by at least 5%. (Kenya Bureau of Statistics, 2012). One cannot downplay the impact the NGOs have made on the Kenyan

economy; but for their success to be realised, they have to receive financial aid, mostly from donors.

“The common image of nonprofits is that they are often led by an executive director who is not sure how he will find enough money to meet the year’s budget and is perpetually pulling rabbits out of his hat to do so.” (Kanaa, 2011). Gaist points out that “most of the NGOs in developing countries have assumed the responsibilities, mostly social, that should have been fulfilled by the government of the day but have not due to a myriad of factors. (Gaist, 2009). Further, Gotz points out that in areas where the state has failed to uphold the dictates of human rights as enshrined in their constitutions, NGOs have always come in handy to ensure that basic humanity is upheld (Gotz, 2008). Moreover, Gaist commends the existing NGOs for being the agents of democracy and development. (Gaist, 2009)

With the importance ascribed to regulation, the oversight role for the NGOs in Kenya is conducted by the national NGO council. (NGO Council). The body has been in existence since August 1993 under the NGO coordination act, 1990. The council boasts of membership from local, regional and international NGOs, operating either directly or through sub granting in Kenya. The existence of NGOs is as diverse as the areas within which they intervene, for instance food security, economics or health. The council’s key objective is to uphold key values like transparency and probity. (NGO Board, 2019)

It is also of great concern noting that most NGOs, especially the local ones have neither developed the muscles for self-governance nor regulation. Many factors contribute to this including lack of surety of continuity due to confounding factors such as insufficient funds, now that most of them rely fully on donor cash.

1.2 Statement of the Problem

Globally, there have been public lamentations concerning project failures in situations where valuable resources have been expended. (Standish research report 2013.) The same is true even for Kenya. The current ongoing conversations are about the universal health care coverage in Kenya, being one of the core pillars of the current government's focus. With the significance ascribed to health in regard to economic growth, there have been innovations to ensure that health projects meet their initially intended goals.

Since the number of people living with HIV in Kenya accounts for a huge percentage of the population, many NGOs come up with interventions either in the prevention or in the care and treatment of this scourge. Prevention is majorly concerned with inculcating life skills like condom use negotiation; which when embraced have the effect of reducing new infections as well as making the outcome of the active disease more favorable. This study investigated how the use of critical success factors affects the performance of the projects undertaken by NGOs in the HIV/AIDS world in a bid to help them in meeting their intended goals. It further sought to establish the factors that when put in place aid in achieving project success.

Human nature dictates a rather easy recognition of someone's faults as opposed to their strengths. The very concept can easily explain why projects that failed received more attention than their successful counterparts. (Naomi, 2014) and other researchers have investigated indicators of NGO project success and impact on NGO role in HIV Policy process in Kenya and consequently listed several performance informers. In that light, mostly institutional factors such as robust risk management plans and adequate financing were singled out.

According to Samson (2011) and Bernal *et al* (2014), the available literature on the four variables under consideration were not sufficient. It was then through this information that this

study was considered to elucidate the critical success factors and their effect on the performance of HIV/AIDS projects in Kenya in a bid to inform and improve programs.

1.3 Objectives of the Study

The aims of the study were as follows;

1.3.1 General objective

To investigate the effect of critical success factors on the performance of HIV/AIDS projects in NGOs in Kisumu County.

1.3.2 Specific objectives

The following specific objectives guided the study:

- i. To determine the effect of project planning on the performance of HIV/AIDS projects in Kisumu County.
- ii. To demonstrate the impact of project monitoring and evaluation on the performance of HIV/AIDS projects in Kisumu County.
- iii. To determine the impact of project financing on the performance of HIV/AIDS projects in Kisumu County.
- iv. To demonstrate the effect of stakeholder involvement on the performance of HIV/AIDS projects in Kisumu County.

1.4 Research Questions

The following research questions guided the study:

- i. How does project planning affect the performance of HIV/AIDS projects in Kisumu County?

- ii. How does project monitoring and evaluation affect the performance of HIV/AIDS projects in Kisumu County?
- iii. How does project financing affect the performance of HIV/AIDS projects in Kisumu County?
- iv. How does stakeholder involvement affect the performance of HIV/AIDS projects in Kisumu County?

1.5: Scope of the Study

It was carried out in 26 organizations hosting 54 HIV/AIDS projects within Kisumu County. It focused on project management aspects only and the other areas were not researched on. It targeted all the senior management teams, majorly focusing on the Program Managers and program Officers as their responses was more relevant to the study.

1.6: Significance of the Study

The study's findings are useful to organizations within Kisumu County that implement programs touching on HIV/AIDS, for the purposes of review and evaluation, they can also be used by the NGO council in inciting them to develop appropriate measures to check the activities of other NGOs. This is a premise for giving them due and sound advice. Furthermore, the findings to the study can benefit other NGOS and other organizations through helping them develop sound tracking tools that will aid in monitoring and evaluating their projects in a bid to realize objective- based performance improvement.

The government of Kenya can utilize the findings of the study, through the ministry of social services by getting a basis for closely monitoring the registration and regulation as per their project goals. Finally, the study has added to the scholarly works and opened grey areas for ongoing investigation as it has shade more light on some areas of project management.

1.7: Limitations of the study

This study was limited by the following; the respondents did not give comprehensive answers. Some of them, being in management, felt that the information needed will expose their organizations and as such they would have breached the agreement of confidence which most senior management employees sign. To counter this challenge, the respondents were assured of confidentiality. They were also reassured that the findings of the study will be used purely for academic purposes. Also, the research sought to answer questions about the projects and not the organisations hosting them.

Another limitation was the large geographical region that was covered, being that the study targeted a population that was spread through a county. This meant that more resources were needed. This was mitigated through proper mapping of the organisations such that the ones skewed towards one area were scheduled for the same period.

1.8: Organisation of the study.

The project report was organised into five chapters. On the first chapter, there was presentation of the background to the study, statement of problem and the variables also known research objectives. The importance of the study and the limitations to the study were then outlined. The second chapter covered both the theoretical and the empirical review of literature. This focused on aspects of both the dependent as well as the independent variables affecting the performance of HIV/AIDS projects. The third chapter looked into methodology, target population, sampling techniques and the methods that were used in data collection and analysis. The fourth chapter presented the research findings and their discussions in line with empirical literature whereas the fifth chapter gave the summary, conclusions and recommendations of the study project.

CHAPTER TWO: LITERATURE REVIEW

2.1: Introduction

This chapter presents a review of literature on the critical success factors under study and their effect on the project performance. It focuses on the ways in which the concept of critical success factors has been used to impact project's activities. The first part of this chapter looks at some of the theories that support the subject in study, and their relevance to the objectives of this study. This is followed by a discussion on the factors of success that were picked for study: Project Planning, monitoring and evaluation, project funding and stakeholder involvement in light of their influence on the projects' performance. A summary of the literature reviewed is then presented alongside the research gaps that need to be addressed by the study. From the discussion of the critical success factors, a conceptual framework is then presented.

2.2: Theoretical Review of literature

The study was anchored by three theories namely: Resource Based View/Theory (RBV), Theory of Change (ToC) and Legitimacy Theory as discussed below.

2.2.1: Resource-Based View Theory

This theory is thought to have been proposed in the nineties with its widely documented proponent being Jay Barney, through his work 'Firm Resources and Sustained Competitive Advantage'. The theory states that firms are generally a conglomeration of both human and other tangible resources.

The proponents sought to give power to the idea of economic rent through the argument that organizations with valuable, rare, well organized and inimitable resources were bound to

outperform their counterparts who were not as endowed with the same (Barney, 1995). A wider discourse on competitive heterogeneity was later indulged in through the work of Hoopes *et al*, 2003.

The RBV can be criticized for ignoring the very idea it endeavours to belabour, thus diluting the very concept. The argument floated by the theory is not clear cut and can be accused of ambiguity, thereby throwing its readers in jeopardy. Further, one can fruitfully point out that resources are not the monopolistic sources of competitive advantage.

In line with this study, the theory explains that a firm is built of resources, capabilities and how the two factors are put into use. Firms can actually patent the two with the purpose of using them to increase their productivity, when compared to their competitors. In project management thus, one can hypothesize that the variation in an organisation's resource base, like finance and human resource, can lead to either the success or the failure of its projects.

2.2.2: Theory of Change (ToC)

Burt proposes that the theory of change is a model explaining the expected end result of an intervention with a focus on the change that it is meant to bring about. (Burt, 2012). Moreover, Jean *et al*, 2011 argue that the theory is utilised by managers in making critical decisions in the course of the project's life cycle.

The theory should serve to help in the evaluation of the project's processes, thereby providing important feedback that will help in realizing great results that can inform best practices (Jean *et al*, 2011). The time that a project takes to yield results may not be the same across board for organisations. While one might bring about the desirable change within a contracted period of time, a second one might protract. Woolcock justifies that this does not signify any

abnormality, but it simply means that the theory is the project's natural course (Woolcock, 2011). Further, Burt explains that the theory is important during implementation through putting in checks and balances for distinguishing between theory and system failures (Burt, 2012)

This is a great aspect of project M&E which is one of the objectives of this study. He further posits that during the development of the said theory of said change, key stakeholder and staff should be involved.

Lastly, Annie (2009) states that the theory of change can play a pivotal role in ensuring that a firm achieves a variety of desired results such as systems strengthening and capacity building. She further acknowledges the effects of behavior change, community support on the success of organizations (Annie, 2009)

2.2.3: Legitimacy Theory

This theory hails from the idea of legitimacy of organisations, earlier on defined by Dowling et al as “a status that comes into being with the congruence between an entity's value system and those of the greater community in which it exists (Dowling *et al*, 1975.) Yet another pair of researchers independently found out that the theory thrives on the concept of value systems (Lindblom *et al*, 1994

Something is said to be legitimate when its major users believe that it exists for a just and a beneficial course to them and to their communities as well. Brown et al, dwell on the concept of fulfillment of the agreed social obligations by various organizations (Brown *et al*, 2007) Also, Edwards argues that the right to existence and productivity within society is what is

regarded as legitimacy. In his proposal, whatever is done should be under the confines of the laws of the land (Edwards, 2000).

In line with the objectives of this study, legitimacy theory helps in questioning the impact of stakeholder involvement on the performance of organizations since they have to be answerable to the people for whom the projects are formulated as well as to those within the environment that the project is operating in.

2.3: Empirical Review of Literature.

This section dwells on literature reviewed in relation to the objectives of the study as set out below:

2.3.1: Project Performance

A project is a short term undertaking with a defined beginning and termination point. (with constraints of time, funds or scope) usually taken up in a bid to bring about positive impact. Going by the Oxford dictionary, the definition of performance is given as “the action of doing a task.”

Mangione defines project success in terms of a positive return on investment, in which the product benefits should outweigh its production costs (Mangione, 2013). This puts in weight on the significance of cost and quality over issues such as duration. Further, many more scholars like Pinto argued that other aspects influencing the performance of projects are socially driven, for instance, the relationship between the implementers. They are otherwise known as “soft” measures (Pinto *et al*, 1999)

A sound criterion that takes into account the different aspects of project management needs to be embraced for the purpose of measuring success. One of the most basic ones is the 'iron triangle' concept (Atkinson, 1999).

Additionally, he advocates the adoption of the criterion based on the 'square root' as a better option to the former in response to changing times and needs. The paradigm shift in the two concepts is the inclusion of qualitative objectives. The 'square root' concept advocates for benefits to the users, the organisation and also focuses on information systems which deal with how well the outcomes of the project can be said to be valid and can be maintained (Kanaa, 2011)

2.3.2: Project Planning and Performance

The three iron triangle concepts of time, concept and quality have often been met in projects due to proper planning (Hermano, *et al* 2012). Their review provided planning as a plausible explanation for the success of development projects – that they are able to meet set targets due to effective planning. Yet another study indicated that fundamental differences concerning individual projects can be resolved through proper planning. The researchers also noted that it is paramount for organisations to possess the necessary basic information derived from research on project management concepts like monitoring (Khang and Moe, 2008) When the above are held constant, projects on health show a trend of good linkages between sectoral planning and project identification (Golini *et al* 2013).

Involvement of beneficiaries at the planning phase forms an integral part of effective planning. Where the contrary happens, the project may be seen as having been imposed on them and not beneficial to them. The risk is that they may remain indifferent to the project whereas ownership is critical to optimal performance. This agrees with Virgo who articulates that

“health sector projects such as family planning and HIV/AIDS may thus succeed where the community feels a sense of ownership as the community will feel responsible for ensuring that they succeed” (Virgo, 2007).

Hershey (2013) concluded that “poor planning, inexperience of the team members, changes in the areas of coverage, unforeseen difficulties and fraud can cause over expenditure”. Moreover, according to Mishra, “proper planning gears a project to succeed. It is important that stakeholder’s involvement takes center stage from the beginning so that they are aware of project progression. Planning majorly helps in ensuring that the implementers achieve their objectives through constant organisation and focus (Mishra, 2012).

Some of the major advantages of prior planning include setting up of reasonable timelines and budgets. It also gives provisions for hawk eyed project tracking. This makes tracking the project much easier as the implementation goes on. Successful planning uses successful and optimal performing projects as benchmarks for other future projects. This enables institutionalization of learning. In this way unnecessary hurdles that come with building a project from scratch are circumvented. The more often a template is reused for project planning near accurate timelines and budget estimates will be achieved. “Successful HIV prevention and control stories in Uganda have been replicated across Africa “(UNAIDS, 2019).

Project Management Institute recommends between 10 and 15 percent provision for contingency in planning. Moira poses that “It is prudent to be a little pessimistic and deliver early as opposed to being overly optimistic and delivering later than planned” (Moira, 2015). Further, Baker and team argue that “Determining the scope of the project to be implemented may be difficult where a considerable amount of time is not spent upfront properly planning.

(Baker *et al.*, 2008). The absence of prior determined activities may result in lack of stakeholder buy in and commitment and inadequate resources. The result is an increase in success ratios throughout projects being carried out by NGOs that take planning seriously (Harding, 2012).

Project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. “Successful projects seek to employ limited resources while maximizing output and effectiveness” (Zwikael *et al.*, 2014). Lastly, Kerzner importantly points out that “Project planning with clarity and correctness may turn out to be a repetitive process until we get it right, but it may save the project a lot of cost and time in future. The risks associated with poor planning necessitate that the planning exercise be as meticulous as possible to enable the project achieve success” (Kerzner, 2009).

2.3.3: Monitoring and Evaluation and Performance.

The process through which the key players receive feedback on a projects’ progress, with an intention of ensuring alignment to the initial objectives is termed as monitoring. Evaluation on the other hand is a step by step in-depth assessment of projects that are either on course or completed to ascertain the extent to which they are aligned to their goals (UNDP, 2019). There are several explanations behind the rigorous monitoring and evaluation process. Some of the reasons include acting as a basis for decision making, singling out best practices to ascertain whether the desired objectives are met in time and within the stipulated budget, for transparency and understanding between all the key players involved, that is including, but not limited to donors (UNDP, 2019).

Moreover, monitoring being a day to day activity focuses on the quality of program implementation whereas evaluation assumes a role which almost mirrors post mortems. Evaluation goes an extra mile to document impact as related by beneficiaries and their communities. The periodic reports obtained via monitoring give projects room for timely realignment, so that ultimately, the intended program goals are met in a timely manner, and within the initially estimated costs. According to Kamunga, some of the reasons cited for corporation's inability to achieve their objectives included embezzlement of funds, incompetence, unnecessary bottle necks as well as outright mishandling of property by both employees and management (Kamunga, 2000).

Wholey states that "evaluation is used in government with the aim of performance management, performance improvement, increment of accountability and issuance of feedback to the key players (Wholey *et al*, 2010) According to Odhiambo, "In Kenya, as in most developing countries, monitoring and evaluation is yet to reach an acceptable level of operation" (Odhiambo, 2000). However, there have been efforts to carry out some monitoring and evaluation. For example, in 1983, an M&E was proposed for the District Focus for Rural Development strategy, and in the 1990s M&E was used for poverty eradication strategy (Ministry of State for Planning, National Development and Vision 2030).

Most evaluations were donor initiated. The field had few practitioners who were trained for the same and discharged their duties professionally. That having been said, the heavy borrowing from social sciences by the practitioners did not possess the salient features of evaluation as expected. The most recent government effort at M&E was the development of a National Integrated Monitoring and Evaluation System to monitor progress of the Economic Recovery Strategy. Evaluation is not appreciated as a useful and far-reaching tool in areas of

human endeavor. Evaluation has not been formalized in the private sector, let alone the public sector (Odhiambo, 2000).

Further, narrowing down to Monitoring and Evaluation by NGOs implementing HIV/AIDS projects, a study on ‘Monitoring and Evaluation Practices and Challenges of Gaborone based NGOs Implementing HIV/AIDS Projects in Botswana,’ determined that the monitoring and evaluation practices of the local NGOs in Gaborone fell short of the best practices. Most of the best practices were erratically performed and others were not done at all. Preparation for monitoring and evaluation was poorly and erratically done by respondents (Muzinda, 2012).

On the Kenyan scene, Karani *et al* 2014 found out that the involvement of stakeholders in the monitoring and evaluation planning often yielded success. They also found out that the other benefits of monitoring included proper handling of funds and comprehensive training of practitioners to enable them handle relevant issues accordingly (Karani *et al*, 2014). Also, Kanaa established that monitoring and evaluation contributed to a big margin of project performance and therefore needs to be taken seriously. 23% of the respondents in his study attributed the non-performance of projects to lack of adequate monitoring and evaluation (Kanaa, 2011)

2.3.4: Funding and Performance

The donor community is multifaceted, aiding both the developing and the developed world. They include mammoth institutions such as the IMF and the World Bank and they give financial feedback to all programs funded by them (Bechange, 2010)

According to Ika, an ideal situation that will lead to project success is when the funding is secure and contract pacts are made to cover an extended time frame. The allocated funds

should then be released in batches and the ones already used to be liquidated in time for smooth financial operations. (Ika, 2012). Also, Brown posits that health projects need forecasted planning, financing and key stakeholder involvement for good programming (Brown, 2013). Adequate resources (financial and non-financial) when well channeled to projects as directed by the initial project blue print brought success (Steinfort *et al*, 2007)

In as much as financing short term projects is more attractive due to the significant effort felt, having funds covering larger time frames is more effective since it strengthens the systems of institutions. A mixture of the two would then work well for NGOs working in the health sector and implementing projects such as family planning and HIV/AIDS (Birdsall, 2004). Kenya is one of the countries benefitting from a mixed financial pool such as the governments' Ministry of Health's budget, donors, and trusts amidst others. Also, local financing mechanisms are employed in achievement of Universal Health Care in line with the vision 2030 goals.

Increase in health sector investment by partners in the sector has tended to focus on certain health conditions (notably HIV/AIDS, TB, Malaria, Ebola, Water and Sanitation and Yellow Fever). The global health financing arena has undergone a revolution in the last decade with the emergence of billion-dollar global health collaborations such as the BMGF, GAVI Alliance and Global Fund. These have been instrumental in raising financing committed for projects that to make available preventive and curative program for various ailments. Many successful health projects in Kenya have tapped into the above sources of funds (Oxford Policy Management, 2012).

For the NGOs that have been successful at coming up with portfolio of mixed financing to ensure a sufficient pool of funds for planned expenditures as well as contingencies, their main strength has been documented to their mixed financing mostly presided over by established

sources. They also align their finances to their goals apart from the fact that their brand is a fundraising chip on its own. AMREF exemplifies this (Kaleeba, 2016).

Successful NGOs tap into different donors who have specialization in various needs. Not all donors address the same need. The Global Fund for instance only funds malaria and TB interventions. The different projects addressing different needs then fall under the umbrella of health programs and the serve the community's diverse health needs more appropriately.

Moreover, Kraeger postulates that the success of NGOs in health is pegged on their ability to source for funds from various quarters. This is informed by the paradigm shifts in donor priorities as well as the current donor apathy being experienced. (Kraeger, 2011). Population Services International which is involved in HIV/AIDS prevention has come up with a model that helps them manage fundraising risk by tapping into several federal and other partners each of whom has their own restrictive practices.

2.3.5: Stakeholder Involvement and Performance.

Stakeholders are people with interest in particular interventions. The UNAIDS publication states that "key stakeholders should be involved in strategic planning. The plans should be full of transparency and accountability as this can help in the allocation of scarce resources. It further lists those who should be involved like the beneficiaries-in this case PLWAs, the community gate keepers as well as the intended communities. (UNAIDS, 2008)

According to Miles and Friedman, (2006), a project can only initialize and have an uneventful implementation if a cordial relationship exists between the project and the community, government, the beneficiaries and other like-minded projects. Kahssay further agrees that the community's involvement should include presence from the inception to the conclusion of the

project and taking up responsibilities that will lead to the meeting of the objectives by projects within their areas. Moreover, he noted that involved communities have been the back bones of the Alma Ata declaration (1978) and the Bamako initiative through support of health projects. (Kahssay, 2004)

For HIV/AIDS projects performance to be at their peak, an increased number of infected as well as affected people should be involved in planning and intervention of the projects. This, as posited by Aaltonen, helps by ensuring that their ideas and views direct the pathway taken by the projects and guides in the goodness reaped thereof (Aaltonen, 2011)

Some of the best ways of thinking around community involvement in the health projects is by empowering its members to take up roles such as disease surveillance and simple diagnostics through community health volunteers, improving feedback pathways and community participation to improve upcoming project strategies. As an example, stigma reduction and other behavioral interventions such as condom use only materialized in most areas due to the encouragement of opinion leaders (Hershey, 2011)

The relationship that should exist between different actors is normally outlined in institutional policies. According to Hershey, interventions can only be implemented to improve the conditions of a people once they and the issues that affect them are understood (Hershey, 2011). Lastly, Chan and team found out that the cost benefit analysis of stakeholder engagement can be increased through power analysis (Chan *et al*, 2004)

2.4: Summary of Literature Reviewed, and Research Gaps Identified

Table 2.1: Summary of literature review and research gaps

AUTHOR/YR	TITLE	MAJOR FINDING	FOCUS OF THE CURRENT STUDY	RESEARCH GAP
Muriungi, A. Kanaa, 2011	Factors affecting the performance of NGOs projects in Kenya. A case of Marsabit District.	70% of the projects failed to perform due to their failure to incorporate the M& E findings in the life of the project. Level of stakeholder involvement from inception of the project affected performance.	Effects of M& E and stakeholder involvement on project success.	The study did not cover effects of proper project planning and funding on the performance of projects. The focus was not on HIV/AIDS projects and did not cover the geographical area of the currently proposed study.
Naomi, 2014	The influence of critical success factors for delivery of health care projects: A case of local NGOs	The critical success factors that had influence on project completion were, project leadership at 80%, sufficient funding with 80.73%, 90% for stakeholder involvement and 92.4% for effective planning.	Effects of M& E, funding and stakeholder involvement on performance of projects.	The study did not cover effects of proper project planning in project performance. The currently proposed study area was not covered in the study.
Anunda, 2016	Factors influencing the performance of projects implemented by NGOs in the health sector: A case of HIV/AIDS projects in Nairobi County, Kenya.	The factors of project success were adequate funding at 48.7%, stakeholder involvement at 39%, effective planning was at 71.4% and project leadership at 63%	Effects of stakeholder involvement, project planning and funding on project performance.	The study did not cover Monitoring and evaluation and project performance. Geographical scope of the proposed study.
Karani, Bichanga, Kamau 2014	Effective use of Monitoring and Evaluation systems in managing HIV/AIDS related projects: A case study of local NGOs.	The project managers in local NGOs running HIV/AIDS projects in Kenya did not effectively use Monitoring and Evaluation systems as laid down in the KNASP	Monitoring and Evaluation and performance of HIV/AIDS projects.	The study did not focus on Proper funding, planning, stakeholder involvement and project performance. The proposed area was not covered in the reviewed study.

2.5 Conceptual Framework

Independent Variables

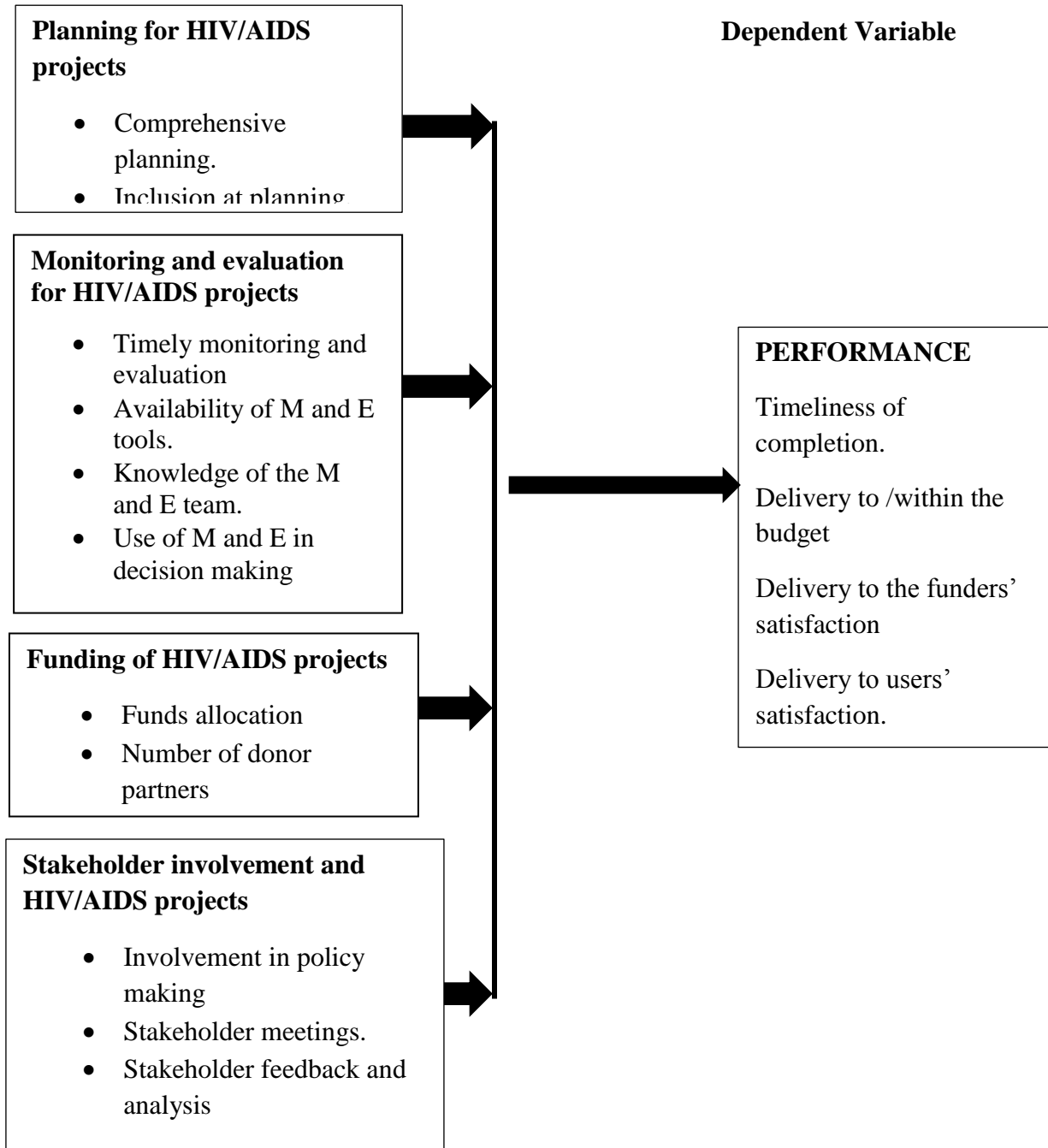


Figure 2.1: Conceptual Framework

Source: Researcher 2020

CHAPTER THREE: RESEARCH METHODOLOGY

3.1: Introduction

This chapter dwells more on the methods that were employed in identifying the population to be studied as well as the procedures that were put in place for the purposes of data collection and analysis. Other areas that were covered include study area, study technique, sample population, sampling size as well as ethical considerations for the study. The final stages included how data was analysed and presented.

3.2: Research Design

According to Neuman, this is defined as the detailed ‘architectural’ plan describing the sequencing of the study process (Neuman, 2011). This research employed descriptive and explanatory design as it had been successfully used in other related project management studies. Robson argues that the methodology gives respondents’ factual situations, thereby minimizing bias (Robson, 2002). A descriptive research’s main goal is provision of information on the population and or phenomena. Accuracy is particularly significant in this type of research.

3.3: Target Population

Kothari and Garg (2014) describe target population as all units to be considered, from where the study sample will be picked. In this case, the population of interest was 54 HIV/AIDS projects that are registered and operational within Kisumu County. (Kisumu County records, 2020)

3.4 Sampling Technique and Sample Size.

Since the number of the active NGOs which implemented the 54 HIV/AIDS projects in Kisumu county were only 26, a census survey was carried out based on the projects they implemented.

3.4.1 Sample Size

Table 3.1: Sample Size

PROJECT TITLE	SAMPLE POPULATION	NAMES OF NGOs HOUSING THE PROJECTS
HTS	10	KEMRI FACES, ICAP, KCCB KARP, HEALTH Strat, WRP, AMPATH Plus, APHIA Ziwani, LVCT Health, KEMRI CDC, PSK
PMTCT	10	KEMRI FACES, ICAP, KCCB KARP, Health Strat, WRP, AMPATH Plus, APHIA Ziwani, LVCT Health, CDC, PSK
CARE AND TREATMENT	10	KEMRI FACES, ICAP, KCCB KARP, Health Strat, WRP, AMPATH Plus, APHIA Ziwani, LVCT Health, CDC, PSK
VMMC	5	KEMRI FACES, ICAP, APHIA Ziwani, WRP, JHPIEGO
KEY POPULATIONS	8	ICAP, KASH, MAAYGO, KISWA, Linkages, LVCT Health, NYARWEK, Red Cross
PRIORITY POPULATIONS	5	OGRA FOUNDATION, JHPIEGO, WOFAK, PARTNER SCALE-UP, UNIVERSITY OF WASHINGTON
COMMUNITY	6	WOFAK, Sauti Sikika, NEPHAK, KELIN, OGRA FOUNDATION, RED CROSS
TOTAL	54	

Source: Kisumu County Records, manually obtained from the CASCO (2020)

The sample size for this study was composed of all the 26 active NGOs from which two respondents; 1 project manager and 1 project officer were purposively sampled from each NGO depending on the projects they support. This was because the responsibilities of project management in organizations lay in their domain. Thus, a total of 52 respondents were interviewed. The cases of analysis that were used in this study were the projects and not the NGOs, project managers and project staff.

3.5: Research Instrument

A questionnaire containing both open ended and closed ended questionnaires, which is largely agreed on for this type of study was used to obtain primary data amidst the NGO hosted projects. That is because they are mainly used in retrieving non-observable phenomenon and experiences (Mellenbergh *et al* 2019)

Both qualitative and quantitative data were thus obtained. Finally, Saunders (2003) vouches for questionnaires, citing their cost effectiveness as well as their time preservation aspects.

In this case, the questionnaire was divided into two sections; A and B. Part A sought to elicit the general information of the respondents after which section B which was divided into five parts sought to extract information on the select critical success factors and their relationship with project performance.

3.6: Pilot Test.

As part of preparation for the main study, a pilot study was undertaken among 4 respondents from two randomly selected NGOs which formed part of this study. That was in agreement with Mugenda (2013), who suggested that in light of the sample size selected, a pilot study sample should be in the range of one (1) to ten (10) percent. The group selected for piloting

was exempted from the final study. Piloting was key in data collection as it helped in unmasking study questions that could have been unclear or ill-defined so that they were restated with simple and clear meaning (Creswell, 2013).

3.6.1: Validity of the Research Instrument

The instrument was reviewed and agreed upon by the supervisor so that content validity was ensured. Content validity assessment lead a logical conclusion regarding the instrument's ability to cover all that it was supposed to. Content validity aimed to ensure a homogenous understanding by respondents to all items in the questionnaire to eliminate misconception and misunderstanding.

3.6.2: Reliability of Research Instrument

The Cronbach's Alpha Coefficient was handy in estimating reliability of the questionnaire. The Alpha (α) is used to measure internal consistency by helping arrive at a determination if a single item measures the same construct gives uniform results. Cronbach's Alpha was established for every research objective to help evaluate the possibility that for the objectives under review, the same output would be yielded if the research were to be conducted later. A reliability of at least 0.70 was deemed acceptable.

3.7: Data Collection Procedure

After the consent was obtained from Kenyatta University and NACOSTI, data collection was be done by the lead researcher who distributed the questionnaires via e-mail and by dropping them at and picking from the respondent's offices. Follow-up of pending questionnaires (those not filled immediately) was done via e-mail and telephone

3.8: Data Analysis Techniques and Data Presentation.

Data was filtered, sorted and cleaned in line with research objectives. The data was then coded, entered and analyzed using statistics software (SPSS, Version 25.0). The software was used because it presented a medium that was fast and had built in flexibility to enable more accurate analysis of data thereby leading to conclusions that are dependable. Data analysis was done using statistical measures of correlation and regression to bring to the fore plausible relationships between the variables under study. Analysis of data was differentiated per variables and objectives of the study.

Descriptive statistics was used as the basis for analysis, presentation and interpretation of data. This was done using frequency distribution tables. Further, inferential analysis was done and the following computed: coefficient of correlation, coefficient of determination, ANOVA and a multiple regression to come up with the weight and link among the variables being studied.

3.9: Ethical Considerations

Having received permission to conduct the research by obtaining letters from Kenyatta University and NACOSTI, the researcher commenced the process of collecting data. Consent was sought from the would- be respondents beforehand, with the intentions of the study explained also. The researcher was keen to ensure that the responses obtained were used in utter confidentiality and for strictly academic purpose

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction.

This chapter discusses the findings according to the objectives of the study. Specifically, the respondents' demographic data and the overview of HIV/AIDS projects' performance in Kisumu County in relation to the critical success factors being examined are discussed. These include effects of project planning, project monitoring and evaluation, project financing and stakeholder involvement in the projects' performance.

4.1.1 Response Rate

Out of the 52 questionnaires sent out, 46 were completed and either mailed back or collected physically depending on convenience of the respondent. The response rate hence gives an acceptable value at 88.5%. Since in statistics a response rate that is equal or greater than 50% is agreeably fit for data analysis and interpretation and that above 70% deemed excellent, the study's response rate was thus used to make sound conclusions.

4.2 General Information

In this part, significant demographic information was sought from the respondents in order to help explain personal factors and their effect on project success.

4.2.1 Age Distribution.

As per the research findings, the project leads (officers and managers) age brackets were as follows; age brackets 26-30 years accounted for 23.9%, 31-35years, 36-40 years, 41-45 years each contributing 19.6% while 46-50 years and 51-55 years accounted for 15.2% and 2.2% respectively. These findings spelled out an interesting fact that many NGOs have begun recruiting qualified young people in lead positions, especially as project officers as opposed to

yester years where most project leads were way above 40 years old. The cumulative percentage of young people, age brackets 26-35 years stood at 45.5%, still pointing out that the majority of the project leads (managers) are still people above 35, probably owing to technical expertise and experience. These findings were in tandem with those from Kanaa (2011) who observed that 87.5% of the people in management were way over 35 years.

Table 4.1: Age Distribution

Age Bracket	Frequency	Percentage
26-30 years	11	23.9%
31-35 years	9	19.6%
36-40 years	9	19.6%
41-45 years	9	19.6%
46-50 years	7	15.2%
51-55 years	1	2.2%
Total	46	100%

Source: Survey data 2020.

4.2.3 Level of Education

An establishment that 50% of the respondents had at least a bachelor's degree, while 26.1% had diplomas and 21.7% had post graduate degrees was made. This means that a majority of the project leads had either a first or a second degree, which is beneficial in their area of work. The ones with mid-level training can be explained by the fact that years of practical experience is at times preferred over plain academic qualification. The findings which agreed with those of Anunda (2016) and Kanaa (2011) belaboured the point that educational

qualification still remains a salient feature when hiring project leads. The table below summarizes the findings.

Table 4.2: Education Levels

Education Level	Frequency	Percentage
Bachelor's Degree	23	50%
Diploma	12	26.1%
Post Graduate Degree	10	21.7%
Certificate	1	2.2%
Total	46	100%

Source: Survey data 2020.

4.2.4: Duration of Service

The study established that 43.5% of the respondents had worked in their organizations for a period of between 6-10 years, 30.4% between 10-15 years and the least frequency being those that had served for over 16 years, accounting for 6.5%. This information as displayed in the table below gives credibility to the notion that experience comes with duration of service in an entity, thus the respondents' credibility in answering the questionnaires was established.

Table 4.3: Service Duration.

Duration of service	Frequency	Percentage
6-10 years	20	43.5%
10-15 years	14	30.4%
1-5 years	9	19.6%
Above 16 years	3	6.5%
Total	46	100%

Source: Survey data, 2020

4.2.5: Gender

The study revealed that the gender distribution for the respondents was equal with 50% being males and 50% being females. Thus the opinions are not gender biased but fairly representative.

4.3: Project Planning and Performance of HIV/AIDS projects.

This sub section reports on the effects of planning on the performance of the investigated HIV/AIDS projects.

4.3.1: Proportion of organizations that plan for their HIV/AIDS projects.

The study sought to establish whether the NGOs implementing the HIV/AIDS projects planned for them. A majority of the respondents represented by 60.9% were on the affirmative that their organizations did plan whereas a minority of 39.1% reported lack of planning by their organizations. The data as tabulated below confirms that project planning is critical for project success.

Table 4.4: Proportion of organizations that plan for projects.

Opinion	Frequency	Percentage
Yes	28	60.9%
No	18	39.1%
Total	46	100%

Source: Survey data 2020

4.3.2: Planning and performance of HIV/AIDS projects.

The study set to establish the relationship between project planning and its influence on project success through examining the respondent's opinions towards the statements below

Table 4.5: Project planning and project performance.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SDV
Resource allocation influences performance	0	0	0	17	29	4.63	0.49
annual/strategic plan affects performance	0	0	3	12	31	4.61	0.61
Work break down structure influences performance	0	0	13	17	29	4.07	0.80
Aggregate						4.43	0.44

Source: Survey data 2020.

According to the research findings, resource allocation was the biggest influence on HIV/AIDS projects performance in Kisumu County (Mean 4.63, SDV 0.49) followed by annual/strategic work planning (Mean 4.61, SDV 0.61) and finally work break down structures tailing the list (Mean 4.07, SDV 0.80). The aggregate mean for project planning was 4.43 with a SDV of 0.44 which can be interpreted that a majority of the respondents agreed that project planning affects project performance.

4.3.3: Effect of effective planning on project performance.

The study sought to determine the extent to which effective project planning impacted on the performance of the investigated projects in Kisumu County. The findings are as tabulated below;

Table 4.6: Effect of effective planning on project performance.

Extent	Frequency	Percentage
Very great extent	17	37.0%
Great extent	16	34.8%
Moderate extent	12	26.1%
Low extent	1	2.2%
Total	46	100%

Source: Survey data 2020

From these findings, the greatest majority represented by 37% agreed that planning affects performance to a very great extent, followed by those who voted for great extent at 34.8%, then moderate extent at 26.1% and finally a paltry 2.2% opining that planning affects performance to a low extent. The general picture painted is that a vast majority seemed to agree that effective planning is essential to good project performance. The research findings were in agreement with Mishra (2012) who quipped that “proper planning gears a project to succeed.”. Moreover, a similar study in Nairobi county found that 86.4% of the respondents agreed that effective planning was important for project performance (Anunda, 2016)

4.4: Monitoring and Evaluation.

4.4.1: Project Monitoring and Evaluation and Project performance.

The study set to establish the relationship between project monitoring and evaluation and its influence on project success through examining the respondent’s opinions towards particular inclining statements and the results reached are as tabulated below;

Table 4.7: Project Monitoring and Evaluation and project performance.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SDV
Proper M&E ensures that the project team remains focused.	0	0	4	13	29	4.54	0.66
M&E helps the team to troubleshoot and take corrective action	0	0	4	13	29	4.54	0.66
External evaluators can help in project maintenance and improvement of the team's confidence	0	0	4	17	25	4.46	0.66
M&E is required for project sustainability	0	0	7	14	25	4.39	0.75
Monitoring according to scope and plan influences performance	0	0	13	12	21	4.17	0.85
All stakeholders should participate in M&E activities	0	1	11	18	16	4.07	0.83
Aggregate						4.36	0.41

Source: Survey data 2020.

Going by the data presented above, it can be deduced that most of the respondents agreed that proper monitoring and evaluation helps the team to remain focused while also helping the team to trouble shoot and take necessary corrective measures (Both indicators tying at Mean 4.54, SDV 0.66) followed by the agreement external evaluators can help in project maintenance and improvement of the team’s confidence(Mean 4.46, SDV 0.66) then M&E is required for project sustainability (Mean 4.39, SDV 0.75). In this particular survey, the two indicators that trailed were the hypothesis that monitoring according to scope and plan influences performance (Mean 4.17, SDV 0.85) and all stakeholders should participate in

M&E activities which came last. (Mean 4.07, SDV 0.83) From these findings, one can deduce that a majority of the respondents held the various indicators in varied respect with most agreeing that all of them (as important aspects of monitoring and evaluation) greatly influence project performance. This is due to the high aggregate mean registered upon evaluation of all the parameters of 4.36 against the highest likert score of 5. The findings are in agreement with those of Kanaa (2012) who established that monitoring and evaluation contributed to a big margin of project performance and therefore needs to be taken seriously.

4.4.2: Efficient ways of conducting M&E in order to improve project performance.

In a bid to determine the best ways of implementing monitoring and evaluation activities with the goal of optimizing HIV/AIDS projects' performance in Kisumu County, the participants were asked to give their views in an open manner. This was done so that no possible imagination would be left out. The responses received were as varied as the participants, though mostly oscillating around the same thematic concerns. The themes that were recurrent included timing monitoring and evaluation, manner or the 'how' of conducting monitoring and evaluation and the people or 'who?' aspect of monitoring and evaluation.

As regards the timing, most respondents reported that monitoring and evaluation should be done in a structured timely manner; that is either in weekly staff meetings for organizations with such provisions, biweekly, monthly or quarterly in order to keep the projects on track. The respondents also suggested that annual overviews as well as evaluations at the end of the project cycles were also important. All these notwithstanding, some respondents also quipped that once in a while spot checks were essential in keeping the project teams alert and in line with the projects' objectives at all times.

The findings under the manner in which monitoring and evaluation was to be done to improve projects' success mostly suggested the employment of a systematic and structured methodology. Most of the respondents also stated that monitoring and evaluation should be done in an objective manner so that it doesn't appear as it were a tool for victimization, which is what it appears as in some organizations. That way, the interviewees reported that "it could be used to assess the scope of coverage of the intended objectives of the projects."

Finally, as pertains to the people factor of monitoring and evaluation, most respondents reported that the process should involve all team members involved in the project cycle, that is to include staff in the finance and management sections who are mostly viewed as 'non programs persons.' This is due to the fact that they also affect project performance in one way or another. Moreover, it was also widely suggested that organizations should hire qualified monitoring and evaluation staff possibly for all individual projects for ease of work and tracking. This agreed with the findings of Karani *et al* (2014) which postulated that the involvement of stakeholders in the monitoring and evaluation planning often yielded success.

They also found out that the other benefits of monitoring included proper handling of funds and comprehensive training of practitioners to enable them handle relevant issues accordingly. Last but not least, the respondents encouraged the involvement of external monitoring and evaluation experts in some instances. The justification herein was that they tend to be objective and give the organizations a true reflection of their project journey since they do not suffer bias. It is important to note that a similar study in Botswana found out that the monitoring and evaluation practices of the local NGOs in Gaborone fell short of the best practices. Most of the best practices were erratically performed and others were not done at

all. Preparation for monitoring and evaluation was poorly and erratically done by respondents (Muzinda, 2013).

4.5: Project funding and the performance of HIV/AIDS projects.

This segment endeavored to establish the relationship between project funding and the performance of HIV/AIDS projects.

4.5.1: Adequate funding.

The research sought to establish whether the organizations had adequate funds for their HIV/AIDS projects. The resultant responses are as shown in the pie chart below;

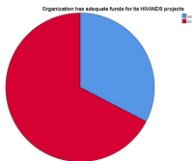


Figure 4.1: Adequate funding responses

Source: Survey data, 2020

As per the findings, only 32.6 % of the respondents represented by the smaller section of the circle reported that they had sufficient funds compared to the majority of 67.4% who said that

the funds they had were not enough. The implication is that most of the NGOs operate under overdrawn budgets.

4.5.2: Sources of Funds.

The research sought to determine the sources of funding for HIV/AIDS projects in Kisumu County. The responses to the same are analyzed in Table 4.8

Table 4.8: Sources of project funds

Sources of Funding	Percentage
Donor	41.3%
Donor and fundraising	34.8%
Donor and government	17.4%
Fundraising	6.52%

Source: Survey data 2020.

The responses from the investigation pointed out that a majority of the NGOs got their funding from donors as represented by 41.3%, followed by those who receive funding from both donors and fundraising with a percentage of 34.8%, then those that have a resource mix of donors and government as it steps in to alleviate the effects of HIV/AIDS at 17.4% and finally those who survive on fundraisers at 6.52%. The findings reveal that most NGOs would not be operational without donor funding as it is the financial backbone of these entities. These findings are supported by the findings of a study that stated that for the NGOs that have been successful at coming up with portfolio of mixed financing to ensure a sufficient pool of funds for planned expenditures as well as contingencies, their main strength has been documented to their mixed financing mostly presided over by established sources. AMREF exemplifies this (Kaleeba, 2016).

4.5.3: Adequate funding and the implementation of HIV/AIDS projects.

The study sought to establish the level in which respondents concurred with particular Statements concerning the effects of adequate funding on the success of HIV/AIDS projects.

Results from data relating to the factor are analyzed in Table 4.9

Table 4.9: Adequate funding and the implementation of HIV/AIDS projects.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SDV
Signed donor contracts affect performance of projects	0	0	3	15	28	4.54	0.62
Number of donors determine the performance of projects	0	3	5	4	34	4.50	0.93
Performance of HIV/AIDS projects is influenced by the amount of funds allocated	0	0	13	8	25	4.26	0.88
Aggregate						4.43	0.52

Source: Survey data 2020

The tabulated results show that a significant proportion of the participants agreed that committed donor contracts affect performance of projects (mean 4.54, SDV 0.62), number of donors and partners affect project performance of projects (mean 4.50, SDV 0.93) and that the performance is influenced by the amount of funds allocated to the project. (mean 4.26, SDV 0.88). Similarly, according to Ika, an ideal situation that will lead to project success is

when the funding is secure and contract pacts are made to cover an extended time frame. The allocated funds should then be released in batches and the ones already used be liquidated in time for smooth financial operations (Ika, 2012)

4.5.4: Funding and performance of projects.

The study sought to establish the extent to which adequate funding influences the performance of projects. The following are the tabulated results from the findings.

Table 4.10: Funding and project performance.

Extent	Frequency	Percentage
Great	37	80.4%
Moderate	8	17.4%
Low	1	2.2%
Total	46	100%

Source: Survey data 2020.

From the tabulated results, 80.4% of the respondents reported that adequate funding influences project performance, with 17.2% saying that the effect was moderate and a paltry 2.2% stating that the influence was low. The general picture painted is that funding greatly impacts the performance of HIV/AIDS projects in Kisumu County. These findings are similar to one conducted in Nairobi County that found out that a cumulative 87% of the respondents reported that project funding greatly affected project performance (Anunda, 2016). Moreover, another study concluded that adequate resources (financial and non-financial) when well channeled to projects as directed by the initial project blue print brought success (Steinfort *et al*, 2007)

4.6: Stakeholder involvement and the performance of HIV/AIDS projects.

The investigation deemed to establish the magnitude of respondent's agreement to these statements assessing role of stakeholders' involvement on performance of HIV/AIDS projects.

Results from data relating to the factor are analyzed in Table 4.11

Table 4.11: Stakeholder involvement and project performance.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SDV
Stakeholder involvement in policy decisions influences performance	0	0	7	9	30	4.50	0.75
Stakeholder meetings influence performance	0	0	10	13	23	4.28	0.81
Stakeholder analysis influences performance	0	0	9	28	9	4.00	0.63
Aggregate						4.26	0.24

Source: Survey data, 2020.

A great proportion of the participants agreed that involvement of stakeholders in policy decisions influences performance (mean 4.50, SDV 0.75), followed by a proportion that said that stakeholder meetings influence the performance (mean 4.28, SDV 0.81) and the list in the list was that stakeholder analysis influences project performance (mean 4.00, SDV 0.63). The aggregate (Mean 4.26, SDV 0.24) helps in concluding that involvement of stakeholders in any

way possible leads to an improvement in project performance of the HIV/AIDS projects in Kisumu County.

4.6.2: Extent of influence of stakeholder involvement on performance.

The research sought to establish the extent to which the involvement of stakeholders’ influence performance of HIV/AIDS projects and the results were as documented below.

Table 4.12: Extent of influence of stakeholder involvement on performance.

Extent	Frequency	Percentage
Great	29	63.0%
Moderate	17	37.0%
Low	0	0%
Total	46	100%

Source: Survey data 2020

The research findings are a testimony that stakeholder involvement influences the performance of HIV/AIDS projects. A vast majority of respondents at 63% reported the influence to be great while a lower 37% reported that the influence is moderate. These findings can be compared to those of a similar study that found out that 76% of the respondents reported that stakeholder involvement influenced project performance in a measure that us more than great (Anunda, 2016)

4.7: Project performance.

The study sought to investigate what the respondents thought contributed to or rather determined project success and the following data was generated.

Table 4.13: Indicators of project Performance

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SDV
Beneficiary satisfaction is an indicator of project performance	0	0	0	8	38	4.83	0.38
Timely project completion is an indicator of project performance.	0	0	1	10	35	4.74	0.49
Projects delivered within budget are an indicator of project performance.	0	0	3	7	36	4.72	0.58
Projects delivered to funders satisfaction are an indicator of project performance	0	0	4	8	34	4.65	0.64
Aggregate						4.73	0.35

Source: Survey data 2020.

The above data states that most of the respondents gave an up vote to beneficiary satisfaction as an indicator of project performance (mean 4.83, SDV 0.38) followed by timely project completion (mean 4.74, SDV 0.49) then project delivery within the stipulated budget (mean 4.72, SDV 0.58) and lastly comes projects delivered to funders satisfaction (mean 4.65, SDV 0.64).The aggregate mean for performance was 4.73 and the standard deviation 0.35, hence the conclusion that most of the respondents agreed with the parameters used for gauging project performance. Comparatively, a study by Kanaa in Marsabit District found out that in measuring project performance, 58.3% of the projects were finished late, 37.5% were completed in line with the budget allocated and finally 48% met the set objectives (Kanaa,

2016). One can hence conclude that the factors of performance were similar across the studies, hence depicting a fair representation.

4.7.1: Challenges facing Project Performance.

The major challenges elucidated by the study included interference by the board of directors, inadequate and or delayed funds, lack of understanding of the project scope, inadequate skills by the project team, lack of stakeholder goodwill, competing priorities and unforeseen project obstacles.

4.7.2: Optimizing project performance.

In order to optimize project performance in Kisumu County, the respondents reported that proper planning, organized implementation processes, timely channeling of resources, timely and thematic monitoring and evaluation amidst other measures were integral.

4.7.3: Status of performance of projects in organizations.

As regards the status of performance of the projects, most respondents gave their projects a clean bill of health by reporting that they were either performing optimally, above average or simply above reproach. This can be understood to mean no manager would have given themselves a negative appraisal. All these notwithstanding, some respondents reported that their projects would have to put into consideration some aspects before achieving success.

4.7.4: Improving HIV/AIDS project performance in Kisumu County.

The study endeavored to determine ways of improving project performance in Kisumu County. The responses given included operationalizing technical working groups, instilling the culture of collaboration between implementing partners and the county government, putting in place mechanisms for project tracking and analysis, creating a friendly environment for public

private partnerships, installation of county health databases that will avoid overlapping roles of the implementing partners and finally, the county should allocate some funds to support some projects launched by upcoming NGOs.

4.8: Regression analysis.

In a bid to extrapolate the relationship between the dependent and the independent variables, a multiple regression analysis was done. Data was coded, entered, modeled and analysed using SPSS Version 25.0.

The coefficient of determination explains how proportions of change in the outcome variable can be ascribed to a variation in the predictor variable. Alternately, the coefficient also reveals the change by percentage of the dependent variable (project performance) that is potentially explicable by planning, monitoring and evaluation, financing and stakeholder involvement as the independent variables.

4.8.1: Model summary.

The multiple regression analysis was done in this study to test the influence amidst independent variables. SPSS version 25.0 was used in coding, entering and computing the values of the multiple regressions. The model summary is presented in the Table 4.14

Table 4.14: Regression model

Model	R	R Square	Adjusted R Square	Significant F change
1	.928	.861	.750	7.750

Data source: Survey data, 2020.

Coefficient of determination was used to rate the model fit. The coefficient of multiple determinations herein represented by adjusted R² gives the percentile change in the outcome variable as explained singularly or jointly by the four predictor variables. In this case, an

average adjusted coefficient of determination (R^2) of 0.750 was obtained, implying that 75% of the variations in HIV/AIDS projects performance in Kisumu County could be attributed to the independent variables under consideration by the study. Other confounding factors could hence be responsible for the remaining 25%.

4.8.2: One-way ANOVA test.

In this study, the ANOVA technique was also employed to test the model’s significance. The results are as tabulated in table 4.15

Table 4.15: ANOVA test.

Model	Sum of Squares	Df	Mean of Squares	F	Sig
1Regression	.002	4	.001	7.750	.023
Residual	.010	41	.000		
Total	.012	45			

Source: Survey data, 2020

Critical value=2.5

The results obtained from the ANOVA statistics resulting from the computed data benefitted the research by determining that the regression model had a significance level of 0.023%. This denotes that the data was well suited for drawing sound conclusions on the characteristics of the population since the value of significance (p-value) was less than 5%. Moreover, the calculated value of 7.750 was greater than the critical value 2.50, thus pointing out that proper project planning, project monitoring and evaluation, adequate financing and stakeholder involvement jointly possess a great effect on HIV/AIDS project performance. With a significance value of 0.023 which is lower than 0.05, it can be concluded that the model was significant.

4.8.3: Coefficients of determination.

The study applied the coefficient Table to determine the study model. The resulting findings are presented in the Table 4.16

Table 4.16: Coefficient of determination

		.Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B
Model		B	Std. Error	Beta			Lower Bound Upper Bound
1	(Constant)	-1.600	1.869		-.856	.431	-6.403 33.204
	Planning	-.421	.303	-.351	-1.388	.224	-1.199 .358
	Monitoring and evaluation	-.364	.407	-.254	-.894	.412	-1.412 .683
	Funding	1.068	.344	.680	3.100	.027	.182 1.953
	Stakeholder Involvement	1.185	.264	1.048	4.492	.006	.507 1.863

Dependent Variable: Project performance.

The SPSS generated output as presented in Table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = -1.600 - .421X_1 - .364X_2 + 1.068X_3 + 1.185X_4$$

Holding all factors constant at zero after considering project planning, project monitoring and evaluation, project funding and stakeholder involvement, HIV/AIDS project performance will be -1.600 from the regression. Furthermore, holding other factors constant, a unit change in planning would lead to a worsened project performance by a value of 0.421; a unit change in project monitoring and evaluation with the other factors held constant would result a plunge of project performance by a factor of 0.364. Conversely though, a positive correlation is seen when all other factors are held constant at zero and a unit change is made in project financing.

The result from the regression analysis would be a positive change in project performance by a factor of 1.068. Finally, a similar trend would be noticed upon holding all other factors at zero while a unit change in stakeholder involvement is effected, that leads to a positive change in project performance by a factor of 1.185. The findings are in tandem with Anunda, (2016) whose study concluded that for an organization optimal project performance, adequate funding was a must have.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1: Introduction

This chapter presents the general summary of the study as well as its specific findings. The conclusions were drawn to form the basis from which the HIV/AIDS projects implementing NGOs in Kisumu County and other regions would make a reference point.

The conclusions herein drawn as well as the recommendations could enable the NGO council as well as the coordination board to invent and implement necessary policies to aid in the improvement of the performance and governance of NGO projects in Kenya.

5.2: Summary of findings

5.2.1: Background Information

The study's role was to establish the factors that influence performance of HIV/AIDS NGO projects in Kenya and specifically in Kisumu County. Descriptive and explanatory research design was used as it had shown success with similar project management studies. A census survey was then carried out in all the 26 operational NGOs which housed the 54 HIV/AIDS projects in Kisumu County. The project leads in were targeted with the questionnaires. The data collected under this subsection established that from the personal data collected, it was established that most of the top managers are in the ages above 35 years with a percentage representation of 54.5%. This means that majority of the qualified young entrants of below 35 years would fill technical roles as the more experienced older people are tasked with management functions. This agrees with Kanaa (2011) whose study had similar findings.

A total of 71.7% of the project leads had either a Bachelors or a Post graduate qualification, almost mirroring Anunda (2016) percentage 78%. This therefore explains that education levels still are a requirement for admission into any of the management levels, alongside an individual's professional experience as indicated by the responses of duration of work in those organizations.

5.2.2: Project planning

The findings of the study established that proper planning swayed the performance of HIV/AIDS projects within Kisumu County. It was established that resource allocation, work breakdown structure and annual plan/strategic plan determine the performance of the said projects. Furthermore, the study established that the performance of the HIV/AIDS projects was influenced by effective planning to a great extent. The research findings were in agreement with a research by UNAIDS, (2007) which found out that planning prevention programmes required objective oriented and comprehensive procedures and process that addresses the actual dispositions of the would be beneficiaries Moreover, different studies by Anunda(2016) in Nairobi County and Kanaa (2011) in Marsabit District also reiterate the importance of project planning as a factor of excellence in projects as they help in target achievement through continual focus on deadlines and set objectives.

5.2.3: Project Monitoring and Evaluation

As regards monitoring and evaluation, the study found out that a significant margin of project performance was attributed to this aspect. The study thus underscored the seriousness with which this aspect of project management ought to be handled. An aggregate likert average of 4.36 against a scale of 5 was the result of the survey as pertains monitoring and evaluation. In

a study by Kanaa (2011), 23% of the interviewees postulated that inadequate monitoring and evaluation was the main contributor to project's non-performance. Also, Chan et al (2004) reiterated that including the findings of monitoring and evaluation in a project's life guaranteed the projects' objectivity and focus thus avoiding grey areas and traps which end up destroying most projects.

5.2.4: Project Funding.

Two main concerns stemmed from the study, that is, in as much as most of the organizations relied on donors funding to enable daily operations, most HIV/AIDS projects were severely disadvantaged financially. Furthermore, the study shed a light on projects need for financial sustainability and security. This was revealed by the fact that most respondents had up votes for long term committed donor funds as opposed to time to time handouts. Also the study agreed that allocated funds, the number of funders and the quantity of their financial injections influenced the performance of HIV/AIDS projects by a huge index. The findings corroborate the research by Ika (2012) who quipped that an ideal situation that will lead to project success is when the funding is secure and contract pacts are made to cover an extended time frame.

5.2.5: Stakeholder Involvement.

The results from the study hugely glorified the “nothing for us without us” mantra by underscoring the importance of letting the stakeholders be part of the project processes right from inception to completion. The study thus agreed with Anunda(2016) and Mishra (2012) whose respective studies both revealed that the involvement of stakeholders in the project ensured discipline and focus by the project teams, thereby guaranteeing or rather improving project performance in the health sector.

5.2.6: Project Performance

Project performance being the outcome variable was found to be significantly influenced by delivery of projects within the budget lines, financier's satisfaction, beneficiaries' approval and timeliness of project completion. The challenges met during project implementation that thwarted performance were many but included lack of project management skills, inadequate funds, improper planning procedures and lack of management goodwill in some instances. The study mirrored that by Kanaa (2011) and Anunda (2016) who had similar findings.

5.3: Conclusion

The following conclusions were drawn from the study:

Planning improved the performance of HIV/AIDS projects. Some of the best practices in planning for HIV/AIDS programmes require that the planned interventions are sensitive to the needs of the target group, realistic, goal oriented and in tandem with the MOH guidelines and plans.

Monitoring and evaluation is the mirror of a project, pointing out areas that need concerted efforts in order to avert project failure. The study determined incorporating the findings of monitoring and evaluation in the project life cycle led to significant improvements in project success. The converse was also found to be true.

Inadequate funds and unsustainable finance sources negatively impacted the performance of HIV/AIDS projects in Kisumu County. Resource constraints were a major setback to most of the projects that were considered, hence most of them reported running out of cash for implementation before project completion.

The study concludes that robust stakeholder engagement practices are important and hugely beneficial to the performance of HIV/AIDS projects in Kisumu County. The study hugely agreed with the popular saying “nothing for us without us” slogan in this case as it reflected a basic truth of Kenyan projects.

5.4: Recommendations

The following recommendations were made from the study:

1. The study recommends that planning as the backbone of project management should be well thought out, articulate and rigorously thorough so that no vital aspect is left out. As an emerging issue, some of the things that have to be actively considered at the planning phase are sustainability of the programmes as well as aspects of risk management. Sustainability, though heavily reliant on financial muscle must also look at the project team and the beneficiaries wants. Sustainable projects improve the beneficiaries’ morale as they have hopes of experiencing the impact of project upon its maturity.
2. Monitoring and evaluation should be a continuous process throughout the project’s life cycle. The findings derived from the time to time interventions should be factored in the project to increase the chances of project success. Of importance to note is the fact that monitoring and evaluation should be carried out by qualified personnel and should not be vindictive, but rather as objective as possible.
3. Project financing departments should ensure sustainability as from the planning stage by taking into consideration the funds that would be used up in the project to include overhead costs and then plan extensively for them. Also, mixed funding sources should be explored while emphasis is put on long term commitments of funding as opposed to

short term ones. Local sources of funding including non-conflicting income generating activities should be explored so that in the event that donors pull out, the projects can still run, at least to completion. Means for measuring contingency must also be put in place to guard against uncertainties such as untimely unfavorable donor decisions.

4. In a bid to ensure beneficiary buy in and acceptability, the study recommends that stakeholders should be included from the inception of the project all the way to the time of the project close out. Moreover, the project team should be as transparent as possible with the beneficiaries in order to root out faction groups that may jeopardize project implementation.

5.4.1: Suggestions for further research

This research study was carried out NGOS implementing HIV/AIDS projects in Kisumu County and it would be beneficial for a similar study to be carried out in other regions to ascertain whether the results would be similar.

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APPENDICES

Appendix I: Cover Letter

Dear Respondent,

RE: REQUEST TO RESPOND TO THE STUDY QUESTIONNAIRE

I am a student at Kenyatta University, pursuing a degree of Master of Business Administration (Project Planning and Management)

As part of this course requirement, I am to undertake a research on “Critical Success Factors and The Performance of HIV/AIDS Projects. A Case of NGOs in Kisumu County, Kenya.” It is in this regard that your assistance in responding to the questions attached herein is requested.

Information obtained in the process will be used with confidentiality and will be used only for academic purposes.

I hope for your support.

Yours faithfully,

Roselyne Awino Omolo.

Reg. No D53/OL/31967/2015

Appendix II: Research Questionnaire

SECTION A: GENERAL INFORMATION

Name of your project and NGO.....

1) State your Age Group?

21 – 25 years [] 41 – 45 years []

26 – 30 years [] 46 – 50 years []

31 – 35 years [] 51 – 55 years []

36 – 40 years [] Over 55 years []

2) What is your highest level of education? {Please tick one (√)}

High School [] Certificate []

Diploma [] Bachelor Degree []

Post Graduate Degree []

Other (specify)

.....
.....

3) How long have you worked in this department

1- 5 years [] 6 – 10Years []

10 – 15Years [] Above 16Years []

4) Gender.....

SECTION B: CRITICAL SUCCESS FACTORS AND THE PERFORMANCE OF HIV/AIDS PROJECTS: A CASE OF NGOs IN KISUMU COUNTY, KENYA

PART I: EFFECTIVE PLANNING

1) Does your organization plan for its projects?

Yes [] No []

2) Kindly indicate your level of agreement to the statement relating to effective planning and its influence on performance of HIV/AIDS projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

	1	2	3	4	5
Work break down structure influences performance of HIV/AIDS projects					
The annual/strategic plan affects performance of HIV/AIDS projects					
Resource allocation influences performance of HIV/AIDS projects					

3) Indicate the extent to which effective planning of projects influences the performance of HIV/AIDS projects?

To a very great extent [] To a great extent []

To a moderate extent [] To a low extent []

To a very low extent []

PART II: PROJECT MONITORING AND EVALUATION.

1) Please indicate the level to which you agree with the statements below. (Tick appropriately) Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree

	1	2	3	4	5
All stakeholders should participate in M&E activities					
Project monitoring according to scope and plan influences performance					
Use of external evaluators can help in project maintenance and improvement of the project team's confidence.					
Proper M&E ensures that the project team remains focused					
Monitoring and evaluation is srequired for project sustainability					
Proper M& E helps the team to trouble shoot and take corrective measures where necessary.					

2. In your own words, how should project monitoring and evaluation be done to Improve the performance of projects?

.....

.....

.....

PART III:PROJECT FUNDING

1) Do you think your organization has adequate funds for its HIV/AIDS projects?

Yes [] No []

b) What are the sources of your project's?

Donors []

Fundraising []

Government []

Other (please specify)

2) Indicate the level to which you agree to the statement below relating to adequate funding and its effect on successful project completion in your NGO. Use a scale of 1-5, where 1- strongly

disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

	1	2	3	4	5
The performance of HIV/AIDS projects is influenced by the amount of funds allocated to them.					
Signed donor contracts affect performance of HIV/AIDS projects					
Number of donors determine the performance of HIV/AIDS projects					

3) In your opinion, indicate the extent to which sufficient funding influences the performance of HIV/AIDS projects?

Great []

Moderate []

Low []

PART IV: STAKEHOLDER INVOLVEMENT

1) Indicate your level of agreement to the statement below relating to stakeholder’s involvement and its influence performance of HIV/AIDS projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree

	1	2	3	4	5
Stakeholder analysis influences performance of HIV/AIDS projects					
Stakeholder meetings influence performance of HIV/AIDS Projects					
Stakeholder involvement in policy decisions influences performance of HIV/AIDS projects					

2) Indicate the extent to which stakeholder involvement influences the performance of HIV/AIDS

Projects?

Great []

Moderate []

Low []

PART V: PROJECT PERFORMANCE

6) Kindly indicate your level of agreement to the statement relating to successful project performance in your NGO. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- Agree, 5- strongly agree.

	1	2	3	4	5
Timely project completion is an indicator of project Performance					
Projects delivered within budget are an indicator of project Performance					
Projects delivered to funders satisfaction are an indicator of project performance					
Beneficiary satisfaction is an indicator of project performance					

1) What are the challenges facing project performance

.....

.....

2) Propose ways of optimizing project performance

.....

.....

3) How would you describe the status of performance of projects in your organization

.....

...

4) How do you think the performance of HIV/AIDS projects in Kisumu County can be improved?

.....

.....

THANK YOU FOR YOUR PARTICIPATION

Appendix III: 26 NGOs Supporting 54 HIV Projects in Kisumu County.

No	PARTNER	
HTS,PMTCT, PEP, PrEP & CARE and TREATMENT		
1	KEMRI FACES	
2	ICAP	
3	KCCB KARP	
4	Health strat	
5	WRP	
6	Ampath plus	
7	APHIA Ziwani	
8	LVCT Health	
9	CDC/KEMRI CDC	
10	PSK	
VMCM		
1	KEMRI FACES	
2	ICAP	
3	APHIA ziwani	
4	WRP	
5	JHPIEGO	
KEY POPULATIONS		
1	ICAP	

2	KASH	
3	MAAYGO	
4	KISWA	
5	Linkages	
6	LVCT	
7	NYARWEK	
8	Red cross	
Other partners		
1	OGRA foundation (Community)	
2	Red cross (Community)	
3	JHPIEGO(PrEP)	
4	University of Washington (PrEP)	
5	WOFAK(community)	
6	KELIN(Community)	
7	Partner scale-up (PrEP)	
8	Sauti Sikika(Community)	
9	NEPHAK (Community)	

Appendix IV: NACOSTI Permit



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Ref No: **795215**

Date of Issue: **19/June/2020**

RESEARCH LICENSE

This is to Certify that Ms.. Roselyne Awino Omolo of Kenyatta University has been licensed to conduct research in Kisumu on the topic: CRITICAL SUCCESS FACTORS AND THE PERFORMANCE OF HIV/AIDS PROJECTS. A CASE OF NON- GOVERNMENTAL ORGANIZATIONS IN KISUMU COUNTY, KENYA for the period ending : 19/June/2021.

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Appendix V: Researcher's Approval Letter



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GRADUATE SCHOOL

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

Internal Memo

FROM: Dean, Graduate School

DATE: 12th February, 2020

TO: Omolo Awino Roselyne
C/o Management Science Dept.

REF: D53/OL/31967/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 29th January, 2020 approved your Research Project Proposal for the M.B.A Degree Entitled, "Critical success factors and the performance of HIV/AIDS projects. A case of non-governmental organisations in Kisumu County, Kenya".

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 and Progress Report Forms. The Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.


ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Caleb Kirui
C/o Department of Management Science
Kenyatta University

AM/ik