FACTORS INFLUENCING MANAGEMENT OF HIV/AIDS PROJECTS FUNDS BY COMMUNITY BASED ORGANIZATIONS: THE CASE OF MAARA SUB-COUNTY, THARAKA NITHI COUNTY

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DECLARATION

This research project report is my original work and has never been presented for a degree award in any other university.

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This research project report is dedicated to all my family members and especially my parents; Philiph Nzioka and Scolastica Munini, my daughter; Gillian Wavinya and friends for their inspirational support, encouragement and understanding through the research project report writing period.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
ART	Anti Retro-viral Treatment
ARV	Anti Retro- Viral
CACC	Constituency Aids Control Council
CBO	Community Based-Organization
CD	Community Development
CDF	Constituency Development Fund
CSO	Civil Society Organizations
DF	Degrees of Freedom
DMEC	District Monitoring and Evaluation Committee
FAO	Food and Agriculture Organization
FBO	Faith Based Organizations
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IGA	Income Generating Activity
IMF	International Monetary Fund
KSHS	Kenya Shillings
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NACA	National AIDS Coordinating Agency
NACC	National AIDs Control Council
NGO	Non Governmental Organization
NTA	National Taxpayers Association
OVC	Orphans and Vulnerable Children
PLWHA	People Living With HIV/AIDS
SCSDO	Sub-county Social Development Officer
SPSS	Statistical Packages for Social Sciences
UK	United Kingdom
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNGASS	United Nations General Assembly Special Session
UNICEF	United Nations International Children's Emergency Fund
UNOSAA	United Nations Office of the Special Advisor for Africa
UNOSCAL	United Nations Office of the Special Coordinator for Africa and the Least developed countries.
USAID	U.S. Agency for International Development
VCT	Voluntary Counseling and Testing
WHO	World Health Organization

ABSTRACT

Project funds implemented by community based organizations have faced numerous challenges among them management and governance issues especially in accountability and transparency. Since the inception of the development projects in Kenya, there are limited studies which have been carried out to establish the factors influencing the management of project funds by organizations. This study therefore sought to investigate the factors influencing management of HIV/AIDs projects funds by community based organizations in Maara Sub-county, Tharaka Nithi County. This research was guided by the following objectives; to determine the influence of staff training on management of project funds by community based organizations, to examine the influence of monitoring and evaluation on management of project funds by community based organizations, to assess how level of donor funding influences management of project funds by community based organizations, and to determine the influence of organizational factor on management of project funds by community based organizations. The study targeted the 18 community based organizations in Maara Sub- County who benefited from HIV/ AIDS funds. Purposive sampling was used in the study where all the community based organization executives were included in the study and nine Constituency Aids Control Council committee members and the seven District Monitoring and Evaluation Committee members were also included for in-depth interviews. Simple random sampling was used to identify community based organization members to be included in the study. The information for the study was gathered by use of questionnaires as the main research instruments. The questionnaires were administered to the community based organization executives (Chairpersons, Secretaries and treasurers) and the 108 members from the 18 CBOs. Interview guide was used to gather in-depth information from the constituency AIDs control council committee and district monitoring and evaluation committee members who are key informants on HIV/AIDs funds. The collected raw data was coded and analyzed by both descriptive and inferential methods using Statistical Package for Social Scientists (SPSS) software version 20.0. The study established that majority of the respondents, 74.7% were trained on project management. It also indicated that there is a significant positive relationship between monitoring and evaluation of project activities and management of projects funds. The study also established that organizational factor influences management of project funds by community based organizations. The study recommends that community based organizations should be trained on monitoring and evaluation of their project activities. It also recommends that community based organizations should be capacity build on monitoring and evaluations guidelines with more emphasis on reporting and participatory monitoring and evaluation to enable them carry out monitoring and self-evaluation of their project activities. This study also recommends that donors should increase their level of funding to CBOs since they play an important and relevant role in providing services at the local level.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Since the inception of development projects in the world; there has been a great impact, with numerous development projects coming up worldwide and more especially in the developing countries (World Bank, 2003). Gray and Larson (2008) rightly observed that "many Asian, African, and Latin American countries, in spite of their decades of intensive development efforts still suffer from diverse forms of development crisis." While some Asian countries like China and India are reaching significant milestones in their development, little is happening in Africa, especially in sub-Saharan Africa despite the presence of huge amounts of project funds for development being available in Sub-Saharan Africa. Africa is experiencing a development crisis and the apparent political indifference, mismanagement of collapsing economies as well as entrenched poverty, hunger and HIV/AIDS deepen this disorder.

The development project funds were introduced in Kenya for decentralization of decision making at the grass root level generally intending to take the bottom up approach rather than the top down approach used before in development initiatives. These project funds get to the grass root level through the relevant line ministries by the involvement of the Beneficiaries, the communities themselves and even the Civil Society Organizations which includes the Community Based Organizations, Non-Governmental Organizations and Faith Based Organization (James, 2005). The purpose of CBOs is to organize themselves, plan, implement, and monitor social and economic development programs and provide technical and financial support to the communities. Community-Based Organizations (CBOs) play an important and relevant role in providing services at the local level. These CBOs positively affects the process

of rural change i.e. increase in income, improvement in health, nutrition and literacy status of the populations (Anwar, Naeem-Ur-Rehman and Abdul 2008).

Project funds implemented by CBOs have faced numerous challenges among them management and governance issues especially in accountability and transparency (Kaaka 2013). However, it is evident that, for a long time project money has not been managed in a transparent manner and that the communities are not sufficiently involved in its management leading to loss of funds, numerous incomplete, low quality and irrelevant projects across the country (Khadiagala, and Mitullah, 2007). Management of project funds is crucial for achievement of predetermined goals including the Kenya Vision 2030 and even the Millennium Development Goals. Many projects managed by Community Based Organizations mainly aims at giving each community its own personality and identity with decentralization of authority. Kaaka (2013) observed that issues on the management of project funds needs to be addressed to ensure efficiency and effectiveness of these projects to the community and the beneficiaries in general. For effectiveness, the CBOs are involved in sourcing and utilization of resources by ensuring that project funds are prudently managed. The CBOs should manage human and other resources channeled to them so as to facilitate smooth operations and infrastructural development within the society. The CBOs are responsible for the management of the project funds given to them by Donors, the government and even their own contributions.

Development/devolved funds were set up by the government of Kenya in 2003 in order to mitigate poverty and to harmonize development throughout the country. Among the devolved funds we have CDF, Constituency Bursary fund, Women Development fund, Youth Enterprise Development Fund, Community Development Trust Fund, and Total War against HIV/AIDS fund amongst others. The implementation of project funds including HIV/AIDs funds has been

done through a greater involvement of communities including beneficiaries, Community Based Organizations and the private sector (Wafula and Ndirangu, 2009).

Kaaka (2013) indicates that community funded projects as well as the management of these funds by the CBOs has received insignificant attention from researchers. According to Maara Sub-County CACC report 2013, 18 Community Based Organizations are involved in the implementation of HIV/AIDs projects in Maara Sub-County. Though these CBOs have been actively involved in carrying out HIV/AIDs activities and programmes, HIV prevalence within Maara sub-county has remained high. Tharaka Nithi County has an HIV/AIDs prevalence rate of 5.1% slightly 1% lower than that of the country 6.1%. By the end of 2011, there were 12,026 people living with HIV/AIDs in Tharaka Nithi County of which 30% are from Maara sub-county (KNBS, 2010a).

Despite the many studies done on project funds, little has been done on the management of project funds by Community Based Organizations. Therefore the study sought to fill the gap by researching on factors influencing management of HIV/AIDs projects funds by community Based Organizations in Maara Sub-county, Tharaka Nithi County.

1.2 Statement of the problem

There are several projects initiated in Kenya and other countries funded through the devolved fund and implemented by communities, different groups and organizations. Despite the existence of different project funds, internal and external inefficiencies in their management have made them not to achieve the desired results. Several of these funded projects have been initiated in Kenya where some of the projects stall along the way as a result of different reasons including mismanagement of these project funds whereas others are fully implemented. An audit carried out by the National Taxpayers Association (NTA) reveals that Sh242 million of the Sh1.2 billion allocated to the Development Fund (CDF) in the period 2010/2011 is either

misappropriated or unaccounted for (Matata, 2011). The audit, carried out in 28 counties, reveals that of the Shs242 million, Sh179.1 million was lost on shoddy projects, some of which are complete while others remain incomplete (Martin, 2011) but KShs40.5 million was unaccounted for, and KShs22.2 million was spent on projects that have been abandoned (Matata, 2011). According to the District Annual Monitoring and Evaluation report at the District Development Office (2012), there have been issues on CBOs capability especially with management of project funds in Maara Sub- County, Tharaka Nithi County. In the year 2012/2013 CBOs in Maara Sub-County implementing HIV/AIDs programmes were funded with Kshs4.55million which doubled from the previous year 2011/2012 Ks of Kshs2.15million (CACC, 2013). Despite the increase in funding, the Maara District Health Information Systems report 2013 indicates that the prevalence rate remains high at 5.1% ranked 12th countrywide.

Since the inception of the development projects in Kenya, there are limited studies which have been carried out to establish the factors influencing the management of project funds by CBOs. This study therefore sought to establish the factors influencing management of HIV/AIDs projects funds by community Based Organizations in Maara Sub-county, Tharaka Nithi County.

1.3 Purpose of the study

The overall objective of the study was to determine the factors influencing management of HIV/AIDs projects funds by community based organizations in Maara Sub-county, Tharaka Nithi County.

1.4 Objectives of the study

This study was guided by the following objectives;

i. To determine how staff training influences management of project funds by Community Based Organisations in Maara sub-County.

ii. To examine the influence of Monitoring and evaluation on management of project funds by Community Based Organizations in Maara sub-County.

iii. To assess how level of donor funding influences management of project funds by Community Based Organizations in Maara sub-County.

iv. To determine the influence of organizational factor on management of project funds by Community Based Organizations in Maara sub-County.

1.5 Research questions

The focus of the research was based on four research questions.

i. To what extent does staff training influence management of project funds by Community Based Organizations in Maara sub-County?

ii. How does Monitoring and evaluation influence the management of project funds by Community Based Organizations in Maara sub-County?

iii. To what extent does level of donor funding influence the management of project funds by community based organizations in Maara sub-County.

iv. How does organizational factor influence the management of project funds in Maara sub-County?

1.6 Significance of the study

The findings of the study will be important in a number of ways. Firstly, it will contribute to the existing body of knowledge in development theory on management of project funds by CBOs. Secondly, this work will help the donor community to understand how their funds are being managed hence increasing transparency and accountability. Thirdly, the study will help the CBOs to understand the importance of monitoring and evaluating their program activities hence improve on the management of the project funds channeled to them. The study will also form a basis for further research. Finally, the study will be used for formulating and improving policies on the management of project funds.

1.7 Delimitation of the study

There are many factors affecting the implementation and utilization of project funds, but this study sought to investigate the factors influencing management of HIV/AIDs projects funds by Community Based Organizations. The scope of the study was Maara sub-County in Tharaka Nithi County.

1.8 Limitations of the study

The researcher decided to make use of descriptive research design in the study. The choice of this design made some respondents feel like their weaknesses and organizations weaknesses were exposed. The researcher assured them that information they provided will be treated with utmost confidentiality and will be used for the purposes of the study only. Time was also a major constraint in this study. However, within the short period of April to June the researcher was able to collect data as planned by allocating more time per day in order to interview as many respondents as possible. This enabled her to cover all the four objectives under study. Respondents might have given socially "correct" answers to please the researcher just in case they happened to have had egocentric motive with high expectations to gain. The area understudy was vast and there was a challenge of distances to reach the respondents where they were. Access to some areas was a challenge due to poor road networks and availability of the means of transport.

1.9 Assumptions of the study

Assumptions of the study were that the respondents will answer the questions asked truthfully and correctly; the sample population will be a representative of the general population; the researcher assumed a significant number of questionnaires will be returned being correctly filled.

1.10 Definition of significant terms

Community Based Organizations - refers to non-profit organizations or groups that are formed and developed within a community to provide social services at the local level. In the study the words CBO and group were used interchangeably to mean the same. In this study the CBOs referred to were from Maara sub-county.

Evaluation – Refers to a process that involves systematic collection, analysis and interpretation of CBOs performance in relation to their objectives. Related data that can be used to understand how the project is functioning in relation to project objectives.

HIV/AIDs funds – refers to all financial resources within Maara Sub-County used to help combat HIV/AIDs.

Level of Donor funding – Refers amount of financial or material support from organizations or individuals to the CBOs

Management - Refers to the process by which CBOs combine and coordinate their resources so as to effectively achieve the organizational objectives. It is the usage of the funds as per the CBOs plans and Budgets.

Monitoring - refers to a continuous and periodical review, and overseeing of the project activities.

Organizational factor - refers to the ways in which organizations or groups are organized and managed. It concerns how organizations form, their structure and how they function.

Project Funds – All financial resources at Maara Sub-county that are channeled to the CBOs for implementation of different projects and are meant to address the Millennium development goals and help in achieving the Kenya Vision 2030.

Training – refers to acquiring of skills on the management of projects.

1.11 Organization of the study

The study was divided into five chapters. Chapter one highlighted background of the study, statement of the problem, purpose of the study which explained what the study intended to accomplish, research objectives and research questions, significance of the study. Significance of the study justified the reason for my study. This chapter also highlighted delimitation and limitation of the study, and assumptions of the study. Chapter two reviewed literature of the study. This chapter showed what previous researchers have found out in the area of study. This chapter covered training, monitoring and evaluation, level of donor funding and organizational factor and how they influence the management of project funds. It also covered theoretical and conceptual frameworks. Chapter three covered research design, target population, sampling procedure which discussed in details how the sample for this study was selected. It also covered methods of data collection, validity and reliability of data collection instruments. Chapter four covered data analysis, presentation and interpretation of the findings, based on background information and on four variables under study which included training, monitoring and evaluation, level of donor funding and organizational factor. Chapter five covered summary of findings, discussions of the findings, conclusions and recommendations. It also provided recommendations for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the literature on influence of staff training; monitoring and evaluation; level of donor funding and organizational factor on management of project funds by CBOs. It also discussed the conceptual framework and theoretical framework.

2.2 Staff training and management of project funds by CBOs.

Training is a fundamental aspect when it comes to management of funds. The ultimate aim of every training and development program is to add value to human resource. Any training and development program that would not add value should be abandoned. Organizations should therefore make training and development of their employees a continuous activity (Obisi, 2011). Without training, it will be very difficult to acquire skills and without skills organizations will not achieve its objectives through people. Obisi (2011) notes that some organizations see training as an expensive venture and may put restriction on training and utilize the money for other activities in the organization. Most people do remarkably well in financial management of the projects implemented, even though most of them have never thought of themselves as financial managers or taken part in any kind of financial management training.

Symes (2006) emphasizes that some organizations spend a great deal of time and money on training efforts for general financial management skills, but after the training, a project leader might still not know how to tailor their financial management skills to the organization's particular needs. Because of this problem, some organizations develop their own internal financial management methodologies. Many project leaders take on their first financial management duties without benefit of formal training (Shackelford, 2004). Through proper

financial management skills, a CBO can consistently have good tracking and reporting systems hence this further helps uncover inefficiencies in the overall financial management approach. Concerning training and development, what's good for people is good for the organizations in which they work. What's good for people's development is good for organizational performance, quality, effective management and control, and therefore good for the organization (Symes, 2006).

Lytras, De Pablos and Avison, (2010) say that in project management, a training session could aim at developing or improving one of the project leaders competencies. Rightly, organizations are facing great pressure to change these days - to facilitate and encourage whole-person development and fulfillment - beyond traditional training. Many organizations face the challenge of developing greater confidence, initiative, solutions-finding, and problem-solving capabilities among their people (Obisi, 2011). Organizations need staff at all levels to be more self-sufficient, resourceful, responsible, creative and autonomous. This behavior enables staff can operate at higher strategic level, which makes their organizations more productive and competitive. People's efforts produce bigger results. It's what all organizations strive to achieve (Backman, Elaine, and Steven 2000). When people develop confidence, integrity, emotionally, they automatically become more proactive, solutions-focused, responsive, etc., which across a whole team has a cumulative effect.

 A training session could refer to one or more, thus having an impact on duration of the training. Training and development can be achieved through very many different methods. Trainings that involve managing project teams towards agreed specific outcomes are ideal for developing management and leadership ability (Grant, 2007). Improving the capacities of local technical staff, training and workshops activities will allow the staff working in Community Based Organizations and public institutions involved, to improve their know-how and practical

experience. This in turn leads to a more effective and efficient operating civil society sector local staff (Civil Society Facility, 2012). Linking mentoring with objectives and project tasks or activities is a highly productive and effective modern method of training and developing people in organizations, especially for staff in teams and departments, and for developing organizations themselves (Light, 2000).

CBOs do have a strong advantage as channels of development that benefits the people on the ground. However for them to be effective in their cause they must have strategic direction, and good organizational structures and procedures (Light, 2000). Considering the extent to which CBOs play a deepening role in any given case helps to determine both the allocation of responsibilities among the partners and also the extent and nature of capacity building support. Most CBOs have the ability to manage small prevention efforts that focus on sensitization and information, education and communication as well as running care and support program (Backman, Elaine, and Steven 2000). The CBOs capacity for policy analysis and institutional strengthening needs significant reinforcement which can be done by focusing on building the institutional capacity of CBOs rather than only the technical capacity (Light, 2000). Most international NGOs that conduct capacity building of local CBOs tend to focus on building technical capacity rather than institutional capacity. This results in the institutional capacity of CBOs lagging behind that of their programmes (Backman, Elaine and Steven 2000).

2.3 Monitoring and evaluation and management of project funds by CBOs.

Monitoring and evaluation tend to be understood as one and the same thing. Though related, however, they are two different sets of organizational activities. Monitoring literally means watching, observing, checking, or keeping track of a process for a special purpose. Gudda, (2011) defines monitoring as the art of collecting the necessary information with minimum effort in order to make a steering decision at the right time. This information also constitutes an

important and necessary data base for analysis, discussion, (self-) evaluation and reporting. According to Gebremedhin, Getachew, & Amha, (2010), "Monitoring involves the collection of routine data that measures progress towards achieving project/program/policy objectives. It is used to track changes in the intervention performance over time. The output of monitoring consists of observation and description of how the project/program is being conducted (Gudda, 2011).

Evaluation, on the other hand, means determining the value, significance, or worth of something through careful appraisal and study. It looks at the interpretation of data about the program's results or changes or impact over time (Jim and Juliette, 2013). Evaluation is a process that aims to determine as systematically and objectively as possible, the relevance, effectiveness, efficiency, sustainability and/or impact of an intervention, project or programme. Evaluation is a process that involves systematic collection, analysis and interpretation of project related data (Mulwa, 2008). It aims to provide valuable management information, judge the value and merits of an intervention, and draw lessons for future actions and decision making. The importance of monitoring and evaluation has to be impressed upon the implementing group at the very start of the project. Monitoring and evaluation contribute to the strengthening of institutions, human resource capacity-building and professional management of funds (Jim & Juliette, 2013). Through the application of monitoring and evaluation (M & E) techniques, Organizations will improve their overall capacity for efficient projects' financial management and its implementation hence achievement of the projects objectives.

Project or program monitoring looks at how the project or program is being implemented, specifically in terms of coverage and delivery. Data about program inputs, activities, and results are collected periodically or at specified times during implementation (Jim & Juliette, 2013). Monitoring for management makes it possible for leaders of the programs/projects to

keep track of how effective and efficient is the implementation of the program. This is particularly important at the early stages of the program so that whatever feedback is obtained could be used to make the necessary changes (Gudda, 2011). A manager who fails to monitor a program to gather coverage and process information misses out on the opportunity to start desirable activities, change directions when necessary, and stop doing unproductive activities (Holden, 2004). Some of the CBO leaders are trained on M &E but they do not do it practically. Monitoring and evaluation seems to be highly valued in theory, even if it is not widely taken in practice.

Program evaluation is essential to a well-performing public health program, yet has often been misunderstood. As a valuable tool for Community Based Organizations who want to strengthen the quality of existing programs, program evaluation can lead to improved outcomes for the populations served. The type of evaluation you undertake depends on what you want to learn and provide to communities (Torres & Valesco, 2005). Holden (2004) emphasizes that monitoring and evaluation is a weak component of much development work, and mainstreaming HIV/AIDs is, so far, no exception. However, M&E are critical for learning about what is effective (Catherine, 2006), for ensuring that modifications resulting from mainstreaming do not do more harm than good, and for assessing the impact of mainstreaming HIV/AIDs.

Monitoring and evaluation are relevant to donors who need to assess whether a CBO is a reliable partner. By reviewing milestones and final outcomes of your programs and projects, donors will decide on the accountability of your CBO, upon which further collaborations could be established. Whereas it is clear how to measure the success of an organization's project by stating that a certain goal was reached, to measure the impact of an activity in community dynamics is more challenging (Gudda, 2011). Thus, a CBO leader has to find a way out to

monitor what happens 'around the project'. Catherine (2006) argues that by designing a monitoring strategy and being able to assess outcomes and impacts, the organization's leaders will succeed in proving to their donors that the implemented activities will have a positive, long-term effect in the community. Further, leaders can draw on the results of their monitoring practice to design new follow-up projects or to ensure potential new donors on the Organization's capacity to proactively engage with real problems and positively affect the lives of those the organizations are working (Holden, 2004).

Overall, CBOs leaders should also consider the M&E exercise as a way to make the activities of their CBO transparent and easy to account for. There is nothing worse for a donor than not being able to understand how a CBO is administering a given budget or implementing a project. Thus, everything you do – including difficulties you face and changes you make to overcome contingent problems – needs to be visible (Jim & Juliette, 2013). Monitoring serves the purpose of making what you do visible in the sense that it provides tools and instruments to communicate with your donor and the wider public throughout the implementation of the project (Guijt & Woodhill, 2002). Growth of awareness of the need for M &E is largely related to the funder increasingly demanding to know the outcome of the program and requiring organization to account for what has been achieved.

Monitoring and evaluation contributes to the accurate interpretation of final evaluation results (Catherine, 2006). It ensures that the correct parameters are monitored and measured and that the appropriate information is being given and to the right users of such information (Jim & Juliette, 2013). If a program is monitored carefully, problems concerning what to keep track of and how to gather data that would contribute to evaluation results will be identified early on. Monitoring and evaluation also contributes significantly to program diffusion and expansion. Keeping track of the essential features of the community program enables program

implementers to describe them in detail for possible replication later (Torres & Velasco, 2005). Monitoring for accountability is carried out as an expression of program implementers' responsibility to those who are contributing to the undertaking (Jim & Juliette, 2013). These include governments, donors, board of trustees, pressure groups, and taxpayers themselves. Careful monitoring shows, to these groups, that the scarce resources for the development program are being watched closely.

Evaluation is generally looked at as an investigation designed to determine the effectiveness of the program in terms of meeting its objectives (Torres & Velasco, 2005). Luvai (2012) in the study on the factors influencing the effectiveness of community based organizations in Kibwezi district Kenya found that there is lack of frequent monitoring and evaluation of the CBOs, translating to their poor performance. This has been attributed to the fact that their capacity on Monitoring and Evaluation is low. Nyandoro (2008) carried out a survey study on the factors facilitating CBOs efficiency and the sustainability indicators as part of their comprehensive monitoring and evaluation plan. The case study however revealed a number of promising practices in project monitoring and evaluation that foster project sustainability such as; community participation in CBO leadership, strong CBO internal control system like monitoring and self-evaluation and timely reporting which are of crucial importance.

2.4 Level of Donor funding and management of project funds by CBOs.

CBOs especially in Sub-Saharan African are limited in their capacity and resources, largely due to material poverty and the magnitude and duration of the AIDS epidemic (Foller & Thorn, 2008) The pandemic is placing an enormous strain on the traditional coping mechanisms of the extended family and community, steadily eroding capacity not only to care for people afflicted with HIV/AIDS, but the very survival of households and communities (Thorn, 2011). Foller (2013) argues that capacity as a constraint to effective interventions is often overlooked with

disastrous consequences, and the fact that HIV/AIDS directly undermines this capacity makes it even more important to assess what remains.

Instead of focusing more on deficiencies and the problems of organizations, there must be a shift to try and understand how best these organizations can be capacitated and brought into mainstream development (Thorn, 2011). This can be done by appreciating the strengths and potential that CBOs have and assist them to develop sound institutional base (agreed vision, mission, rules, and practices) and institutional systems. CBO members, volunteers and staff must also be trained in organizational development issues such as leadership, management, governance and constituency building so that they may be able to manage the organizations little by little until they create a solid base for future self-sufficiency (Sabatini, 2002). CBOs must also be encouraged to adopt a developmental approach where they work on what is relevant to them and what they are ready for. Strengthened capacity of organizations to function effectively is one way of promoting good governance (Foller, 2013).

As has been elaborated earlier, CBOs have limited resources. They therefore have to develop partnerships with other organizations that can provide resources. While external funding and support is essential among organizations, dependency on donor funding creates a substantial risk to the identity, autonomy and mission of organizations (Thorn, 2011). During the past decade, the international donor community has put significant emphasis on support to civil society organizations (CSOs, a term which includes NGOs, FBOs and CBOs) in addressing the HIV/ AIDS issue in the world (Foller, 2013). The donors and outside partners do not just give resources; they also want to control the activities of the organization to make sure that they are aligned with their interests. The erosion of organization autonomy could entail the organization being expected to adopt the donor's criteria for implementing and monitoring programmes, including using a logical framework and articulating results in complicated formats using

western languages which the organization members are not familiar with. If this happens organizations become more attuned and accountable to donors' needs than to the people they are meant to represent and serve (Foller & Thorn, 2008). When the donor/CBO relationship is too close for comfort, the latter risks losing the local innovative attributes that make it an attractive alternative to mainstream development (Foller, 2013).

In a research anthology entitled "The Politics of AIDS: Globalization, the State and Civil Society" (Foller &Thorn, 2008), argued that problems were identified with the donor support. This related to the fact that while the donor community strongly emphasizes partnership in development cooperation, aid still comes with conditions that produce intended or unintended consequences that may be counterproductive in fighting HIV/AIDS. Donor funding is mostly ring-fenced for HIV/AIDS through the mechanism of conditional grants allocated to each of the areas of intervention (Foller, 2013). Rather than evaluating the effectiveness of HIV/AIDs funding, the donors look at the logic according to which funds are managed and how these logics influences the work of the organization that is implementing the programme (Thorn, 2011). Foller (2013) argued that regardless of whether the programme goals are achieved or not, the specific logics of governance introduced or reinforced by donor agency in recipient CBOs contribute to the politics of responsibility with some times paradox consequences.

According to Thorn (2011) it emerged that donors give funding to the CBOs since they provide "insight into the need and experiences of communities," are "effective" in working with "hard-to reach Communities" and, more importantly, are efficient as implementers of Global Fund grants, performing "equally if not better, than all other types of implementing agencies". However, the international development cooperation has the integrated function of creating "control at a distance" and of making donor policies appear legitimate and accountable (Foller 2013). While building partnerships has been the clarion call for effective HIV/AIDS responses,

there have been examples of dysfunctional collaborations between Civil Society Organizations and government because governments are always suspicious of CSOs and fear that CSOs will challenge their power and raise issues of governance (Thorn, 2011). Despite the differences and potentially antagonistic relationships, the success of CBOs, which are themselves CSOs, in addressing HIV/AIDS largely relies upon support from and co-operation with the government (Sabatini, 2002). Given the magnitude of the HIV epidemic, no single actor can effectively address its cross-sectoral effects.

Strategic partnerships are required with governments and various development partners as well as strategic partnerships among the CBOs themselves (Foller & Thorn, 2008). They must work together and bridge their differences and recognize the fact that different actors have different experiences and skills to contribute towards the fight against HIV/AIDs (Global Fund, 2012). While there are some several challenges for CBOs in their relationship with donors and governments, HIV/AIDS presents new possibilities for negotiation and collaboration. The donor entities can also involve each other in planning processes, training and evaluation processes (Sabatini, 2002). For example, CBOs must be included in the design, implementation and review of national AIDS programme plans. This will further strengthen the operationalization of multi-sectoral responses to HIV/AIDS.

In order for these partnerships to flourish, CBOs must be seen to be at the center of the development process and not the margins. The roles of all the parties involved must be clearly spelt out (Kelly & Birdsall, 2010). For example, government can create a conducive environment for CBOs to function and help address development priorities and reduce the burden of the state (Foller & Thorn, 2008). The government can also create a specific support mechanism for supporting CBOs and protect them from being dominated and run by external organizations. Governments can also increase funding to CBOs so that the CBOs do not rely

mostly on donor funds. Donors and larger NGOs can also play an essential role in channeling resources, funds, providing technical support, assisting with capacity development and providing mediation and facilitation between competing interests (Foller, 2013) while reducing their conditionalities. Given that CBOs are small and can easily be eclipsed by larger partners; donors, governments and external organizations must not impose their organizational norms, values and management systems, on CBOs but acknowledge and utilize pre-existing practices whenever possible.

Due to the dynamic and prolonged nature of the HIV/AIDS epidemic, it is important that CBOs remain focused, flexible, continually in a learning mode, identifying problems and weaknesses, experimenting, evaluating, and modifying (Foller, 2013). While CBOs must work with external organizations, with help from government, they must avoid the bureaucratic procedures often dictated by the external organization including that place emphasis on utilization of predetermined time-bound project cycles and quantitative short-term targets, rather than qualitative long-term targets (Kelly & Birdsall, 2010). Caution must be taken to ensure that the external organizations do not impose their cultural paradigm on locals, which could alienate the local populations whose cooperation is crucial if we are to prevent the further spread of AIDS.

2.5 Organizational factor and management of project funds by CBOs.

Groups are social systems made up of people in interaction. A group is defined as two or more interacting and interdependent individuals who come together to achieve particular objectives. Groups exhibit different behaviour—more than the sum total of each group member's individual behaviour. Groups differ from mere aggregates of individuals because the latter have no interdependence, interaction, or common goal (Toseland et al, 2004). Group dynamics concerns with how groups are formed, their structure and processes and how they function. Teamwork occurs when groups are able to work efficiently and effectively together to achieve

organizational goals. Any one member in a group can influence the behaviour of the individuals in the group. Forsyth (2005) argues that groups are often more effective than individuals in accomplishing tasks, devising solutions to problems and achieving innovative goals because a group possesses more talent, skills and ideas and that there is strength in unity. Mullins (2002) however states that this claim is yet to be proven.

In Kenya, Community Based Organizations are groups composed of a minimum of 10 members both male and female. Every CBO elect their leaders of the group mostly the Chairperson, the Secretary and the Treasurer. The activities of CBOs in a sub-county are coordinated by the Sub-county Social Development Officer (SCSDO). The CBO decisions are taken during group meetings by consensus among the members and leaders. When a CBO is formed, constituted and office bearers elected, one of the first tasks to be undertaken by the treasurer is to develop a good accounting system. Good leadership and effective structure prevents financial mismanagement and determines accountability and generates mutual trust among the organization members. This ensures there is a strong commitment by each member of the organization to a common purpose through specifying clear and realistic performance goals.

The idea that members act together, corporately or collaboratively should be understood flexibly (Mullins, 2002). Some members may be more active than others, but most or all will have some role in developing and implementing the activities of an organization and ultimately achieving their objectives. The forces that result from the interactions of group members are often referred to as group dynamics. Group dynamics influence the behavior of both individual group members and the group as a whole. Inattention to group dynamics can have a negative effect on the meeting of members' socio emotional needs and on goal attainment (Toseland & Rivas, 2005) and can lead to unproductive meetings and dissatisfied members (Toseland et al,

2004). Groups can unleash both harmful and helpful forces (Toseland & Rivas, 2005). Group dynamics usually result in greater or lesser performance than would occur if the individuals worked alone rather than as members of the group. This process is called synergy (Forsyth, 2005). The ideology of people coming together to form groups emphasizes the importance of democratic leadership, the participation of members in decisions, and the gains both to society and to individuals to be obtained through cooperative activities in groups. An organization will function best when its personnel function not as an individual but as members of highly effective work group with high performance goals.

The way a CBO is organized affects largely the management of its project. Forsyth (2005), argued that effective group performance depends to a large extent, on the size of the group. In order to be effective, group size should be kept to a minimum without jeopardizing workload and goal achievement. Larger groups increase the possibility of conflict due to the variety of viewpoints, few opportunities for the development of social relationships, a decrease in communication and participation levels, and lack of opportunity for individual recognition. Large groups also increase the likelihood of emergence of sub groups (Mullins, 2002) which may shift loyalty from the overall group goals and lead to dissatisfaction and lack of commitment to decisions made by the group. Large groups may also waste time by deciding on processes and trying to decide who should participate next. Large groups can, on the other hand, facilitate pooling of information like addition of a diverse perspective to problem-solving. Small groups are thought to be more effective because each member has ample opportunity to participate and become actively involved in the group (Forsyth, 2005). For certain kind of tasks, large groups are more suitable while for some tasks smaller groups are desirable. Greater interaction among group members is required when there is a high degree of interdependence among the tasks that group members must perform.

Norms are the rules of an organization or a group. They are the acceptable standards of behaviour within a group/organization that apply to its members. They define the boundaries of acceptable and unacceptable behaviours of the group members. Norms may stabilize and regulate behaviour in groups and therefore help to encourage organized and coordinated action to reach group goals but may also be negative or cause uncomfortable exclusion from the group (Mullins, 2002). Group norms are a very important aspect especially for an organization to achieve its objectives and targets. Norms present a basis for understanding, others define relationships while in other cases they control or regulate the behaviour of others. Group norms are important since it is through them that there is regulation in the allocation and management of resources. The internal pressures on members to conform to the group's norms affect the group's effectiveness and efficiency especially on financial management.

Roles are important for groups because they allow for division of labour and appropriate use of power. Depending on the task, group members will occupy formal and informal roles. Formal roles include chairperson, treasurer, secretary, vice chairperson etc. However there are also informal roles such as, expert in a certain area. If the job description of members is not clear, this may lead to poor performance hence inefficiency and ineffective operation of the organization. They ensure that someone will be designated to take care of vital group activities (Mullins, 2002). The effectiveness of a group is influenced by the complexity and the interdependence of the task to be performed by its members. The financial duties undertaken by members in the organization should reflect high levels of authority and responsibility. Toseland and Rivas (2005) argued that to succeed, a group must have members with the right skills and competencies especially in relation to their roles and responsibilities. The leaders of any organization have a duty to comply with the law, and are accountable for decisions and actions to the funders, public and service users. These leaders are accountable to a number of groups which includes their membership, community, other stakeholders and funding agencies.

In order to be accountable, suitable systems must be in place and kept up to date. Where financial resources are not properly managed this places the organization at increased risk of losing funding or potential fraud (Mullins, 2002).

The CBOs leaders should take an active part in financial management and they should understand the financial responsibilities to undertake. The members of the organization should clearly identify which tasks need to be performed, who will undertake the tasks and how will they be monitored. Relevant skills and role clarity are important aspects for the effective and efficient management of an organization's finances. In some cases, HIV/AIDs funding changes the focus of an organization because funding of HIV/AIDs programmes is frequently obtained through special developed proposals. It is often ring-fenced for specific use. This means that the organizations that are not specifically HIV/AIDs oriented may regard their HIV/AIDs programme component as a separate entity rather than an extension of their initial programme focus. This may bring about some discontent among the CBO members.

2.6 Theoretical framework

The study was guided by the structural functionalism theory; Talcott Parsons (1991). According to this theory, formal organizations consist of many groupings of different individuals, all working together harmoniously to a common goal. It argues that most organizations are large and complex social units consisting of many interacting sub-units which are sometimes in harmony but more often than not they are in diametric opposition to each other. Functionalism is concerned with the concept of order, formal work in organizations and in how order seems to prevail in both systems and society irrespective of the changes in personnel which constantly takes place. The theory seeks to understand the relationship between the parts and the whole system in an organization in particular and identify how stability is for the most part achieved. Structural functionalism further advocates for an analysis

of the perceived conflicts of interests evident amongst groups of workers. In this case the HIV/ AIDs victims, donors, the government through the ministry of health and the CBO management were the parts of the system while the system is the community. However, it is crucial to take into account the involvement for participation by each stakeholder and the different interest towards achievement of certain goals (Carr and Capey, 1982). The theory thus appropriately explains that an organization's management must consider it important in bringing the other parties together into building a cohesive and a goal oriented system that pull together towards achieving goals and how to manage both conflicts and excitements

2.7 Conceptual framework

Figure 1 shows the conceptual framework of the study.
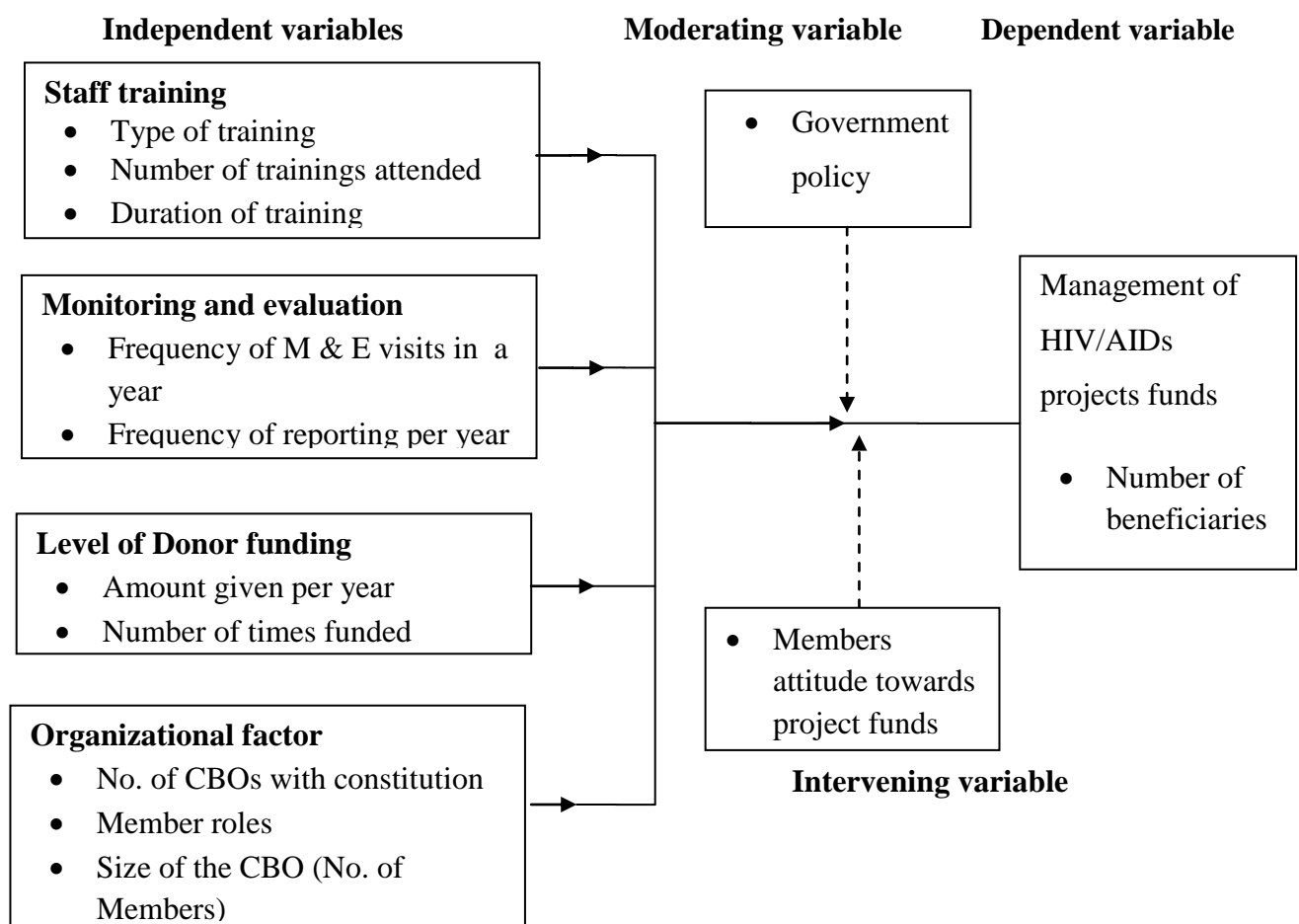
Figure 1: Conceptual framework

The conceptual framework has major variables and their influence on each other. It clarifies relationship among independent and dependent variables. It provides a clear concept of the areas in which meaningful relationships are likely to exist (Cargan, 2007). It is linked to the problem statement and sets the stage for presentation of the specific research question that drives the investigation being reported. In this research, the researcher intended to find out the influence that training, Monitoring and evaluation, Donor funding and Organizational factor have on Management of HIV/AIDs projects funds by CBOs.

2.8 Summary and Research Gaps

This chapter has reviewed the literature on influence of staff training; Monitoring and evaluation; level of Donor funding and the influence of organizational factor on the management of project funds by Community Based Organizations.

The literature review has indicated that training is a fundamental aspect when it comes to management of funds. However little has been done on the influence of staff training on management of HIV/AIDs projects funds by CBOs in Maara sub-county.

On level of donor funding, the literature review revealed that donors and outside funders do not just give resources but also want to control the activities of the CBOs to make sure they are aligned with their interests. However little has been done on how level of donor funding influences management of HIV/AIDs projects funds by CBOs in Maara sub-county.

Studies done on organizational factor have shown that performance of any group depends on a large extent on its size, members' knowledge of their roles and responsibilities and strict adherence to the rules and regulations governing the group. No literature has indicated on the influence of organizational factor on the management of HIV/AIDs projects funds by CBOs in Maara Sub-county.

Generally, little has been done on the factors influencing the management of HIV/AIDs projects funds by CBOs and it was under this that the researcher was interested in investigating the factors that influence the management of HIV/AIDs projects funds by CBOs in Maara sub-county; Tharaka Nithi County. The chapter has also discussed the Conceptual framework and theoretical framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher presents the methodology that was used in carrying out the study. The chapter consists of the research design, target population, sampling procedures and sample size, research instruments, validity and reliability of the instruments, data collection procedures, data analysis, ethical issues and Operational definition of the study variables.

3.2 Research design

Research design can be regarded as a procedure of conditions for collection and analysis of data in a way that aims to combine relevance with the research purpose. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. The study used descriptive survey design because it ensured a collection of large amount of data and within the shortest time possible.

3.3 Target population

The study was conducted in Maara Sub-county of Tharaka Nithi County. The target population was the 18 CBOs in Maara sub- County who have been funded with HIV/ AIDs funds with membership of 54 executives and 145 members, nine constituency AIDs control council (CACC) committee members (who included CACC coordinator, youth officer, Area MP representative, two FBO Representatives, two CBO representatives and two NGO representatives) and seven monitoring and evaluation committee members (who included the auditor, accountant, procurement officer, district development officer, deputy county commissioner, district medical officer of health and district public health officer). The categories of respondents targeted were due to the information they had which was needed for the study. This target population is summarized in table 3.1.

Table 3.1 shows the target population for the study.

Table 3.1: Target population

RESPONDENTS	POPULATION
CBO Chairpersons	18
CBO Treasurers	18
CBO Secretaries	18
CBO Members	145
CACC Committee	9
DMEC Members	7
TOTAL	215

Source: Maara Constituency Aids Control Council Office (2013)

3.4 Sampling procedures and Sample size

Sampling is the process of choosing the research units of the target population which are to be included in the study. Sampling is done because a complete coverage of the population is not possible and also small unit (sample) offer more detail information and high degree of accuracy. Purposive sampling was used to identify the 18 CBOs that had been funded with HIV/ AIDs funds in Maara sub-county during the period of the study. All the CACC committee and DMEC members were also selected for in depth interview using purposive sampling. Purposive sampling enabled the researcher to use the respondent as required based on the objectives of the study and the respondents were clearly predetermined and their inclusion justified. Simple random sampling was applied to select samples of members from each of the 18 CBOs who were included in the study. The number of samples from each organization was selected randomly and proportionately depending on the number of members per group. Simple random sampling ensured that each CBO member had an equal chance of being selected. The study used a sample size of 162 respondents for the questionnaires and 16 respondents for the interview guide giving a total of 178 respondents. This was determined

using Krejcie and Morgan sample size determination table in appendix V depending on the population of each category.

Table 3.2 shows the sampling frame.

Table 3.2: Sampling frame

RESPONDENTS	POPULATION	NUMBER SAMPLED
CBO Chairpersons	18	18
CBO Treasurers	18	18
CBO Secretaries	18	18
CBO Members	145	108
CACC Committee	9	9
DMEC Members	7	7
TOTAL	215	178

3.5 Data collection instruments

The main data collection instrument was the questionnaire. An interview guide was also used to get information from key informants. These instruments are further discussed below.

3.5.1 Questionnaire

Questionnaires were administered to CBO members and their executives. The questionnaires consisted of both closed and open ended questions. Closed questions consisted of a fixed set of questions that were answered by these CBO executives (Chairperson, Secretary and Treasurer) and other CBO members in a specified sequence and with pre-designated response options. Open ended questions were not restrictive to the respondents. Open ended questions provided respondents with opportunities to reveal information in a natural way. The questionnaires were divided into 6 sections. The first section requested the respondents to fill in their personal information. The other five sections were training and management of project funds by CBOs where information on duration of training, type of trainings attended and number of trainings attended was recorded; monitoring and evaluation where respondents indicated on the

frequency of M&E, preparation of progress reports, Users of the M&E reports; level of donor funding where information on the amount received by a CBO and how the fund was used were recorded; and organizational factor where information on and not limited to the size of the organization, constitution and members adherence to it and roles played by different members of the CBO were recorded by the respondents and finally a section on management of project funds where information on number of beneficiaries supported and type of support given to the beneficiaries was recorded by the respondents. The researcher prepared 162 questionnaires for CBO members and their executives.

3.5.2 Interview guide

An interview guide is flexible and adaptable as it involves direct interaction between individuals. In this study face to face interviews were used because they are appropriate and effective. This interview guide was conducted to obtain information from the key informants who were the DMEC and CACC committee members. The interview guide had a list of all questions that were asked giving room for the interviewer to write answers. The questions were related directly to the objectives of the study.

3.6 Pilot Testing of the Instruments

This is the process of administering the research instrument to a given sample different from the selected sample size. The purpose of piloting was to identify flaws and ambiguities and make improvement to the research instruments. Piloting of the study was carried out at Meru South Sub-county; a neighboring sub-county that also has Community Based Organizations funded with HIV/AIDs project funds. A sample size of 17 was used to do the piloting. According to Mugenda and Mugenda, (1999) 10 percent of the sample is appropriate for piloting.

3.7 Validity and reliability of research instruments

3.7.1 Validity of the Instruments

Validity is the degree to which the results obtained from the analysis of the data actually represents the phenomenon under study. Orodho (2009) further defines validity as a prior qualitative procedural test of the research instruments in attempting to ascertain how they are accurate, correct, true, meaningful and right in eliciting the intended data for the study. To enhance validity of the instruments, the questionnaires were reviewed with the help of the supervisors on its relevance to the topic under study.

3.7.2 Reliability of Instruments

Reliability means the consistency or repeatability of the measure. Boit, Wangare, & Magero, (2009) states that reliability is concerned with consistency in the production of the results and refers to the requirement that, at least in principle, another researcher, or the same researcher on another occasion, can be able to replicate the original piece of research and achieve comparable evidence or results, with similar or same study population. A measuring instrument is reliable if it provides consistent results (Kothari, 2006). To enhance reliability of the data collected the researcher employed split-half technique. The data values collected during piloting were operationalized and the numerical scores were split into two using 'old number versus even number items' process to get two sets of values which was correlated using Pearson Product Moment Correlation Coefficient and Spearman's Rank Correlation Coefficient to calculate the coefficient of relationship. A correlation coefficient of 0.8 was obtained which was sufficient enough for these questionnaires to have high pretest reliability as ascertained by Kasomo (2006).

3.8 Data collection procedure

The researcher obtained an authorization letter from the Deputy County Commissioner in Maara Sub-county who granted her permission to carry out the study. A copy was submitted to

the constituency AIDS Control Council coordinator who was important during the collection of the data since she directly deals with the CBOs. The concerned in the selected CBOs were also provided with a copy. The researcher pre-visited the CBOs to establish rapport before the actual data collection date. This made her familiar with the respondents. The questionnaires were personally administered to the respondents by the researcher. The researcher also interviewed the DMEC and CACC committee members by herself to get in depth information on management of project funds.

3.9 Data analysis and presentation techniques

Data Analysis refers to examining what has been collected in a survey or experiment and making deductions and inferences. The data collected in this study was coded and tabulated according to the study objectives. The quantitative data collected was assigned nominal, ordinal, Ratio and interval values and analyzed using descriptive statistics of frequency tables and percentages as well as the inferential statistics using chi square and spearman's rank correlation. The findings from the study were interpreted and presented in frequency distribution tables, figures and words. Moreover data was analyzed statistically using the Statistical Packages for Social Sciences (SPSS) version 20.0.

3.10 Ethical Issues

In this study, the principle of voluntary participation was applied. The research respondents were fully informed about the research to give their consent to participate. They were also treated with respect and courtesy. Due to the sensitivity of the information collected on the management of project funds by CBOs, the researcher ensured that the information was handled carefully and treated with utmost confidentiality. Ethical issues were observed during the data collection. Authority to participate in the study was sought before administering the research tools.

3.11 Summary

This chapter has discussed the design of the study which is descriptive design. The target population has also been discussed leading to sample size. Details of sampling procedures and data collection instruments, piloting of the instrument, validity and reliability of instruments have also been discussed. Data analysis has also been discussed where by the data was entered and analyzed as per the research objectives by descriptive analysis using Statistical Package for Social Science (SPSS) version 20.0. The operational definition of variables has also been discussed in depth.

Table 3.3: Operationalization table

Objectives	Variables	Indicator	Measurement scale	Type of analysis /Tools of analysis
Management of HIV/AIDs projects funds by community based organizations in Maara sub-County.	Dependent variable	- Number of beneficiaries	-Ordinal	Descriptive statistics - Chi-square test.
	Independent			
To determine how staff training influences management of HIV/AIDs projects funds by CBOs in Maara sub-County.	Staff training	-Type of training - Number of Training attended -Duration of training	-Ordinal -Ordinal	Descriptive statistics - Chi-square test.
To determine the influence of Monitoring and evaluation on management of HIV/AIDs projects funds by community based organizations in Maara sub-County.	Monitoring and evaluation	- Number of M & E Visits per year -Frequency of reporting per year	-Ordinal -Ordinal	Descriptive statistics - Chi-square test.
To assess how level of donor funding influences management of HIV/AIDs projects funds by community based organizations in Maara sub-County.	Level of donor funding	-Amount given per year -Number of times funded	-Ratio -Ordinal	Descriptive statistics - Chi-square test. - Spearman's Rank correlation.
To determine the influence of organization factor on management of HIV/AIDs projects funds by CBOs in Maara sub-County.	Organizational factor	-Number of CBOs that adhere to their constitution -Number of members in a CBO -Number of members involved in management	-Nominal -Ordinal -Nominal	Descriptive statistics - Chi-square test.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter focuses on data analysis, presentation and interpretation based on the data collected from questionnaires administered to CBO members. It provides an overview of background information and factors influencing management of project funds by community based organizations in Maara Sub-county. The sections are based on four independent variables which include staff training, monitoring and evaluation practices, level of donor funding, and organizational factor and their influence on management of project funds by CBOs. The information from closed ended questions was analyzed using descriptive and inferential statistics. This was then summarized using frequency tables and percentages. This was followed by data interpretation using words and figures. The information from open ended questions was summarized and presented in description.

4.2 Questionnaire return rate

All the sampled respondents were interviewed and the questionnaires (162) were properly filled in. This amounts to 100% of the total respondents. This shows that the respondents took the research seriously and that they were confident with the researcher and had trust that, the information generated was not to be faultily used to infringe their privacy.

4.3 Background Information

In the background information section the respondents were requested to indicate their gender, age and level of education. The study established that 48.1% of the respondents were male while 51.9% were female. This indicates that the number of female respondents were slightly more than the male. There is gender balance in the gender distribution probably because of the public campaigns for gender balancing in the public domain. The researcher sought to establish

the age distribution of the respondents, salient to ascertaining how age disparity affected involvement in community based organizations and participation in local community development agenda.

Table 4.1 shows the age brackets of the respondents.

Table 4.1 Distribution of respondent by age bracket

Age in years	Frequency	Percentage (%)
< 30 years	54	33.3%
30-34 years	38	23.5%
35-39 years	33	20.4%
40-44 years	23	14.2%
> 45 years	14	8.6%
Total	162	100%

From the table, majority of the respondents (56.8%) were 34 years of age and below. This was followed by those who were aged between 35 − 44 years with 34.6%. The least were those who were aged above 45 years making 8.6%.

The study sought to establish the highest level of education of the respondents in tandem with establishing if level of education influences the election of CBO's officials. People with high education levels are thought to possess good management skills, a recipe to visionary leadership.

Table 4.2 gives the distribution of respondents by level of education.

Table 4.2: Distribution of respondents by level of education

Level of education	Frequency	Percentage (%)
Never attended	6	3.7%
Primary	31	19.1%
Secondary	74	45.7%
Tertiary (College)	39	24.1%
University	12	7.4%
Total	162	100%

The table revealed that majority of the respondents (45.7%) had secondary education, followed by tertiary (college) with 24.1%. 19.1% of the respondents had primary education, 7.4% had university level and 3.7% had never attended school. Education level could be high because of the many education policies like free primary education and free day secondary school education.

4.4 Influence of staff training on management of project funds by community based organizations

The first objective for this study was to determine how staff training on project management practices influences management of project funds. To achieve this objective, respondents were required to give information on whether they had attended any training on project management, the topics covered during the training, the duration of the training and the number of trainings attended. From the information collected, 74.7% of the respondents indicated that they had been trained on project management practices and 25.3% of the respondents indicated that they had never been trained on project management practices. It can be concluded that majority of the respondents had been trained on project management practices.

Table 4.3 indicates the topics that the respondents covered during the trainings that they attended.

Table 4.3: Topics covered by respondents on project management practices

Topics covered	Frequency	Percentage (%)
Financial management	67	41.4%
Monitoring and evaluation	28	17.3%
Proposal writing	65	40.1%
Report writing	71	43.8%

The table revealed that majority of the respondents had been trained on report writing (43.8%), financial management (41.4%) and proposal writing (40.1%). A few (17.3%) respondents indicated that they had been trained on aspects of Monitoring and evaluation.

The researcher also sought to know the duration of trainings that the respondents attended and the number of trainings that respondents attended to. A chi-square test was done to establish the relationship between duration of training and number of trainings attended by respondents.

Table 4.4 gives a Chi-square test for the relationship between duration of training and number of trainings attended by respondents.

Table 4.4: Chi-square test for relationship between duration of training and number of trainings attended by respondents

Duration of training		Number of trainings attended by respondents. < 2 times	> 2 times	χ^2 Square value
< 1 week	o	46	23	
	e	35	35	
	$(o-e)^2/ e$	3.46	4.11	
				7.57
> 1 Week	o	10	42	
	e	26	26	
	$(o-e)^2/ e$	9.85	9.85	
				19.70
Critical χ^2 (with DF $= 1$ at 5% level of significance) $= 3.841$				

o= observed frequency, e = expected frequency.

In table 4.4, responses on number of trainings attended by respondents on duration of training were in response to less than 1 week length of training. Since $\chi^2 = 7.57$, the null hypothesis of equal number of responses was rejected at 5% level of significance, meaning that the number of responses were different with more respondents tending to indicate that they attended training for less than 2 times. Also responses on number of trainings attended by respondents on duration of training were in response to more than 1 week length of training. Since $\chi^2 = 19.70$, the null hypothesis of equal number of responses was rejected at 5% level of

significance, meaning that the number of responses were different with more respondents tending to indicate that they attended training for greater than 2 times.

The chi-square formula used was:-

$$\chi^2 = \sum \left\{ (o\text{-}e)^2 / e \right\} \quad \text{where } o \text{ is the Observed Frequency in each category}$$

$$e \text{ is the Expected Frequency in the corresponding category}$$

The respondents were further requested to rate the extent to which they think staff training on project management influences management of project funds. A cross tabulation of whether respondents had received any training on project management and the extent to which they think staff training influences management of project funds was done. A chi-square test was done to establish if there was any relationship between respondents attendance of training and the extent to which they think staff training influences management of project funds.

Table 4.5 gives a chi-square test for the relationship between attendance of training and extent to which respondents think staff training influences management of project funds.

Table 4.5: Chi-square test for relationship between attendance of training and extent to which respondents think staff training influences management of project funds

If respondent has received any training in project management		Extent to which respondent thinks staff training influences management of project funds				χ^2 Square value
		VLE	SE	LE	NE	
Yes	o	65	37	10	9	
	e	31	31	31	31	
	$(o\text{-}e)^2/e$	37.29	1.16	14.22	15.61	
						68.28
No	o	23	9	5	4	
	e	11	11	11	11	
	$(o\text{-}e)^2/e$	13.09	0.36	3.27	4.45	
						21.17
Critical χ^2 (with DF = 3 at 5% level of significance) = 7.815						

o= observed frequency, e = expected frequency

VLE - Very large Extent, SE - Some Extent, LE - Little extent, NE - No extent

In table 4.5, responses on extent to which respondents think staff training influences management of project funds on if respondent has received any training in project management were in response to attending the training. Since χ^2 = 68.28, the null hypothesis of equal number of responses was rejected at 5% level of significance, meaning that the number of responses were different with more respondents tending to indicate very large extent or some extent. Also responses on extent to which respondents think staff training influences management of project funds on if respondent has received any training in project management were in response to not attending the training. Since χ^2 = 21.17, the null hypothesis of equal number of responses was rejected at 5% level of significance, meaning that the number of responses were different with more respondents tending to indicate very large extent.

Further the DMEC and CACC members were asked whether staff training on project management practices has any influence on the management of project funds. The DMEC and CACC members stated that staff training on project management is of paramount importance for any organization to manage their project funds well. They emphasized on trainings on financial management and monitoring and evaluation. Further the researcher sought to know from these key informants to what extent does staff training influence the management of project funds. Majority of the DMEC and CACC members stated that staff training on project management practices to a very large extent influences management of project funds. Thus staff training on project management is crucial for the proper management of project funds.

4.5 Monitoring and evaluation practices and management of project funds

The researcher sought to examine the influence of monitoring and evaluation on management of project funds by community based organizations in Maara Sub County. Respondents were required to give information on how frequent they monitor and evaluate their project activities,

to describe the monitoring and evaluation activities, how frequent they prepare progress reports and the challenges facing M & E in their organization.

Respondents were requested to indicate whether they carry monitoring and evaluation of their project activities and if they had any guidelines on monitoring and evaluation and how frequent monitoring and evaluation is done within a year. 100% of the respondents indicated that they undertake some form of monitoring and evaluation. 77.8% of the respondents further indicated that they responded to donor monitoring guidelines. This could be because either they did not have their own monitoring procedures, or they did not want their monitoring guidelines interfere with those of the donor. It is common practice that when an organization receives donor funding, and there is difference between organization and donor monitoring guidelines, donor monitoring guidelines prevails. 22.2% of the respondents indicated that the organization had monitoring procedures.

Further the researcher sought to know from the DMEC and CACC members how M & E activities are undertaken by CBOs implementing projects funds. They stated that most of the CBOs do not have their own monitoring and evaluation guidelines hence they are guided by the monitoring and evaluation guidelines from the donors. They expressed that this has led to many of the CBOs doing monitoring and self-evaluation when and only when they have donor funds and are required to prepare progress and evaluation reports. The DMEC and CACC members stated that there is need for training CBO members on monitoring and evaluation of their project activities for better management of project funds regardless of the financier. They also stated that CBO members be sensitized on the importance of monitoring and evaluation since it is the yard stick to achieving their objectives.

The researcher also requested the respondents to indicate whether their organization prepares progress and evaluation reports. From the data collected, all respondents (100%) indicated that

they prepare progress and evaluation reports. This could be as a result of the funds received from donors which require organizations to prepare progress reports for the activities they undertake. The respondents were requested to indicate how frequent they do reporting within a year. A chi-square test was done to see if the frequencies of reporting vary statistically.

Table 4.6 indicates a chi-square test for respondent's frequency of reporting within a year.

Table 4.6: Chi-square test for respondent's frequency of reporting within a year

	Frequency of reporting			χ^2 Square value
	< 2 times	3-5 times	> 5 times	
o	51	97	14	
e	54	54	54	
$(o-e)^2/e$	0.17	34.24	29.63	
				64.04
Critical χ^2 (with DF = 2 at 5% level of significance) = 5.991				

o= observed frequency, e = expected frequency

The calculated chi square value for the set of data analyzed ($\chi^2 = 64.04$) was greater than the table value ($\chi^2 = 5.991$); hence the null hypothesis that there was no significant difference between the respondent's frequencies of reporting within a year was rejected and the alternative hypothesis that there was a significant difference between their frequencies of reporting was accepted. This means that the frequencies of reporting vary statistically; with most of the respondents indicating that their organizations gave reports of their activities between 3-5 times in a year.

The researcher further requested the respondents to indicate what they considered as the challenges facing monitoring and evaluation. The question posed by the researcher was a multiple choice question and therefore the respondent had the liberty to indicate more than one challenge.

Table 4.7 shows the challenges faced by respondents in M & E of project activities.

Table 4.7: Challenges faced by respondents in monitoring and evaluation of project activities

Challenges of monitoring and evaluation	Frequency	Percent (%)
Lack of adequate training on M & E	99	61.1%
Lack of funding for M & E	101	62.3%
Not viewed as a priority by the organization	18	11.1%
Other challenges	2	1.2%

The study established that 61.1% of the respondents indicated lack of adequate training on M&E as a one of the challenges affecting them. A higher percentage of 62.3% of the respondents indicated lack of funding for monitoring and evaluation as one of the challenges affecting monitoring and evaluation. Only 11.1% of the respondents indicated that monitoring and evaluation was not viewed as a priority by the organization. 1.2% indicated there are other challenges that affect monitoring and evaluation of projects. The other challenges cited by these respondents were lack of good will as a challenge affecting monitoring and evaluation in the organization. Further the DMEC and CACC members stated that the biggest challenges faced by CBOs in undertaking M & E activities is lack of training on monitoring and evaluation practices and also lack of funding for M & E as an activity.

Respondents were also requested to state their agreement level to the given statements of the influence of monitoring and evaluation on management of project funds. The results were tabulated in table 4.8.

Table 4.8 shows the relationship between monitoring and evaluation and management of project funds.

Table 4.8: Chi Square test for the relationship between monitoring and evaluation and management of project funds

Statement		SD	D	UD	A	SA	χ^2 Square value
Increasing	o	19	14	12	54	63	
monitoring and	e	33	33	33	33	33	
evaluation visits	$(o-e)^2/e$	5.94	10.94	13.36	13.36	27.27	
improves							70.89
management of							
HIV/AIDs funds.							
CBOs who do timely	o	17	25	12	66	42	
reporting have better	e	33	33	33	33	33	
management of	$(o-e)^2/e$	7.76	1.94	13.36	33	2.45	
HIV/AIDs funds							58.51
Critical χ^2 (with DF = 4 at 5% level of significance) = 9.488							

o= observed frequency, e = expected frequency

SD = Strongly Disagree, D = Disagree, UD = Undecided, A = Agree, SA = Strongly Agree

The chi square test was used on the basis that if the five categories of the likert type questions had equal number of respondents in the answer to a statement related to a specific variable, then that variable has no effect, either positive or negative on management of project funds. In table 4.8 likert-like responses were in response to the statement that increasing monitoring and evaluation visits improves management of HIV/AIDs funds. Since $\chi^2=$ 70.89 the null hypothesis of equal number of responses was rejected at 5% level of significance meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement. Also likert-like responses were in response to the statement that CBOs who do timely reporting have better management of HIV/AIDs funds. Since $\chi^2=$ 58.51 the null hypothesis of equal number of responses was rejected at 5% level of significance

meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement.

4.6 Level of donor funding and management of project funds

The third objective of the study was to assess the influence of level of donor funding on management of project funds by organizations in Maara sub-County. To achieve this, the respondents were requested to give information on their major financiers, the amount of funding received from donors and the number of times they have been funded by the donors.

Table 4.9 indicates the respondent's major financiers of HIV/AIDs activities.

Table 4.9: Respondent's major financiers of HIV/AIDs activities

Major financiers	Frequency	Percent (%)
Donors/government	125	77.2%
NGOs donations	18	11.1%
CBO members	19	11.7%
Total	162	100.0 %

The table revealed that 77.2% of the respondents indicated Donor/government as the major financiers of their HIV/AIDs activities. This could be as a result of the many initiatives the government has put in place to help achieve zero HIV/AIDs infection and the fact that most of the HIV/AIDs projects are donor funded. 11.2% indicated CBO member as major financiers whereas 11.1% indicated NGOs donations as the major financiers of HIV/AIDs activities.

The respondents were further requested to rate the extent to which they think level of donor funding influences management of project funds. The responses were cross tabulated with the amount of funding received. The results were tabulated in table 4.10.

Table 4.10 shows a cross tabulation of the amount of money received from donors and the extent to which respondents think level of donor funding influences management of project funds.

Table 4.10: Extent to which respondents think Level of donor funding influences management of project funds

		Extent to which respondent thinks level of donor funding influences management of HIV/AIDs funds.				Total
		VLE	SE	LE	NE	
Amount of money received from donors	< 350,000	18.5%	20.4%	4.9%	3.7%	47.5%
	350,000-699,999	18.5%	10.5%	1.3%	1.8%	32.1%
	> 700,000	11.1%	4.9%	3.1%	1.3%	20.4%
Total	Frequency	78	58	15	11	162
	Percentage (%)	48.1%	35.8%	9.3%	6.8%	100%

VLE - Very large Extent, SE - Some Extent, LE - Little extent, NE - No extent

Spearman rank correlation was estimated between amount of money received from donors and the extent to which respondent thinks level of donor funding influences management of HIV/AIDs funds. The resulting value was $r^s = -0.13$ indicated a negative correlation between the two variables. To test the null hypothesis of no correlation between the two variables in the population against the alternative hypothesis of negative correlation, the test statistic was $z = r^s \sqrt{(n-1)}$ was used. The resulting $z = -1.65$ indicating that the negative correlation was statistically insignificant at higher than 5% level. This supported the conclusion that the extent to which respondent thinks level of donor funding influences management of project funds was not related to the amount of money received from donors.

The researcher further sought to know from the CACC members and the DMEC members to what extent does level of donor funding influence the management of project funds. The researcher established from the CACC and DMEC members that level of donor funding influences management of project funds to a large extent. This, they stated was mainly because of the donor conditions that must be met before any funding to the organizations.

The respondents were further requested to indicate the number of times they had been funded by donors. A chi square test was done to see if the number of times respondents had been funded vary statistically.

Table 4.11 shows the number of times the respondents have been funded by donors.

Table 4.11: Number of times the respondents have been funded by donors

	Number of times funded			χ^2 Square value
	< 2 times	3-5 times	> 5 times	
o	111	44	7	
e	54	54	54	
$(o-e)^2/e$	60.16	1.85	40.90	
				102.91
Critical χ^2 (with DF = 2 at 5% level of significance) = 5.991				

o= observed frequency, e = expected frequency

From table 4.11, the calculated chi square value for the set of data analyzed (χ^2 =102.91) was greater than the table value (χ^2 = 5.991); hence the null hypothesis that there was no significant difference between the number of times the respondents have been funded by donors was rejected. This means that the number of times the respondents had been funded by donors vary significantly, with most of the respondents indicating that their organizations had been funded by donors for less than 2 times since they started applying for these funds.

4.7 Organizational factor and Management of Project funds

The last objective of the study was to determine the influence of organizational factor on management of project funds by CBOs in Maara sub-County. To achieve this, the researcher requested the respondents to give information on the size of their organization, member roles and adherence to constitution. A chi-square test on the distribution of members based on size of the group was done to see if the sizes vary statistically.

Table 4.12 shows the distribution of members based on size of the group.

Table 4.12: Distribution of members based on size of the group

	Size of the group			χ^2 Square value
	< 10	11-20	> 20	
o	15	106	41	
e	54	54	54	
$(o-e)^2/e$	28.16	50.07	2.24	
				80.47

Critical χ^2 (with DF = 2 at 5% level of significance) = 5.991

o = Observed frequency, e= Expected frequency

In table 4.12, the calculated chi-square value for the set of data analyzed (χ^2 =80.47) was greater than the table value (χ^2 = 5.991), hence the null hypothesis that there was no significant difference between the sizes of groups was rejected. This means that the sizes of the groups vary statistically with most of the respondents indicating that their groups had membership of 11-20 members.

The researcher further sought to know how many of these organizations had a constitution and how many of them adhere to their constitution. From the data all respondents indicated that they had a constitution in place. This could be because it is a requirement that for any organization to be recognized and registered it must have a constitution. The next issue that arose was whether these organizations adhere to the constitution or it was just a formality of

coming up with a constitution because it is a requirement. The results were that 64.8% of the respondents indicated that their group members follow their constitution while 35.2% indicated that they do not follow the constitution.

Table 4.13 shows the influence of organizational factor on management of project funds by community based organizations.

Table 4.13: Chi-Square test for the relationship between organizational factor and management of project funds

Statement		SD	D	UD	A	SA	χ^2 Square value
The size of the CBO can have an	o	12	20	9	63	58	
influence on the management of	e	33	33	33	33	33	
project funds	$(o-e)^2/e$	13.36	5.12	17.45	27.27	18.94	
							82.14
Clear understanding of members'	o	18	20	14	47	63	
roles and responsibilities has an	e	33	33	33	33	33	
influence on the management of	$(o-e)^2/e$	6.82	5.12	10.94	5.94	27.27	
project funds.							56.09
The more the CBO members	o	13	22	11	60	56	
understanding of their constitution	e	33	33	33	33	33	
the better the management of	$(o-e)^2/e$	12.12	3.67	14.67	22.09	16.03	
project funds							68.58
Critical χ^2 (with DF = 4 at 5% level of significance) = 9.488							

o = observed frequency, e= expected frequency

SD = Strongly Disagree, D = Disagree, UD = Undecided, A = Agree, SA = Strongly Agree

From table 4.13 likert-like responses were in response to the statement that the size of the CBO can have an influence on the management of project funds. Since $\chi^2=$ 82.14 the null hypothesis of equal number of responses was reject at 5% level of significance meaning that

the number of responses were different with more respondents tending to strongly agree or agree with the statement. Also likert-like responses were in response to the statement that clear understanding of members' roles and responsibilities has an influence on the management of project funds. Since $\chi^2 = 56.09$ the null hypothesis of equal number of responses was reject at 5% level of significance   meaning that the number of responses were different with more respondents   tending to strongly agree or agree with the statement. Finally, likert-like responses were in response to the statement that the more the CBO members understanding of their constitution the better the management of project funds. Since $\chi^2 = 68.58$ the null hypothesis of equal number of responses was reject at 5% level of significance   meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement.

Further the researcher sought to establish from the CACC and DMEC members the extent to which CBO size can affect the management of project funds. They stated that the size of a CBO has to a large extent an influence on management of funds. They also stated that large groups' waste time by deciding on processes and trying to decide who should participate next and what should be done first hence increasing the possibility of conflicts due to the variety of view-points.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND

RECOMMENDATIONS

5.1   Introduction

This chapter presents summary of findings, discussion of the key findings, conclusions drawn

from the findings and recommendations.

5.2   Summary of the Findings

This section presents the key findings of the study. It summarizes findings on influence of

staff training, monitoring and evaluation, level of donor funding and organizational factor on

management of project funds by community based organizations. According to the responses

given by the respondents, the researcher came up with a summary of the main findings as

shown in table 5.1.

Table 5.1: Summary of findings

Objective	Findings
To determine how staff training influences management of project funds by CBOs in Maara sub-County.	• 74.7% of the respondents indicated that they had been trained on project management practices and Majority (43.8%) of those trained had been trained on report writing. • χ^2 = 7.57, the null hypothesis of equal number of responses was rejected at 5% level of significance, meaning that the number of responses were different with more respondents who attended training for a duration of less than 1 week tending to indicate that they attended training for less than 2 times. • χ^2 = 19.70, the null hypothesis of equal number of responses was rejected at 5% level of significance, meaning that the number of responses for those

	who attended training for a duration of more than 1 week were different with more respondents tending to indicate that they attended training for more than 2 times.
To examine the influence of Monitoring and evaluation on management of project funds by Community Based Organizations in Maara sub-County.	- χ^2 = 64.04 for the set of data analyzed meant that the frequencies of reporting vary statistically; with most of the respondents indicating that their organizations gave reports of their activities between 3-5 times in a year. - 77.8% of the respondents indicated that they responded to donor monitoring guidelines. - A higher percentage of 62.3% of the respondents indicated lack of funding for monitoring and evaluation as one of the major challenges affecting monitoring and evaluation - χ^2 = 70.89 for the statement that increasing monitoring and evaluation visits improves management of HIV/AIDs funds and χ^2= 58.51 for the statement that CBOs who do timely reporting have better management of HIV/AIDs funds meant that the number of responses were different with more respondents tending to strongly agree or agree with both statement.
To assess how level of donor funding influences management of project funds by Community Based Organizations in Maara sub-County.	- 77.2% of the respondents indicated donor/government as the major financiers of their HIV/AIDs activities. - χ^2 = 102.91 for the set of data analyzed meant that the number of times the respondents had been funded by donors vary significantly, with most of the respondents indicating that their organizations had been funded by donors for less than 2 times since they started applying for these funds.

	• Spearman rank correlation $r^s = -0.13$ and the resulting $z = -1.65$ indicated that the extent to which respondent thinks level of donor funding influences management of project funds was not related to the amount of money received from donors. Most of the respondents indicated that level of donor funding, to a very large extent or to some extent influenced management of project funds.
To determine the influence of organizational factor on management of project funds by Community Based Organizations in Maara sub-County.	• $\chi^2 = 80.47$ for the set of data analyzed meant that the sizes of the groups vary statistically with most of the respondents indicating that their groups had membership of 11-20 members.
	• $\chi^2 = 82.14$ for the statement that the size of the CBO can have an influence on the management of project funds, $\chi^2 = 56.09$ for the statement that clear understanding of members' roles and responsibilities has an influence on the management of project funds and $\chi^2 = 68.58$ for the statement that the more the CBO members understanding of their constitution the better the management of project funds meant that the number of responses were different with more respondents tending to strongly agree or agree with both statement.

5.3   Discussion of the Findings

This section focuses on detailed discussion of the findings of the study. It focuses on some of the issues associated with management of project funds that emerged out during the study. The discussion of findings is done according to each independent variable.

5.3.1   Staff training on project management

The study established that majority of the respondents, 74.7% were trained on project management. Majority of the respondents indicated that they had been trained on report writing (43.8%). The study established that most of the respondents, regardless of whether they attended training or not, stated that staff training, to a very large extent, influenced management of project funds. From these findings, it is clear that staff training on project management is important for management of project funds. This is in agreement with Roberts, (2007) who recommends that some projects may benefit if their participants are trained in project management. Taylor, (2006) argues that organizations are now being more selective about whom they choose to put in the project management pool, and they are beginning to ensure that these people have the requisite skills, training and experience. Taylor, (2006) recommends that a project manager must have a strong, active, and continuous interest in teaching, training, and developing subordinates.

5.3.2   Monitoring and Evaluation Practices

The study sought to establish the influence of monitoring and evaluation on management of project funds. The study found out that all the respondents indicated that their organization does monitoring and evaluation. However, the study revealed that 22.2% of the respondents indicated that their organization had their own monitoring procedures but 77.8% of the respondents indicated that they responded to donor monitoring guidelines only. This was an indicator that their capacity in monitoring and evaluation was weak. The study established that increasing monitoring and evaluation visits improves management of HIV/AIDs funds and that CBOs who do timely reporting have better management of HIV/AIDs funds. This agrees with a study that was done by Nyandoro (2008) which established that community participation, in CBO leadership, strong internal control systems like monitoring and self-evaluation and timely reporting are of crucial importance. It also agrees with a study done by Dhakal (2007) which

established that though civil society organizations which include the community based organizations were able to create their institutional space, various factors such as lack of effective coordination, and lack of monitoring and evaluation affected Civil Society Organizations for efficient management of project funds. This also agree with Holden (2004) who emphasizes that monitoring and evaluation is a weak component of much development work, and mainstreaming HIV/AIDs is, so far, no exception. However, M&E are critical for learning about what is effective (Catherine, 2006), for ensuring that modifications resulting from mainstreaming do not do more harm than good, and for assessing the impact of mainstreaming HIV/AIDs.

5.3.3 Level of donor funding

The study sought to establish how level of donor funding influences management of projects funds. The study established that 77.2% of the respondents indicated donor/government as the main financiers of their activities. Sabatini (2002) argues that CBOs have limited resources, and therefore they have to develop partnerships with other organizations and donors that can provide resources. Most of the respondents indicated that level of donor funding, to a very large extent or to some extent influenced management of project funds. Thorn (2011) argues that the donors and outside partners do not just give resources; they also want to control the activities of the organization to ensure that they are aligned with their interests. Foller & Thorn 2008 argues that the erosion of organization autonomy could entail the organization being expected to adopt the donor's criteria for implementing and monitoring programmes, including using a logical framework and articulating results in complicated formats using western languages which the organization members are not familiar with. If this happens organizations become more attuned and accountable to donors' needs than to the people they are meant to represent and serve.

5.3.4 Organizational factor

The study sought to determine the influence of organizational factor on management of project funds by community based organizations. The study revealed that more respondents strongly agreed or agreed with the statement that clear understanding of members' roles and responsibilities has an influence on the management of project funds. This agrees with Forsyth 2005 who argued that effective group performance depends to a large extent, on the size of the group. In order to be effective, group size should be kept to a minimum without jeopardizing workload and goal achievement. He argued that larger groups increase the possibility of conflict due to the variety of viewpoints, few opportunities for the development of social relationships, a decrease in communication and participation levels, and lack of opportunity for individual recognition.

Also more respondents strongly agreed or agreed with that the more the CBO members understanding of their constitution the better the management of project funds. This is in agreement with Mullins 2002 who argued that norms may stabilize and regulate behaviour in groups and therefore help to encourage organized and coordinated action to reach group goals but may also be negative or cause uncomfortable exclusion from the group.

5.4   Conclusions

The study established that most of the respondents, regardless of whether they attended training or not, stated that staff training, to a very large extent, influenced management of project funds. The study established that majority of the respondents had been trained on project management and therefore it concluded that this could be partly because the trainings are a requirement from the financiers/donors and hence the CBO members could have attended the trainings to qualify for the funding.

The study also concludes that community based organizations carry out monitoring and evaluation but in different ways. Majority of the organizations dance to donors tunes by responding to donor monitoring procedures and guidelines and just a few had their own guidelines on monitoring and evaluation and that monitoring and evaluation practices influences management of project funds. It was also evidenced that lack of funding for M & E and lack of adequate training on M & E affected management of project funds.

The study found out that level of donor funding, to a large extent or to some extent influenced management of project funds and therefore this study concludes that level of donor funding influences management of project funds.

This study established that all CBOs have a constitution and that the more the CBO members understanding of their constitution the better the management of project funds and therefore the study concludes that adherence to constitution is good for better management of project funds. The study also concludes that clear understanding of member roles has an influence on management of project funds.

5.5 Recommendations

Based on the findings of the study, the following are the recommendations that the researcher came up with.

i. The study established that majority of the respondents had been trained on financial management, proposal writing and report writing but few were trained on monitoring and evaluation. This study therefore recommends that community based organizations should be trained on monitoring and evaluation of their project activities. This can be done through collaborations with well established civil society organizations, donors and the government.

ii. The study revealed that community based organizations either responded to donor monitoring guidelines only or had their general monitoring procedures. This study, therefore, recommends that community based organizations should be capacity build on monitoring and evaluations guidelines with more emphasis on reporting and participatory M&E to enable them carry out monitoring and self-evaluation of their project activities.

iii. The study also established that level of donor funding was very low to community based organizations thus influencing management of project funds. This study therefore recommends that donors should increase their level of funding to CBOs since they play an important and relevant role in providing services at the local level. These CBOs positively affects the process of rural change i.e. increase in income, improvement in health, nutrition and literacy status of the populations.

iv. The study also established that majority of the organizations had a constitution in place but some of the organizations were reluctant on adhering to the constitution. The study also revealed that most of the organizations did not have well defined roles of member. This study recommends that community based organizations should be encouraged to adhere to their constitution, develop well defined member roles and responsibilities so as to ensure projects funds are efficiently and effectively used.

5.6 Recommendations for further research

i. The study recommends further studies on factors influencing management of HIV/AIDs projects funds in other sub counties for generalization.

ii. The study recommends further research studies on factors influencing access to project funds.

iii. The study also recommends an in-depth study on gender role in community based organizations undertaking development projects.

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Appendix I: **Transmittal Letter**

Josephine Mumbua Nzioka,

 P.O Box 381-60401,

Chogoria.

31st March 2014.

Dear Respondent,

I am a Post graduate student at the University of Nairobi (Meru Extra Mural Centre) pursuing a Master of Arts Degree in Project Planning and Management. As part of my final year requirements I am required to carry out academic work in the form of a research study. My aim is to conduct a study on factors influencing management of project funds by CBOs in Maara Sub – County, Tharaka Nithi County, Kenya.

The study will be guided by 6 sections which include; personal information, staff training, monitoring and evaluation, level of donor funding organizational factor and management of project funds. I hereby request you to assist me in completing this questionnaire. Your information will only be used for the purpose of this study and it will also be kept confidential, thus to uphold privacy, please do not write your name or even that of your group anywhere on the questionnaire.

I am very grateful for your participation and co-operation.

Thank you,

Yours faithfully,

Josephine Mumbua Nzioka.

L50/61805/2013.

Appendix II: Questionnaire for CBO Members

The aim of this study is to investigate the factors influencing management of HIV/AIDs projects funds by CBOs in Maara Sub – County. Your CBO has been sampled for this study since it has received HIV/AIDs funds. I do therefore request you to complete this questionnaire. The information that you will give is confidential and will only be used for the purpose of this study. I request you to feel free and cooperate in this exercise.

Instructions to the Respondent

1. *Please answer all questions in this questionnaire.*
2. *Do not write your name anywhere on this questionnaire.*
3. *Make the answers as confidential as possible after the exercise.*
4. *Tick your appropriate choice and write down the brief statements in the open-ended questions.*

Guidelines: Use a tick (√) to select your correct value among the multiple choice given

Section I: Socio-Demographic Data of the Respondents

1. Select your gender from the list below?
a)   Male   (   )   b) Female   (   )

2. Select your age bracket in years from the list below?
a)   Less than 30 years   (   )
b)   Between 30-34 years   (   )
c)   Between 35-39 years   (   )
d)   Between 40-44 years   (   )
e)   Over 45 years   (   )
3. What is your highest level of education?

        a) Primary   (   )   b) Tertiary (college)   (   )

        c) Secondary (   )   d) University   (   )

        e) Never attended   (   )

4. What position do you hold in the CBO?
a) Chairperson   (   )   b)   Secretary   (   )

c) Treasurer   (   )   d)   Member   (   )

Section II: Staff training and the management of project funds by Community Based Organizations.

5.   Have you ever been trained on any area of project management?

        Yes   ( )   No   ( )

6. If yes, what areas/topics were you trained on?

    a) Financial management   ( )

    b) Monitoring and Evaluation (   )

    c) Proposal writing   ( )

    d) Report writing   ( )

    e) Others   (   )

       (Specify)………………….

7. How long was your training?

   i. Less than 1 week   (   )

   ii. Up to 4 weeks   (   )

   iii. More than 4 weeks   (   )

8. How many trainings have you attended?

  i.   Less than 2   (   )

  ii.   3-5   (   )

  iii.   More than 5   (   )

9. What areas would you recommend to be trained on?
   ....
   ...

10. To what extent do you think training influences the management of project funds?

a)   Very large extent   (   )
b)   Some extent   (   )
c)   Little extent   (   )
d)   No extent   (   )

Section III: Monitoring and evaluation and management of project funds by community based organizations.

11. How can you describe monitoring and evaluation of HIV/AIDS activities in your organization?

    a)   No monitoring undertaken   (   )
    b)   Responds to donor monitoring guidelines only   (   )
    c)   Organization has monitoring procedures   (   )
    d) Others   (   )
       Specify ………………………………………..

12. How frequent do you monitor and evaluate your project within a year?

    (a) less than 2 times ( )   (b) 3 – 5 times ( )   (c) Above 5 times   ( )

13. Does your organization prepare progress and evaluation reports?

    Yes   (   )   No   (   )

14. How frequent do you do the reporting?

    (a) Less than 2 times ( )   (b) 3 – 5 times ( )   (c) Above 5 times   ( )

15. In your opinion what do you think are the challenges facing monitoring and evaluation in your organization?

    i.Lack of adequate training on monitoring and evaluation   (   )

    ii.Lack of funding for monitoring and evaluation   (   )

    iii.Not viewed as a priority by the organization   (   )

    iv.Others (   )

        (specify)………………….

16. The statements below relate to the influence of monitoring and evaluation on management of project funds. Supplied also are five options corresponding to these statements: Strongly agree(SA)=5,   Agree(A)=4,   Undecided(U)=3,   Disagree(D)=2,   and   Strongly Disagree(SD)=1.

Please tick the option that best suits your opinion on the statement given

Statement	1	2	3	4	5
a)Increasing monitoring and evaluation visits improves management of project funds					
b) CBOs who do timely reporting have better management of projectfunds					

SECTION IV: **Level of donor funding and management of project funds by community based organizations .**

17. Who are the major financiers for your HIV/AIDs activities?
    a) Donors /Government   (   )
    b) NGOs donations   (   )
    c) CBO members   (   )
    d) Others   (   )
       Specify …………………………………………..

18. How much money were you given/funded?
        a) Less than Kshs.350,000   ( )
        b) Kshs 350,000 – Kshs 699,999   ( )
        c) Kshs 700,000 and above   ( )

19. How many times have you been funded?
        a) Less than 2times   ( )
        b) 3 -5 times   ( )
        c) More than 5 times   ( )

20. To what extent do you think level of donor funding influences management of project funds by CBOs?

    a)   Very large extent   ( )
    b)   Some extent   ( )
    c)   Little extent   ( )
    d)   No extent   ( )

SECTION V: Organizational factor and management of project funds.

21. What is the size of your Organization (Number of members)?
        a) Less than 10   ( )

        b) 11 - 20   ( )

        c) More than 20   ( )

22. Does your CBO have constitution/rules/laws to guide you?

   Yes   ( )   No   ( )

23. In your opinion, does your CBO follow the constitution?

   Yes   ( )   No   ( )

24. Do all members have roles to play in your CBO?

Yes. All/most of the members have been assigned different roles to play (e.g. procurement, welfare, discipline, team building). ( )

No. There are only group officials (Chairperson, secretary, treasurer). ( )

25. The statements below relate to the influence of organizational factor on management of project funds. Supplied also are five options corresponding to these statements: Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

Please tick the option that best suits your opinion on the statement given

	1	2	3	4	5
The size of the CBO can have an influence on the management of project funds?					
Clear understanding of members' roles and responsibilities has an influence on the management of the project funds.					
The more the CBO members understanding of their constitution the better the management of project funds					

SECTION IV: Management of project funds.

26. How many HIV/ AIDs beneficiaries did you support with the donor funding you received?

a)   Less than 50   (   )
b)   50 - 99   (   )
c)   100-149   (   )
d)   150 and above   (   )

27. What support did you give to the beneficiaries?
a)   Monetary   (   )
b)   Drugs   (   )
c)   Food   (   )
d)   Guidance and counseling   (   )
e)   Others   (   )
        Specify ………………………………………………….

Thank you for your time and cooperation

Appendix III: Interview Schedule for Key Informants (CACC & DMEC)

The aim of this study is to investigate the factors influencing management of HIV/AIDs projects funds by CBOs in Maara Sub – County. You have been sampled for this study since you are involved with the CBOs funded with HIV/AIDs funds. The information that you will give is confidential and will only be used for the purpose of this study. I request you to feel free and cooperate in this exercise.

Interview Guide for Key informants

Tell us your name, your designation and the committee you are in.

1. In your opinion, how is the management of HIV/AIDs funds in Maara Sub-county? Why? In your opinion, what measures could be put in place to help improve the management of HIV/AIDs funds in Maara Sub-county?

Training

2. In your opinion, does training on project management practices have an influence on management of project funds? What are the major project management practices that are very crucial in management of project funds? To what extent do you think Training influences management of project funds?

Monitoring and evaluation

3. In your opinion, how can you describe monitoring and evaluation activities of HIV/AIDs funds by CBOs? What can be done in regards to M & E to ensure that HIV/AIDs funds are well managed? What are some of the challenges facing M & E of HIV/AIDs funds by CBOs?

Level of donor funding

4. Do you think the amount of funds given to a CBO can have an influence on the management of such funds? In your opinion, to what extent do you think level of donor funding influences management of project funds?

Organizational factor

5. To what extent do you think the size of a CBO affects management of project funds?
6. In your opinion, do you think members' knowledge of their roles can affect the management of project funds by CBOs?

Thank you very much for sparing your time and for the valuable information you have given. God bless you.

Appendix IV: List of Community Based Organizations within Maara Sub County funded with HIV/AIDs funds.

1) Chamunga Support Group

2) Endwa HIV/Aids Self Help Group

3) Faraja Self Help Group

4) Gaketha Youth Group

5) Karuiru Self Help Group

6) Karwiro Rural Women Welfare Group

7) Lagu Self Help Group

8) Maara Welfare Youth Group

9) Mutindwa Volunteers

10) Mwangaza Community Primary Care Group

11) Mwangaza Youth Group

12) Mwimbi People Living with HIV/AIDs (MWIPELWA)

13) Ngeru Teachers Welfare Association

14) Prime Achievers Youth Group

15) Ruguta Women Group

16) The Uniters Team

17) Thigaa Youth Group

18) Wapendwa Light Speed Self Help Group

Source: Maara Constituency Aids Control Council Office (2013)

Appendix V: Krejcie and Morgan Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Source: Krejcie and Morgan sample size Determination Table (1970)