

**INFLUENCE OF RESOURCE MOBILIZATION
STRATEGIES ON PERFORMANCE OF TOTAL WAR
AGAINST AIDS YOUTH PROJECTS IN
TURBO SUB- COUNTY, KENYA.**

BY

REUBEN TINGU MUSUNDI

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT
FOR THE REQUIREMENT OF THE AWARD OF MASTER OF ARTS DEGREE
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF
NAIROBI.**

2015

DECLARATION

This project is my original work and has not been presented to any other examination body.

Signature: _____

Date: _____

NAME: REUBEN TINGU MUSUNDI

L50/70283/2013

This research project report has been submitted with my approval as supervisor.

Signature: _____

Date: _____

NAME: MR. YONA SAKAJA

LECTURER

DEPARTMENT OF EXTRAMURAL STUDIES,

UNIVERSITY OF NAIROBI.

DEDICATION

To my loving wife Irene Muchina, beloved sons Wilfred Lai Musundi and Isaac Favour,
Daughters Blessing Musibega and Keziah Meyer, for encouragement and continuous
Support while i was undertaking the course.

ACKNOWLEDGEMENT

This study was made possible through assistance of many people. I therefore wish to express my sincere gratitude to all those who in one way or another contributed to the success of this study. In particular, I wish to thank my project supervisor Mr. Yonah Sakaja, lecturer of the Department of Extra Mural Studies, University of Nairobi for his guidance and constructive criticism which indeed assisted in perfecting this study.

Special thanks go to my other lecturers Dr. Anne Assey, Mr. Cheben Simiyu, Mr. Ochieng Owuor and Mr. Julius Koringura for their assistance.

I give my gratitude to my fellow students of Masters of Arts project planning and management course, Eldoret Sub-Center for their valuable comments on the exercise.

I wish to express my appreciation to my beloved family for their understanding and their invaluable material and emotional support to concentrate on this research.

Thanks goes to the Turbo Constituency AIDS control coordinator Mr. Henry Bargarret, the committee for their invaluable support in mobilization and information during the project work period.

Lastly but most importantly, I thank the Almighty God for His care and providence. Indeed his grace was sufficient throughout the course.

May God Bless you all.

ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BCC	Behaviour Change Communication
CACC	Constituency AIDs Control Committee
CBO	Community Based Organization
COBPAP	Community Based Programme Activity Reporting
CDF	Constituency Development Fund
CU	Community Units
FBO	Faith Based Organization
HCBC	Home and Community Based Care
HIV	Human Immune Deficiency Virus
IDA	International Development Agency
IEC	Information Education Communication
JAPR	Joint AIDS Programme Review
KHADREP	Kenya HIV/AIDS Disaster Response Programme
KASF	Kenya AIDS Strategic Framework
KMOT	Kenya Modes of Transmission Study
MAP	Multi-sectorial Approach Programme
M&E	Monitoring and Evaluation
MOGC&SD	Ministry of Gender Culture and Social Development
NACC	National AIDS Control Council
NGO	Non-Governmental Organization
OSSSA	Overseas Support for Sub-Saharan Africa
PLHIV	People Living With HIV
PWP	Prevention with Positives
TOWA	Total War Against AIDS
WHO	World Health Organization

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABBREVIATIONS AND ACRONYMS.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
FIGURE.....	x
ABSTRACT.....	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	4
1.3 The purpose of the study.....	5
1.4 Objectives of the Study.....	5
1.5 Research Questions.....	5
1.6 Significance of the Study.....	6
1.7 Delimitations of the Study	7
1.8 Limitations of the Study.....	7
1.9 Basic Assumptions of the Study	7
1.10 Definition of Key Terms used in the Study	8
1.11 Organization of the Study	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Concept of Project Performance	10
2.3 Concept of Resource Mobilization	11
2.4 Influence of Resources Plan on Performance of Community TOWA Youth Projects.....	12
2.5 Influence of Resource Networking On Performance of TOWA Youth Projects	14
2.6 Influence of Fundraising Mechanisms on Performance of TOWA Youth projects.....	16
2.7 Influence of Donor Outreach on Performance of TOWA Youth Response	18
2.8 Theoretical framework (Resource mobilization Theory)	20
2.9 Conceptual Framework.....	22
2.10 Knowledge Gap.	23
2.11 Summary of Literature Review.....	23
CHAPTER THREE	24
RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24

3.3	Target Population.....	24
3.4	Sampling Size & Sampling Procedure.....	25
3.4.1	Sample Size.....	25
3.4.2	Sampling Procedure.....	26
3.5	Research Instruments.....	27
3.5.1	Piloting of the Instrument.....	27
3.5.2	Validity of the Research Instruments.....	27
3.5.3	Reliability of the Instrument.....	28
3.6	Data Collection Procedures.....	28
3.7	Data Analysis Techniques.....	29
3.8	Research Ethical Considerations.....	29
3.9	Operationalization of variables.....	30
CHAPTER FOUR.....		31
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION		31
4.1	Introduction.....	31
4.1.1	Response Rate:.....	31
4.1.2	Highest Education Level.....	31
4.1.3	Respondent's Gender.....	32
4.2	Type of Organization.....	33
4.2.1	Year when the Organization was established.....	33
4.2.2	To whom the Organization are Registered.....	34
4.2.3	Availability of Strategic Plan and Constitution.....	35
4.3	Community Strategic Planning.....	35
4.3.1	Involvement of all the Stakeholders.....	36
4.3.2	Involvement in TOWA Project.....	36
4.4	Strategic Planning for Resources.....	37
4.4.1	Relationship between strategic planning and performance.....	39
4.5	Resource Networking.....	39
4.5.1	Channels of Receiving Information on calls for Support from Government as Donors.....	41
4.5.2	Organizations' Benefit from Other Government Devolved Funds.....	42
4.5.3	Government Funds Available to the Organization.....	43
4.5.4	Relationship between Resource Network and Performance.....	43
4.6	Fundraising.....	44
4.6.1	Other Sources of Funds during Implementation of TOWA Activity.....	45
4.6.2	Availability of a Person in- Charge of Fundraising Events.....	46
4.6.3	Organizations' Fundraising Events.....	47
4.6.4	Relationship between Fundraising and Performance.....	48
4.7	Donor Outreach.....	48
4.7.1	Percentage donors' Contribution to the Budget in the Past Six Months.....	48
4.7.2	Donor Funding Requirements.....	50
4.7.3	Relationship between Donor Outreach and Performance.....	51

CHAPTER FIVE	54
SUMMARY OF THE FINDINGS, CONCLUSIONS & RECOMMENDATIONS. 54	
5.1 Introduction.....	54
5.1 Summary of Findings.....	54
5.1.1 Influence Strategic Planning for Resources on Performance of TOWA Youth projects in Turbo Sub- County.....	54
5.1.2 Influence of Organizational Resource Networking on Performance of TOWA Youth Projects in Turbo Sub- County	55
5.1.3 Influence of Fundraising Schedule on Performance of TOWA Youth Projects in Turbo Sub- County.	56
5.1.4 Donor Outreach Influence on Performance of TOWA Youth Projects in Turbo Sub- County.	56
5.2 Conclusion	57
5.3 Recommendation	58
5.4 Further Research Recommendations	59
5.5 Contribution to the Body of Knowledge.....	59
REFERENCES.....	61
APPENDICES	67
APPENDIX I: LETTER OF TRANSMITTAL	67
APPENDIX II: RESEARCH QUESTIONNAIRE	68
APPENDIX III: RESEARCH AUTHORIZATION LETTER AND PERMIT.....	74

LIST OF TABLES

Table 3.1	Target Population.....	25
Table 3.2	Sample Size.....	26
Table 3.3	Operationalization of variables	30
Table 4.1	Highest Education Level.....	31
Table 4.2	Respondent’s Gender	32
Table 4.3	Type of Organization	33
Table 4.4	Year when the Organization was established	34
Table 4.5	To whom the Organization are Registered	34
Table 4.6	Availability of Strategic Plan and Constitution	35
Table 4.7	Involvement of all stakeholders	36
Table 4.8	Involvement in TOWA Project.....	36
Table 4.9	Strategic Planning for Resources	38
Table 4.10	Relationship between strategic planning and performance	39
Table 4.11	Resource Networking.....	40
Table 4.12	Channels of receiving information on calls for support from government .. as donors	41
Table 4.13	Organizations’ benefit from other Government devolved funds	42
Table 4.14	Government Funds Available to the Organization	43
Table 4.15	Relationship between Resource Network and Performance	44
Table 4.16	Fundraising	45
Table 4.17	Other Sources of Funds during Implementation of TOWA Activity	46
Table 4.18	Availability of a Person in- Charge of Fundraising Events	46
Table 4.19	Organizations’ Fundraising Events.....	47
Table 4.20	Relationship between Fundraising and Performance.....	48
Table 4.21	Percentage donors’ contribution to the budget in the past six months	49
Table 4.22	Donor Funding Requirements.....	50
Table 4.23	Relationship between Donor Outreach and Performance	51
Table 4.24	Performance of Towa Youth Response	52
Table 5.1	Contribution to the Body of Knowledge.....	60

FIGURE

Figure 1 Conceptual Framework..... 22

ABSTRACT

Resources are key for the Performance of community HIV and AIDS response and ensuring long-term results are achieved. Therefore, the main purpose of the study was to find out the Influence of resource mobilization strategies on Total War against AIDS Youth Projects in Turbo Sub-County, Kenya. The study was specifically to establish the influence of resources strategic planning on performance of TOWA Youth HIV and AIDS response, assess the influence of resource networking on performance of TOWA Youth HIV and AIDS response, evaluate the fundraising mechanisms and their influence on performance of TOWA Youth HIV and AIDS response and determine the donor outreach influence on performance of TOWA Youth HIV and AIDS response. The study was informed by Resource mobilization Theory. Descriptive research design was used in this study. The target population was 10 groups under TOWA as unit of analysis whereas the study unit of observation will be 159 members. The study used simple random sampling to select a sample size of 114 members. The researcher used questionnaires as a tool for data collection. Cronbach Alpha Coefficient was then computed to determine how items in the instrument correlate in terms of validity and reliability. Permission was sought from the Sub County AIDS Officer and NACOSTI prior to data collection. Data was analyzed using both descriptive and inferential analysis. Descriptive methods such as frequencies mean and standard deviation were used to provide general trends of the data. Inferential statistics include Pearson correlations to show the relationship between variables. The response rate was 95.6% representing 109 respondents. The study established that strategic planning for resources contributes to improved performance of Youth HIV response ($r = 0.318$, $p < 0.01$). Resource fundraising and donor outreach contributes significantly to performance of TOWA Youth HIV and AIDS response ($r = 0.346$, $p < 0.01$). However, the study showed that there was resource networking among youth organizations, but did not affect the performance of TOWA Youth HIV and AIDS response ($r = 0.025$, $p > 0.01$). Findings further showed that the organizations generate their resources through special events such as Harambees and sports. The study established that the organizations' structure was tailored towards resource mobilization. The study concludes that in terms of donor outreach resource plan, the organizations had met donor financial requirements. Besides, the organizations had the capacity/skill in proposal writing and applications for funding. Therefore, the study recommends that there is need for the organization to have a clearly outlined vision and objectives which prioritize on mobilizing resources. In order to enhance organizational resource networking, there is need to document the organizations' program in the media. Other than sourcing of funds from donors, the organizations' need to host special events such as sports in order to fund these initiatives. The organizations also need to build personal relationship with donors so as to ensure the sustainability of community AIDS response.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Resource mobilization is key for the success of any community AIDS project because the interventions for the prevention and control are complex. They are sustained by slow and difficult change in health behaviors.

Community AIDS Response projects are very important in providing medical and spiritual care to people living with HIV and AIDS. They concentrate on building individual relationships with and among patients through counseling assistance and income generation. Unfortunately, these programmes face a lot of challenges in resources mobilization resources (Delion *et al*, 2004) and in many cases for an organization to secure resources it depends on how well it can compete with other organizations to raise funds; and on how good it is at exploring other ways to source for resource.

UK government agrees that that voluntary sector and community-based organizations have made a major contribution to tackling HIV (UK, Department of Health, 2011). Their links, knowledge and understanding of the communities most affected by HIV means that prevention messages are relevant and acceptable to the communities targeted. As such their resources mobilizations strategies to enhance sustainability of the programmes need to be improved and given more concern.

Governments in Asia and the Pacific which included China, Malaysia, India and Thailand have acted decisively to implement the concept of resource mobilization techniques by increasing domestic spending as a proportion of total expenditure on HIV-related activities (UN Report, 2015). Since 2005 there have been steady increases in strategic plan, fundraising and donors outreach as channels of mobilizing funds for effective performance of HIV response projects. However, resource needs continue to outstrip the resources available. It is imperative, therefore, to ensure that the AIDS response is funded in a sustainable manner, through increased and effective allocations to

areas that would yield the maximum impact. These challenges compromise the effectiveness of spending on HIV-related activities. Some of the key challenges faced in ensuring performance for the AIDS response are: the need to enhance political will to effectively address key populations appropriately; finding fiscal space available in national budgets for HIV and AIDS programmes; addressing inefficient funding allocation choices with the aim of maximizing impact; ensuring access and availability of existing and new antiretroviral drugs; and the need to enhance the contributions of the private sector (Global AIDS Response Progress Report 2014).

The evaluation of community HIV and AIDS responses in African countries (Burkina Faso, Kenya, Lesotho, Nigeria, Senegal, and Zimbabwe) found evidence that most of this projects are sustained by various recourse mobilization they employee for funding (World Bank 2013). The evaluation also revealed cases where the interventions of NGOs/CBOs did not generate tangible results (both quantitative and qualitative). In most cases, results suggested that a one resources mobilization design of community responses is not appropriate. However, the evaluation shows that in community responses have generated its own income which contributes to the desired outcomes of the global response to AIDS.

HIV and AIDS has continued to pose a major challenge to the socio – economic development of Kenya since the HIV infection was first diagnosed in the country in 1984. HIV and AIDS related illnesses have caused death to 1.2million Kenyans and it is further estimated that 1.6 million Kenyans are currently living HIV with 105,000 being children (KAIS 2012)

Uasin Gishu County has a population of 1,017,723 people according to 2009 population census. The county has an HIV prevalence of 4.3 with 28667 people living with HIV 25000 adults and 3667 children respectively (Kenya AIDS Indicator Survey 2012). The Kenya AIDs Strategic Framework 2014 has identified lack of community ownership for HIV response, minimal engagement of affected groups in service delivery, low capacity and inappropriate referral between community and health facilities as key gaps in effective community HIV response (KASF, 2014)

The development objective of the Total War against HIV and AIDS (TOWA) Project for Kenya is to assist Kenya to expand the coverage of targeted Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS) prevention and mitigation interventions. This would be done through: (i) sustaining the improved institutional performance of the National AIDS Control Council (NACC); and (ii) supporting the implementation of the Kenya National AIDS Strategic Plan (KNASP) (ICR TOWA Report, 2015).

According to the TOWA implementation and completion results report by National AIDS Control Council the project Risk matrix has detailed all the project risks, their causes and means of resolving the same. The Project has achieved 99% success in addressing the accountability issues raised by the various fiduciary agencies under TOWA Project and is still handling the balance of the 1% accountability. These (the 1%) are made up of: defaulters in reporting, unresolved accountability issues, funds in frozen accounts and Pending refunds for completed Projects (TOWA ICR Report ,2015).

The TOWA Project would also respond to some important gaps in the financing of the KNASP. Even though Kenya received significant amounts of money for HIV and AIDS from other external sources, there were still some significant gaps in the resourcing of the Program (TOWA ICR Report ,2015).

This was because the real value of the support received by Kenya was less than the nominal amounts; the estimated annual financing need was rising considerably; the various projects did not ensure that all priority areas were addressed efficiently; and, with the closure of the KHADREP, there was an enormous demand for further support for enhanced HIV and AIDS activities at the local level (TOWA ICR Report ,2015).

IDA had considerable experience in supporting and financing small CBOs, its financing was relatively flexible, and was willing to take focus on hard-to-reach and other vulnerable groups, such as CSWs, which were not receiving adequate coverage

under some of the other partner-financed programs. There was also a need for additional funding for commodities, especially condoms, for which there were only limited funds available from other external sources (World Bank TOWA Report,2015)

Uasin Gishu County has 143 Community based Organizations which have benefited from the TOWA project. The areas of operation included HIV Counseling and Testing, Provision of support to Persons living with HIV, Orphans and vulnerable children, Prevention with Positive programmes, Behaviour change communication target the Most at risk Populations, general population, youth and strengthening referrals between community and health facilities (TOWA ICR Report 2015)

1.2 Statement of the Problem

Many biomedical and behavioral HIV and AIDS intervention programmes aimed at prevention, care and treatment have disappointing outcomes because of lack of effective resources mobilization. Various contradicting reports have been presented on this issue. A number of empirical studies argue that the role of resources available in promoting the development potential of Africa remained unsuccessful (Hansen and Tarp, 2000))

Community HIV and AIDS response programmes today face challenges in meeting their critical resources and extensive fund mobilization for improvement on performance. To support with an inadequate planning techniques, the changing trend of donor funding them. Towa has also its own obstacles of acute lack of resources to address the HIV epidemic among people —especially in light of epidemiological data that point to dramatically higher infection rates among the youth and married couples (National AIDS Control council (2009) Modes of Transmission study.

Previous studies have addressed performance of community resource mobilization in the context of Social and Economic community development but failed to address the long term investment in Youth AIDS response (NACC HIV Investment Report, 2015)

The study aims to examine the various resource mobilizations strategies used by the Youth in HIV and AIDS response to improve their performance, awareness of the Youth of their individual and collective vulnerability, the contribution of the youth in achieving the County, Country HIV and AIDS project performance and desired outcomes in prevention of new infections (Kenya AIDS Strategic Framework, 2014), hence need for this study.

1.3 The purpose of the study

The main purpose of the study was to find out the influence of resource mobilization Strategies on Performance of Youth Projects, under TOWA project in Turbo Sub- County, Kenya.

1.4 Objectives of the Study

The study was guided by the following specific objectives:

1. To establish the influence of strategic planning for resources on Performance of TOWA Youth projects in Turbo Sub- County.
2. To assess the influence of Organizational resource networking on Performance of TOWA Youth projects in Turbo Sub- County.
3. To determine the influence of resource fundraising on Performance of TOWA Youth Projects in Turbo Sub- County.
4. To determine the donor outreach influence on Performance of TOWA Youth Projects in Turbo Sub- County.

1.5 Research Questions

Based on the objectives of the study the following were the research questions:

1. What is the influence of strategic planning for resources on Performance of TOWA Youth Projects in Turbo Sub- County.?
2. How does Organizational resource networking influence Performance TOWA Youth Projects in Turbo Sub- County.?

3. To what extent does resource fundraising influence Performance of TOWA Youth Projects in Turbo Sub- County?
4. How does donor outreach resource plan influences Performance of TOWA Youth Projects in Turbo Sub- County?

1.6 Significance of the Study

By the end of 2014, about 1.6 million Kenyans were living with the HIV virus. The age bracket 15-24 has always recorded high HIV prevalence among girls as Compared to boys(KAIS 2012).Uasin Gishu County has an estimated population of 1,017,723 people according to 2009 population census. The county has an HIV prevalence of 4.3 with 28,667 people living with HIV 25,000 adults and 3,667 children respectively (Kenya AIDS Indicator Survey 2012). The TOWA project provided an opportunity for interventions such as peer education, behaviour change to prevent new infections and save future generations from the pandemic

The study will be significant in the attempt to unearth the extent community Youth AIDS response programs mobilizes their own resources in an attempt to enhance their social and economic output. It is hoped that the findings of this study shall contribute to the literature on the solutions and efforts community HIV and AIDS response have made to organize collectively and informally for social, economic growth and self-empowerment. This study shall also increase the knowledge on how Youth HIV and AIDS response helps to organize groups to assist each other socially and economically. Hence, this will form a source of knowledge for HIV and AIDS programmes in similar circumstances on how they organize themselves to ensure project benefits to the community.

The study finding will be useful for urgent HIV and AIDS intervention strategies for improvement by affected, donors and the government

How resources are being used to fund the Youth response to human immunodeficiency virus (HIV) and acquired immune deficiency syndrome (AIDS) is of

considerable interest to the donor community and governments. Scholars and future researchers will also benefit from the study.

1.7 Delimitations of the Study

The study was delimited to TOWA Youth projects in Turbo Sub- County. The study focused only on use resources strategic planning , resource networking , fundraising mechanisms and donor outreach as resources mobilization strategies in community Youth HIV and AIDS response. Only members of Community based organizations, sub- County and County staff participating in TOWA will be target. Data was collected using questionnaires for a period of two months.

1.8 Limitations of the Study

The first limitation was how to deal with the busy Youth Community based organizations' members, some of whom may not have time to fill questionnaires. It will be difficult to obtain sufficient information from such people. However, most of the members who will be busy or could not fill the questionnaire; they will request their friends and representatives to fill the questionnaires on their behalf. The second will be that of non-response from some respondents who reserve their opinions and refuse to fill questionnaires. The researcher will convince them with a promise to keep all information confidential since it will be as touching on their progress.

1.9 Basic Assumptions of the Study

The study has the following assumptions.

1. The respondents will answer the questions, correctly, honestly and truthfully.
2. The data obtained will be reliable and valid to the research.

1.10 Definition of Key Terms used in the Study

Mobilization: This is an art of bringing different components of a given item or community to function in harmony and make positive contributions.

Participation: Refers to a participatory approach that takes into account the views and needs of the poor, and tackles disparities between men and women throughout society.

Resource: Any physical or non-physical entity of limited availability, that needs to be utilized to obtain a benefit.

Resource Mobilization: Refers to the ability of an organization to acquire resources and to mobilize people towards accomplishing the organizations goals. An assessment of resource endowment at the disposal of a defined group or individual, and strategizing on how best the resources could be accessed and efficiently be utilized.

Strategy: Is the process of analyzing and understanding a system, formulating its goals and objectives, assessing its capabilities, designing alternative courses of action or plans for the purpose of achieving these goals and objectives.

Project performances: Refer to multifaceted and may include unit cost, construction and delivery speeds and the level of client satisfaction (Ling, 2004).

1.11 Organization of the Study

Chapter one will represent background of the study, statement of the problem, purpose of the study, research objectives, research questions, delimitation and limitation of the study, significance of the study, research organization and definition of operational terms as used in the study. Chapter two will review related literature. Chapter three will describe research methodology of the study. This methodology will comprise of research design, target population, sample size and sampling techniques, Research instruments reliability and validity of research instruments, pilot testing and data collection procedures. Chapter four will give detailed analysis, interpretations and discussions of the study findings. Chapter five will review the whole study summary, recommendations and conclusions based on the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews both theoretical and empirical literature related to resource mobilization on Performance of community Youth HIV response. To understand these factors, relevant theoretical underpinnings and empirical studies are reviewed. The chapter goes on to review the independent variables in relation to the dependent variable. It also identifies knowledge gaps that are as a result of analyzing the theoretical and empirical literature

2.2 Concept of Project Performance

Project performance remains a prominent issue in project delivery all over the world. This is so because projects involve defined objectives which must be achieved and numerous resources which need to be efficiently utilized. The need for participants involved in construction project delivery to develop and use tools for performance measurement was emphasized in the UK and Sweden (Robinson *et al.* 2005). Several researchers also developed numerous parameters for measuring project performance (Naoum, 1999; Ling and Chan, 2002; Thomas *et al.*, 2002; Josephson and Lindstrom, 2007). In a review of the parameters used for measuring project performance in 16 journal papers, Josephson and Lindstrom (2007) identify 250 parameters.

From the review of previous research studies on project performance parameters, Ling (2004) identified and evaluated potential factors for measuring project performance. These and other parameters that have been used in research studies can be classified into two broad categories, namely: subjective and objective parameters.

Ling (2004) states that the performance of a project is multifaceted and may include unit cost, construction and delivery speeds and the level of client satisfaction. Pinto and Slevin (1998) classify project performance parameters into internal factors that

are project variables, namely: schedule, cost and quality, and external factors that are concerned with stakeholder satisfaction of the performance of a project and the perceived impact on an organization's effectiveness.

According to Kenney, (2011) community AIDS response initiatives that play along the continuum of prevention, care and support, treatment, and rights. This finds corroboration in an emerging literature around HIV and AIDS and community level responses, comprised of both theoretical reflections on the role and impact of community activity and a limited number of studies that have attempted to map the configuration of local-level responses within particular areas or sectors of work.

On a conceptual level, community-level responses are seen as immediate, direct, and flexible; they emerge from local conditions, are driven by community members, are responsive to local needs, reflect local forms of organizing and acting, and draw upon available resources (OSAA, 2003; Goudge *et al*, 2003). Although often small-scale in nature, their cumulative impact should not be underestimated (Foster, 2004).

2.3 Concept of Resource Mobilization

John, (2001) defines Resource mobilization as a distinct perspective for understanding social movements, emphasizing the critical role played by material resources. Earlier studies of social movements tended to view them as spontaneous or hysterical reactions to high levels of frustration. Resource mobilization stresses rationality, and the importance of adequate funding, leadership, and organization.

McCarthy, (2001) argues that resource mobilization stresses the ability of a movement's members to acquire resources and to mobilize people towards accomplishing the movement's goals. In contrast to the traditional collective behavior theory that views social movements as deviant and irrational, resource mobilization sees them as rational social institutions, created and populated by social actors with a goal of taking a political action.

According to resource mobilization theory, a core, professional group in a social movement organization works towards bringing money, supporters, attention of the media, alliances with those in power, and refining the organizational structure. Social movements need the above resources to be effective, because dissent and grievances alone will not generate social change (Mayer, 2001).

Thompson, (2005) asserts that resource mobilization is the process by which resources are solicited by the program and provided by donors and partners. This is particularly important for GRPPs, since GRPPs are typically externally financed programs with little or no capacity to earn income from their own resources. Most are public sector programs, which typically provide goods and services including financial resources to beneficiaries on a grant or in-kind basis.

Enhanced resource mobilization increases the ability of Governments to achieve long-term development objectives. Until now, however, African countries have had difficulty in mobilizing adequate domestic resources to meet their investment needs. Although there has been some progress in mobilizing domestic resources since the adoption of the NEPAD framework document and the Monterrey Consensus, the ratio of savings to gross domestic product (GDP) has fallen, from 24.3 per cent of GDP in 2008 to 16 per cent in 2011.

Moreover, since 2008, the gross domestic savings rate has been consistently lower than the gross domestic investment rate. With current estimates of the financing gap standing at approximately 6 per cent of African GDP, it is clear that mobilizing sufficient, stable and predictable resources still remains a real concern for the continent (Beck, 2011).

2.4 Influence of Resources Plan on Performance of Community TOWA Youth Projects

According to a study done by Ambert, (2004) the spread of HIV and AIDS is fueled by myriads of individual and collective vulnerability emanating from the behavioral, social, cultural and economic dimensions of reality. He argued that targeted

prevention, care and improved performance of community AIDS response can only make root and be deeply anchored through strategic planning of resources.

According to Nair, (2005) community involvement and community participation has been a serious challenge and pitfall in many development endeavors and in HIV and AIDS response to date due to poor strategic planning of resources. Community participation has not been ignited and sustained from within; rather it has been imposed from above without complete understanding of the problem and the issues raised by the local communities.

Johnson, (2004) argues that poor planning strategies make community AIDS response mobilization superficial and unsustainable; it has contributed to ineffectiveness, misuse of resources and externalization of the problem and the solution. Various assessments have indicated that poor strategic planning and empowerment is one of the weakest links in community AIDS response.

Sibaya, (2005) asserts that strategic planning and empowerment must be taken a chapter forward to community movement whereby the community and the wider public become cognizant of the threat of HIV and AIDS to survival, and demand, initiate and sustain HIV and AIDS prevention activities. The community must own the movement and use its local knowledge, values, structures and resources to integrate HIV and AIDS activities into the existing socio-cultural and economic situation.

Support provided to communities must be in harmony with community needs for social mobilization in order to break the current dependency, externalization and piloting syndrome characterizing our current community HIV and AIDS responses. Such re-orientation to community mobilization and empowerment, coupled with community capacity building, will create sustainable local response and release the untapped potential of the communities.

Strategic planning in resource mobilization has to be an important strategic component of HIV prevention, care and support activities. Planning for capacity building has to conform with the national capacity building strategy and to components focusing

on human resources, organization and systems development. Capacity in planning, implementation, mainstreaming, coordination, leadership, financial management, monitoring and evaluation requires special attention. Capacity building has to specifically focus on the health and education sectors, and on communities and leadership (Maimane, 2005).

Omondi (2011) in a study on the influence of Community based Organizations Capacity on the management of Total War against AIDS project in Kasipul Kabondo Constituency posits that Internal Organizational Capacity is key in ensuring sustainability of the TOWA project; this is an internal sustainability mechanism that ensures that the knowledge required in implementation of projects exists.

2.5 Influence of Resource Networking On Performance of TOWA Youth Projects

According to Budlender, (2004) sustainability of community HIV and AIDS response requires the active and continued involvement and networking of all sectors at all levels. The involvement of a wide range of actors- GO sectors, the community, NGOs and the POs in the on-going fight against the epidemic requires an effective and efficient coordination mechanisms and modalities; problem identification, information sharing, planning, implementation, monitoring and evaluation.

According to Campbell, (2002) coordination and networking between stakeholders and programs avoids resource wastage and duplication of efforts, enhances success through documenting and disseminating best practices and research findings, avails technical support, and ensures a smooth flow of funds and information dissemination together with sustainability of community HIV and AIDS response.

Though initiatives have been taken to coordinate and facilitate a multi-sectoral response through HAPCOs at different levels, networking was by no means enough, resulting in duplication of efforts, wastage of resources, and failure to achieve desired goals and objectives of sustainability of community HIV and AIDS response. This was partly due to lack of clarity of roles and mandates among stakeholders, poor management

information systems, inadequate monitoring and evaluation and lack of transparency and accountability. Institutional arrangements should be reviewed to bring effective coordination and synergy (Foster, 2004).

Gilgen, (2002) argues that increased resource networking has contributed to a rapid growth in the number of organizations undertaking HIV and AIDS activities, most notably CBOs and NGOs. With increasing health financing available, particularly for HIV and AIDS, greater attention needs to be paid to the impact this can have on national and community level processes thus more community AIDS response.

According to Friedman, (2002) increased resource networking permits a growth in the scale and scope of community-based organizations and, in some cases, can increase their professionalism and foster sustainability of community AIDS response. It can also lead to greater accountability, better programme definition and an improved understanding of monitoring and evaluation of programmes at the community level. However, a lack of local-level networking hampers the value of additional HIV and AIDS financing. While reprioritization of community activities is to be expected in the face of an epidemic of such proportions, increasing attention to HIV and AIDS may detract from the provision of other key community service

Foster, (2002) asserts that an impressive number of community-based organizations network with other organizations, thus sustainability of community HIV and AIDS response. There is much variation in the level of coordination between government and community organizations, and between community organizations themselves, but on the whole, local-level systems for leading HIV and AIDS response remain weak.

Many functional limitations identified by community-based organizations could potentially be overcome by co-ordination at the community level. There is an urgent need to tackle community level partnerships and invest in community systems strengthening to coordinate this. Much scope remains for partnership formation and promotion at the

community level and the development of multi-sectoral partnership strategies may facilitate this.

Networking and collaborating with and among CSOs not only reduces the likelihood of competition, but also improves performance and sustainability of community HIV and AIDS response. As responding to HIV and AIDS requires a multi-sectoral approach, it is all the more essential that various organizations and communities communicate with each other to coordinate their efforts.

Collaboration among CSOs and assisting organizations allows communities to better share and conserve limited resources, and to avoid duplication. For example, in the Mozambican Ministry of Health, where there was over 405 donor-funded projects at one point, a strategy to harmonize efforts should have been prioritized (World Bank 2001).

2.6 Influence of Fundraising Mechanisms on Performance of TOWA Youth projects

Jamil, (2004) argues that while some community-level organizations have succeeded in accessing consistent funding to pursue their missions, many organizations struggle with chronic challenges around funding thus hindering sustainability of community HIV and AIDS response. Day-to-day concerns of survival of the organization seem to take priority over longer-term developmental work, such as improvements in staff training, capacity building, infrastructure support and the development of linkages between organizations.

According to Jamil, (2004) investments in funding are likely to contribute significantly to organizational sustainability of community HIV and AIDS response. The importance of increased financing for HIV and AIDS reaching communities must be highlighted. In the realm of finite resources to fight the HIV and AIDS epidemic, these resources must be efficiently and practically used for the communities who need them to appreciate their full benefit. Ensuring the optimal and efficient use of HIV and AIDS financing is a shared responsibility between donor agencies and national governments.

Kawachi, (2001) argues that funding, whether domestic or international, directly affects performance of community HIV and AIDS response. Respondents at all levels indicated they would not decline available funding irrespective of whether it fully matches their priorities. In Ghana, a country that has adopted a multi-stage, bottom-up priority setting and health planning approach, several respondents noted that the availability of specific sources of funding influenced which priorities were passed on to the next level of planning. HIV and AIDS funding made up a significant amount of the money available in the national health systems of the five selected countries. International funding constituted the vast majority of funding for HIV and AIDS.

The highest percentage was in Malawi, where 98% of the HIV and AIDS response in 2009 was funded with international monies. All five countries reported that a positive effect of increased donor funding was the improved accountancy that has been a strict requirement of the donors. The accountability mechanisms now require results-based monitoring and robust accounting mechanisms, as well as multi-stakeholder program planning, implementation and oversight. Financial management capacity building, linked with greater donor demands for quality reporting, all played a role. Potentially these enhanced capacities can also be used to improve organizational structures and program management in the larger health system.

HIV and AIDS funding has contributed substantially to the material infrastructure of these countries' health systems, through renovation, construction and refurbishing of health facilities, particularly in terms of providing medical and laboratory equipment, and purchasing cars and motorcycles thus sustainability of community HIV and AIDS response. These improvements benefit the health system as a whole. For example, staff and a counseling room for HIV tests can also be used for counseling about other health issues.

However, in practice there are limitations on the wider usage of these structures and supplies as patients may be reluctant to go to a stand-alone clinic that is associated with HIV and AIDS. Similar improvements to supply chain management, drug forecasting, stock management and the establishment and enforcement of regulations and

quality assurance mechanisms with regards to medical procurement were believed to have a potential positive spin-off effect on the wider system. However in most of the countries these systems were initially set up in parallel to the existing system, and new skills and procedures were only gradually introduced for supply and procurement of other medical products (Mzizi, 2005).

Interviews suggest that familiarity with the funding process including prior experience receiving funding is a factor that may inform the degree of success communities have in accessing financial support for HIV and AIDS activities.

Newly established groups, groups in rural or remote areas, and organizations without a funding 'track record' sometimes struggle to understand application procedures and requirements, donors' funding priorities and therefore the suitability of their own application, and how to complete the required documentation (Gilson, 2003)

NGOs face a challenge of multiple monitoring and evaluation requirements in the case of those NGOs with more than one donor or with one that has very stringent requirements. These stringent donor funding requirements also perpetuate the practice of emphasis on upward accountability to the donor with minimum or no accountability to other stakeholders including the beneficiaries. Sustainability of the projects suffers when the donor withdraws the funding as there is lack of ownership (Gilliam et al., 2003).

2.7 Influence of Donor Outreach on Performance of TOWA Youth Response

According to Kelly, (2003) donor outreach programs have played multiple roles in the HIV and AIDS response at the country level. Donor outreach effectiveness and sustainability of UNDP interventions were limited by lack of attention to monitoring, evaluation and exit strategies.

The primary challenge experienced by many nonprofit organizations is often rooted in limited funding and resources and poor donor outreach programs thus low level of sustainability of community AIDS response. As most of the money a nonprofit generates funds the organization's mission, there is often little left over for operational

expenses such as the manpower needed to build personal relationships with multiple donors (Jamil, 2004).

Successful donor outreach requires nonprofits to build personal relationships with as many donors as possible in order to ensure sustainability of community AIDS response. More donors mean that each of a nonprofit's outreach campaigns is afforded more chances of success, while personal relationships help an organization to resonate its mission and encourage further support (IDASA, 2004).

Birdsall and Kelly (2007) showed that the average level of spending was three times higher in 2006 than in 2001 thus sustainability of community AIDS response. Since then, further increases have taken place, especially as a result of the greater focus of the Global Fund on CSOs. Only a small share of international resources trickles down to local communities. On average, large national and international CSOs receive the largest share (30–50 percent) while CBOs receive little.

The increased availability of donor outreach thus more funding has generated a number of paradoxes. At the country level, large sums of money have been allocated by donors to international NGOs and a few national NGOs for implementing projects, which often represented the priorities of donors. This led governments to complain that too much money is being spent on civil society. Yet at the community level, the opposite voice is heard, namely that CBOs, which are closer to local communities and likely to be more effective, receive too little money (Foster 2005).

This situation explains the often heard view that money is being wasted on organizations that do not sufficiently contribute to the national AIDS response, while those that should be funded do not receive sufficient technical and financial support to have a significant impact. Under one interpretation, insufficient funding at the community level could reflect insufficient funding at the global level. Providing more funding globally would then solve this problem. Under an alternative explanation, various bottlenecks are the prime reason that available funding does not reach certain

local communities. In this latter case, the remedy is to improve the flow of funds but not to increase funding at the national level (Jamil, 2004).

2.8 Theoretical framework (Resource mobilization Theory)

The resource mobilization theory of social movements holds that a social movement arises from long-term changes in a group's organization, available resources, and opportunities for group action. Resource mobilization theory has five main principles (Jenkins, 1983)

According to resource mobilization theory, participation in social movements is a rational behavior, based on an individual's conclusions about the costs and benefits of participation, rather than one born of a psychological predisposition to marginality and discontent (Klandermans, 1984).

Resource mobilization theory of social movements explains how social movements mobilize resources, from inside and outside their movement, to reach goals (Jenkins, 1983).

Resource mobilization theory argues that social movements succeed through the effective mobilization of resources and the development of political opportunities for members. Social movements can mobilize both material and non-material resources. Material resources include money, organizations, manpower, technology, means of communication, and mass media, while non-material resources include legitimacy, loyalty, social relationships, networks, personal connections, public attention, authority, moral commitment, and solidarity (Fuchs, 2006).

Resource mobilization theory holds that social movement organizations with powerless or resource-poor beneficiaries require outside support and funding. There are two types of members belonging to social movement organizations: conscience constituents and beneficiary constituents. Social movements often seek out and receive resources from conscience constituents. Conscience constituents refer to individuals or groups outside of the social movement who have a moral alliance with the social

movement's cause, goal, or mission. The social movement and the mass media are responsible for framing the social movement's message and character. Resource mobilization theorists have found that conscience constituents tend to contribute more when beneficiaries are framed, by the social movement itself or mass media, to emphasize commonalities with conscience constituents (Paulsen & Glumm, 1995)

Resource mobilization theorists believe that the outcomes of social movements are influenced by strategic choices, the positions and actions of elites, the support of influential organizations, and governing coalitions and regimes. There are four outcomes for social organization: full success, acceptance without benefits or gains, benefits and gains without acceptance, and failure. The mass media is an integral part of the political participation effort by social movements. It influences the politics of social movements by informing the elites and public about the actions of social movements as well as interpreting these actions (Jenkins, 1983).

Social movements often solicit media coverage through the creation of quasi-political events that will be of interest to the news media. Social movements that engage in forceful, violent, or anti-authoritarian acts tend to be depicted in a negative way (Paletz, 2002)

2.9 Conceptual Framework

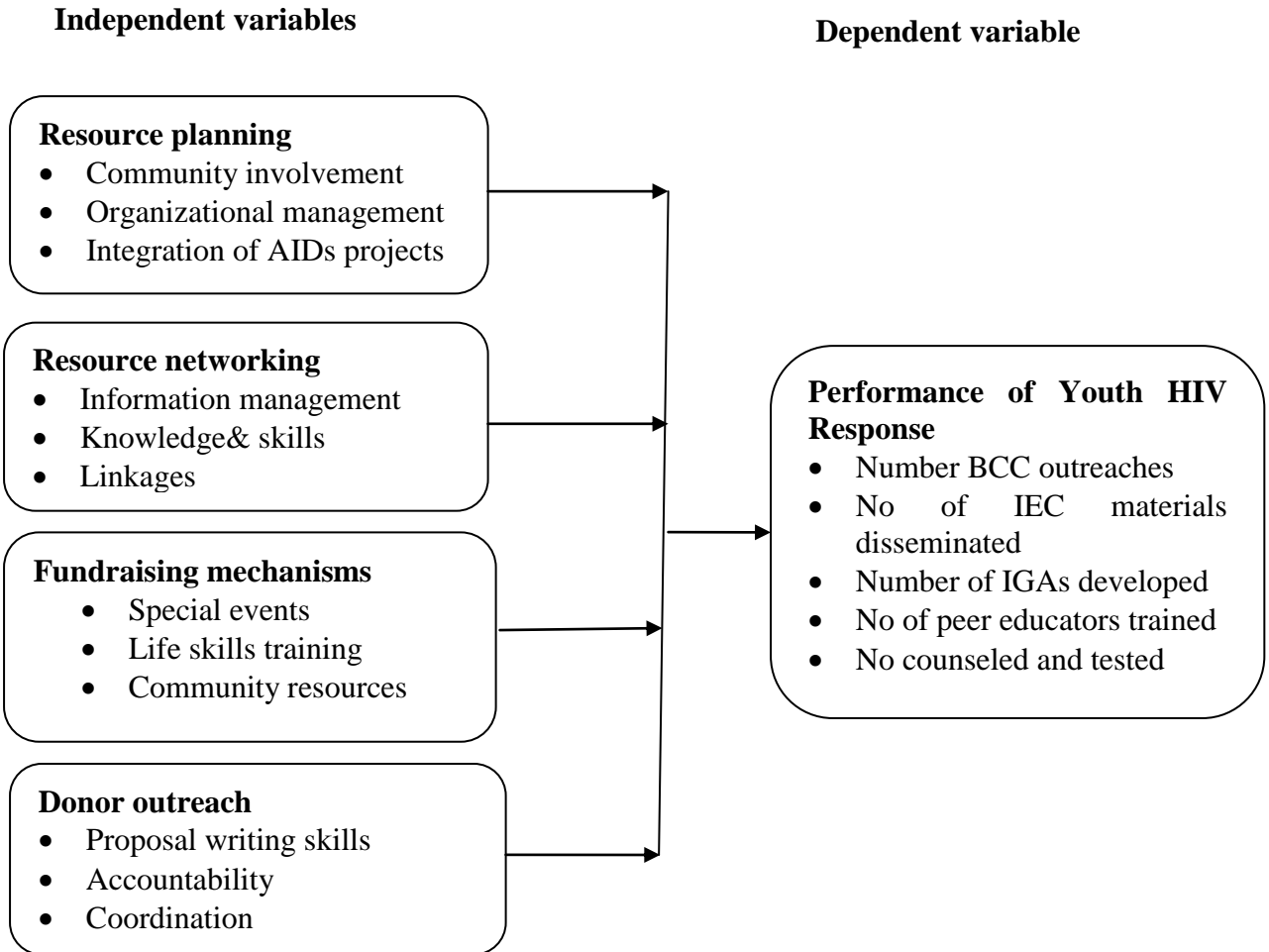


Figure 1 Conceptual Framework

Source: Author Conceptualization (2015)

2.10 Knowledge Gap.

The literature review above has attempted to contextualize the key concepts of the study. Previous studies discussed under this study have indicated various mobilization strategies that can enhance the performance of TOWA Youth projects. However, the aforementioned studies have not exhaustively and conclusively empirically shown how mobilization strategies which include; donor outreach, resource plan, networking and fundraising mechanism influences the performance of Youth AIDS response, especially in developing nations like Kenya. Also the studies reviewed have focused on capacity, Community mobilization and Performance of community AIDS projects, hence creating a gap on the existing literature. Thus this study will attempt to fill the gap by identifying the influence of resources mobilization strategies and performance of community Youth HIV and AIDS response projects under TOWA in Kenya

2.11 Summary of Literature Review

The above literature has highlighted how previous studies on various measure used in project Performance (Naoum, 1999; Ling and Chan, 2002; Thomas *et al.*, 2002; Josephson and Lindstrom, 2007) and Concept of Resource Mobilization (John, (2001; McCarthy, 2001; Thompson, 2005). The study has also illustrated empirical review on Influence of Resources Plan on Performance of Community HIV and AIDS response (Ambert, 2004; Nair, 2005 and Johnson, 2004), Influence of Resource Networking On Performance of Community HIV and AIDS response (Budlender, 2004; Campbell, 2002) and Influence of Fundraising Mechanisms on Performance of Community HIV and AIDS response (Jamil, 2004 and Mzizi, 2005) and Influence of Donor Outreach on Performance of Community HIV and AIDS Response (Kelly, 2003; Birdsall and Kelly, 2007). Theoretical framework (Resource mobilization Theory was also reviewed

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter presents a description of the study sites in Turbo Sub- County, Uasin Gishu County, Kenya. This is followed by the research design and sampling approach for the study that provides the strategic framework for the study. Subsequently, the data collection and data analysis methods, techniques and tools to be used in the study are explored.

3.2 Research Design

Descriptive survey research design was used to collect data from respondents. Descriptive research is designed to clearly describe a situation or behavior at a particular time (Diem, 2002). A descriptive research will give a thorough and accurate description survey by determining the “how” or “why” the phenomena came into being and also what is involved in the situation (Robson, 2002). The study used both primary and secondary data. Primary data was obtained using questionnaires while secondary data was gathered from project documents, the internet, journals and books.

3.3 Target Population

The target population was 159 members from 10 youth projects under TOWA in Turbo Sub County. The youth projects under the study were, Seven stars youth group, Kamagut youth development project, Soi socially organized youth group, Kaptarus youth group, Celestia's youth group , Badaliki community friendly group , God loves youth group , one booster youth group, Foundation for life and Cheptabach. See Table 3.1

Table 3.1 Target Population

Name of youth group	Total Number of members
1. Seven stars youth group	15
2. Kamagut youth development project	17
3. Soy socially organized youth group	20
4. Kaptulus youth group	23
5. Celestia's youth group	10
6. Badilika community friendly group	20
7. God loves youth group	15
8. 13 one boosters youth group	13
9. Foundation for life youth group	13
10. Cheptabach youth group	13
Total	159

(Source: TOWA, 2015)

3.4 Sampling Size & Sampling Procedure

3.4.1 Sample Size

From the target population of 159 groups, Yamane (1967:886) sample size formula and modified by Kent (2008) was used to select a sample size of 114 youth as shown below

$$n = \frac{N}{1} + N_e^2$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

This study will allow the error of sampling on 0.05. Thus, sample size will be as follows:

$$114 = \frac{159}{1} + 159_{0.05^2}$$

3.4.2 Sampling Procedure

The study used random sampling technique to select the members from each project. Therefore, groups were stratified into ten strata where the sample size was distributed according to Neyman allocation formula. The purpose of the method is to maximize survey precision, given a fixed sample size. With Neyman allocation, the best sample size for stratum h would be:

$$N_h = \left(\frac{n_h}{N} \right) n$$

Where,

N_h - The sample size for stratum h,

n - Total sample size,

N_h - The population size for stratum h,

N - The total population

Hence, distribution was as follows; the respondents were selected using simple random sampling which will be generated from Statistical packages of social science version 20.

Table 3.2 Sample Size

Name of youth group	Total number of members	Sample
1. Seven stars youth group	15	11
2. Kamagut youth development project	17	12
3. Soy socially organized youth group	20	14
4. Kaptulus youth group	23	16
5. Celestia's youth group	10	7
6. Badilika community friendly group	20	14
7. God loves youth group	15	11
8. 13 -one booster youth group	13	9
9. Foundation for life youth group	13	9
10. Cheptabach youth group	13	9
Total	159	114

Source: Researcher (2015)

3.5 Research Instruments

The study used questionnaires, interviews and document analysis as the main tools for collecting data. Descriptive data was collected by open ended and closed ended questions in questionnaires (Gay 1996). The critical documentary analysis was used to collect secondary data from the Turbo Constituency office report files, library, internet, newspapers, articles, literature reviews and from project records at grants office in National AIDS Control council office Nairobi. The primary data came from the field research with the youth group members as respondents. The questionnaire survey was used to collect both qualitative and quantitative data.

3.5.1 Piloting of the Instrument

A pilot study was conducted in 3 different groups not included in the study, in Kapsaret sub-county namely Lee 007 youth group, 10 respondents, Aturei SDA youth group (5 respondents), and Light pioneer youth group 5 respondents with a total of 20 questionnaires administered. The purpose of this was to test the clarity of questionnaires and survey techniques suitability, which in turn improved the data collection instruments. This brought into light the weaknesses of a questionnaire and the survey technique which in turn improved on the data collection instrument. The study undertook a pilot study to pre-test the reliability of the research instruments. This was done using the split half method. According to Mugenda and Mugenda (2003) even the most carefully constructed instrument cannot guarantee to obtain one hundred percent reliable data.

3.5.2 Validity of the Research Instruments

According to O'Leary (2009) validity is premised on the assumption that what is being studied can be measured and captured. It is thus the extent to which a research instrument is able to measure what was intended to measure. The researcher ensured that the items are prepared according to the objectives of the study. Apart from undertaking an extensive literature review to identify relevant content areas, the researcher in this case sought for suggestions from educational experts, colleagues and supervisors to analyze the validity of the instruments. The items in the questionnaires and interview schedule

were availed to the supervisor to rate the ability of each item and its relevancy to the study. Validity test of data collection instruments enable the study to ascertain whether the research instrument is measuring the correct concept or something else (Kothari, 2004)

3.5.3 Reliability of the Instrument

Adams, *et al* (2007) defines reliability as the degree to which an instrument measures the same way each time it is used under the same conditions. It is therefore a measure of how consistent the results from a test are. Reliability of the instruments was assessed by checking the stability of the instrument by conducting a pilot study on three groups in Kapseret Sub-county with 20 (youth) respondents supported under the TOWA project.

Split-Halves method was employed as it is less costly in determining the reliability of the data measuring instruments. Data sets were split randomly into two (the odd numbered items to one half and even numbered items to the other half of the test) and a correlation taken between the two halves. Cronbach Alpha Coefficient indicator was used to test internal consistency of the items. In this case a score obtained from one item will be correlated with scores obtained from other items in the instrument. Cronbach Alpha Coefficient was then be computed with the assistance of SPSS package. A reliability coefficient value of 0.701 was obtained for the research questionnaires and this value was deemed reliable as supported by Kothari (2004).

3.6 Data Collection Procedures

Before the data, the researcher sent a letter to the Uasin Gishu County Commissioner and Eldoret West Sub-county Commissioner requesting to be allowed to collect data from the youth groups under the TOWA project in Turbo Sub-county.

The letter had a copy of the transmittal letter from the University of Nairobi and the National Commission for Science and Technology and Innovation (NACOSTI). This was done three weeks before the actual date of data collection to enable the respondents

prepare for the study. The study used structured interview method by administering the questionnaire survey to 109 systematically chosen respondents. The questionnaires were administered through face to face interview except for Cheptabach youth group where the questionnaires were administered on the basis of ‘drop and pick later’ as some of the respondents were involved in Police recruitment exercise and this ensured high rate of returns.

The main advantage of questionnaire over other data collection techniques is that it is relatively inexpensive, requires less skills to administer, assures the respondents anonymity, can be administered to a large number of respondents simultaneously, it enables standardization and uniformity(Pizam, 1999).

3.7 Data Analysis Techniques

Questionnaires received were checked for completeness with repeat calls being made for incomplete questionnaires to maintain the number of respondents. Categorization, coding was done on the closed-ended questionnaires and data entered into SPSS for analysis. Data was analysed using both descriptive and inferential analysis. Descriptive methods such as frequencies mean and standard deviation were used to provide general trends of the data. Inferential statistics include Pearson correlations to show the relationship between variables.

3.8 Research Ethical Considerations

This research conformed to the ethical standards of conduct of both education and research. This study falls within the exempt category regarding the possibility of harm to the participants. Data was handled carefully, so that information about the youth groups, institutions was used in a way that recognised those people’s initial ownership of the information and which respects their dignity and privacy. Permission to interview orally, was obtained from respondents before commencement of interviews. The permission of University of Nairobi School of Continuing and Distance Education to conduct the research was obtained. This was research was designed to be free of active deception and the data generation process ensured accuracy was maintained.

3.9 Operationalization of variables

Table 3.3 Operationalization of variables

Objective	Indicator	Measurement scale	Tools of Analysis
To establish the influence of resources strategic planning on performance of TOWA Youth Projects in Turbo Sub- County.	-No Counseled &Tested -No of BCC outreaches -No of peer educators trained -No of IEC materials developed -No of IGAs established	Nominal Ordinal Interval	Means, standard deviation, frequencies, Percentages and correlations
How does resource networking influence Performance of TOWA Youth projects in Turbo Sub-County?	-No Counseled &Tested -No of BCC outreaches -No of peer educators trained -No of IEC materials developed	Ordinal Ratio	Means, standard deviation, frequencies, Percentages and correlations
To evaluate the fundraising mechanisms and their influence on performance TOWA Youth projects in Turbo Sub- County.	-No of BCC outreaches -No of peer educators trained -No of IEC materials developed -No of IGAs established -No Counseled & Tested	Ordinal Ratio	Means, standard deviation, frequencies, Percentages and correlations
To determine the donor outreach influence on performance TOWA Youth Projects in Turbo Sub- County.	-No of BCC outreaches -No of peer educators trained -No of IEC materials developed -No of IGAs established	Ordinal Ratio	Means, standard deviation, frequencies, Percentages and correlations

Source: Researcher (2015)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of the data collected and discusses them accordingly and in relation to the research objectives and research questions. Data was collected by use of questionnaires. The collected data was analysed. The results of the study are presented according to the objectives and research questions. The findings in this chapter were also arrived at by analyzing and interpreting the available data using SPSS and Microsoft Excel software. All the responses are presented in terms of frequencies and percentages which are displayed in tables.

4.1.1 Response Rate:

Out of the one hundred and fourteen (114) youths who were sampled and the questionnaires were administered, one hundred and nine (109) responded. This gave a response rate of 95.6% percent. This response rate was adequate for analysis and reporting. This ensures a smaller margin of error and good precision (Anderson, Sweeney and Williams, 2003)

4.1.2 Highest Education Level

Table 4.1 highlights the highest education level of the respondents.

Table 4.1 Highest Education Level

	frequency	percentage
Non	0	0
Primary	34	31
Sec	60	55
Tertiary level(Degree, Diploma	15	14
Total	109	100

From the above table (table 4.1), majority 55% representing (60) of the respondents are at secondary level, 31% representing (34) are at primary level and 14% representing (15) tertiary level mainly degree and diploma. This showed that the respondents were literate and therefore administration of the research questionnaires was very easy as they could understand the issues being asked in the survey instrument.

Ling (2004) states that the performance of a project is multifaceted and may include unit cost, construction and delivery speeds and the level of client satisfaction. These aspects of project performance are enhanced when the levels of education among the youth provide opportunity for capacity building and skills diversity at community level for sustainable AIDS response.

4.1.3 Respondent’s Gender

The study sought to establish the gender of the respondents. Table 4.2 highlights the results on respondents’ gender.

Table 4.2 Respondent’s Gender

	Frequency	Percentage
Male	67	61
Female	42	39
Total	109	100

As shown in table 4.2 above, majority 61% representing (67) of the respondents are male and 39% representing (42) are female. According to the KAIS (2012) 26 % of those living with HIV in Kenya are female youth aged 15-24 years and therefore their participation in resource mobilization for AIDS response at community level is key for achieving zero new infections and ensuring wellness of those affected by AIDS.

Pinto and Slevin (1998) classifies project performance parameters into internal factors that are project variables, namely: schedule, cost and quality, and external factors that are concerned with stakeholder satisfaction of the performance of a project and the perceived impact on an organization’s effectiveness.

Gender is one of the internal dimensions organizations must observe in youth AIDS response to ensure the response at the community is engendered for greater impact.

4.2 Type of Organization

The study put into account the type of organization. Table 4.3 highlights the results.

Table 4.3 Type of Organization

	Frequency	Percentage
CBO	103	94.6
PLW HIV support group	6	5.4
total	109	100

As evidenced in table 4.3, 94.6% of the organizations were community based while 5.4% were PLW HIV support group. On a conceptual level, community-level responses are seen as immediate, direct, and flexible; they emerge from local conditions, are driven by community members, are responsive to local needs, reflect local forms of organizing and acting, and draw upon available resources (OSAA, 2003; Goudge *et al*, 2003). Although often small-scale in nature, their cumulative impact should not be underestimated (Foster, 2004). The increase in adolescents infected with HIV requires that there be established support groups of youth living with HIV to provide psychosocial support to the infected and affected.

4.2.1 Year when the Organization was established

The researcher sought to establish the year in which the organizations were established. Table 4.4 highlights the results.

Table 4.4 Year when the Organization was established

Year	Frequency	Percent
1999	73	66.9
2006	6	5.8
2007	24	21.9
2010	6	5.4
Total	109	100

As evidenced in table 4.4, majority 66.9% representing (73) of the organizations were established in 1999, 21.9% representing (24) in the year 2007, 5.8% representing (7) in 2006 and 5.4% (5) of the organizations were established in the year 2010. The findings show that majority of the organizations have been in existence long enough hence they could offer reliable information as sought by the study. Interviews suggest that familiarity with the funding process including prior experience receiving funding is a factor that may inform the degree of success communities have in accessing financial support for HIV and AIDS activities.

Newly established groups in rural or remote areas, and organizations without a funding ‘track record’ sometimes struggle to understand application procedures and requirements, donors’ funding priorities and therefore the suitability of their own application, and how to complete the required documentation (Gilson, 2003).

4.2.2 To whom the Organization are Registered

The researcher found it necessary to establish to whom the organizations are registered. The results are as presented in figure 3.

Table 4.5 To whom the Organization are Registered

	Frequency	Percentage
NGO board	8	7
MOGC and SD	101	93
Total	109	100

The findings in table 4.5 indicate that majority 93% representing (101) of the organizations are registered to the Ministry of Gender Culture and Social Development while 7% representing(8) of the organizations are registered to the NGO board. All the funded organizations were registered thus operating legally. This promotes accountability to the community and the donor on resources mobilized for AIDS response. The accountability mechanisms in projects require results-based monitoring and robust accounting mechanisms, as well as multi-stakeholder program planning, implementation and oversight. Financial management capacity building, linked with greater donor demands for quality reporting, all played a role. Potentially these enhanced capacities can also be used to improve organizational structures and program management in the larger health system. (TOWAICR Report 2015)

4.2.3 Availability of Strategic Plan and Constitution

The researcher also sought to establish whether a strategic plan and a constitution were available in the organizations. The results are presented in table 4.6. As shown in the table, all of the respondents affirmed that there is a constitution as well as a strategic plan in their organization.

Table 4.6 Availability of Strategic Plan and Constitution

	Frequency	Percentage
Constitutions	109	100
Strategic plan	109	100

4.3 Community Strategic Planning

Strategic priorities for the resource mobilization refer to the areas of programmatic growth that are most critical to the vision and mission of the organization. Programmatic strategic priorities could include: 1) deepening an area of technical expertise; 2) broadening a geographic area; 3) developing expertise in a new program area; and 4) replicating or expanding a promising model or approach (USAID, 2010).

4.3.1 Involvement of all the Stakeholders

Table 4.7 Involvement of all stakeholders

	Frequency	Percentage
No	0	0
MOGC and SD	109	100
Total	109	100

The results of the study clearly indicate that there is involvement of all stakeholders in community strategic planning. As such, the involvement all stakeholders have contributed to efficient utilization of resources and accountability.

Participation is essential in development work, but in practice it is a concept that has been misused. Participation means different things to different people in different situations. In its widest sense, participation is the involvement of people in development projects by either attending a meeting, even though they do not say anything taking part in the decision-making process contributing materials, money or labour providing information or answering questions for a survey (Blackman, 2003)

Blackman (2003) further argues that although participation increases the sense of ownership and project sustainability, it is not a guarantee of project success. Achieving full participation is not easy. It can also take a lot of time, and conflicting interests are likely to come to the surface.

4.3.2 Involvement in TOWA Project

Table 4.8 Involvement in TOWA Project

	Frequency	Percentage
No	7	6
MOGC and SD	102	94
Total	109	100

As shown in table 4.8, the organization was majorly involved in all stages of TOWA project as evidenced by 94% (102) of the respondents. The researcher found it important to establish whether the organization was involved in all stages of TOWA project (planning, design and implementation) to an extent that they feel that they own the project. The JAPR provided an opportunity for all stakeholders to participate in the development of the continued response through an annual results monitoring and priority-setting exercise. However, it was also imperative that the strategies chosen and the priorities selected were based on sound evidence, both in terms of progress in implementation and in selecting interventions. For the Evidence-Based Management sub-component, the project supported: (i) the development of the Management Information System (MIS), (ii) the continued development of the Monitoring, Evaluation (M & E) and Research System and (iii) the Operations Research agenda (TOWA ICR Report 2015).

According to Nair, (2005) community involvement and community participation has been a serious challenge and pitfall in many development endeavors and in HIV and AIDS response to date due to poor strategic planning of resources. Community participation that is not been ignited and sustained from within; rather it has been imposed from above without complete understanding of the problem and the issues raised by the local communities always results in project failure.

4.4 Strategic Planning for Resources

A study conducted by Ambert, (2004) indicated that targeted prevention, care and improved performance of community AIDS response are dependent on strategic planning of resources. This prompted the researcher to establish whether the organizations had strategic planning for resources. The results of the study are highlighted in table 4.8.

The respondents were asked whether their organization has a vision that clearly focuses on mobilizing resources.

Table 4.9 Strategic Planning for Resources

	N	Mean	Std. Deviation
The organization has a vision which is clearly focuses on mobilizing resources	109	2.62	0.717
The objectives are related to the priority needs of resource mobilization.	109	2.85	0.524
The organizational structure is tailored toward resource mobilization	109	2.75	0.641
The organization has training plan for employees on resource mobilization	109	2.54	0.701
The organization constitution is disseminated and approved by officials and members.	109	2.66	0.683

From table 4.9, the respondents were not sure if there is a vision that focuses on mobilizing resources (mean = 2.62, SD = 0.717). In a related question, the respondents exhibited doubt as to whether the objectives are related to the priority needs of resource mobilization (mean = 2.85, SD = 0.524). Further, the respondents were not sure if the organizational structure is tailored towards resource mobilization (mean = 2.75, SD = 0.641). Moreover, it was also not fully established the organization has a training plan for employees on resource mobilization (mean = 2.54, SD = 0.701).

Finally, there was doubt whether the organization constitution is disseminated and approved by officials and members (mean = 2.66, SD = 0.683). The organizations' structure is also tailored in such a way that it optimizes on resource mobilization. In line with the results, a study by Ambert (2004) indicates that strategic planning of resources improves performance of community AIDS response. In a similar vein, Nair, (2005) postulates that poor strategic planning of resources has been a challenge while dealing with HIV and AIDS response. Concurrently, Johnson, (2004) argues that poor planning strategies make community AIDS response mobilization ineffective and unsustainable.

4.4.1 Relationship between strategic planning and performance

Pearson’s product moment correlation analysis was used to assess the relationship between strategic planning and performance. Table 4.9 presents the results.

Table 4.10 Relationship between strategic planning and performance

		Performance	Strategic Planning
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Strategic planning	Pearson Correlation	.318**	1
	Sig. (2-tailed)	0.000	

** Correlation is significant at the $P < 0.01$

The results in table 4.10 indicate that, there is positive and significant correlation between strategic planning and performance ($r = 0.318$, $p < 0.01$). This finding shows that more strategic planning will enhance performance. The findings coincided with the findings by Omondi (2011) in a study on the influence of Community based Organizations Capacity on the management of Total War against AIDS project in Kasipul Kabondo Constituency suggests that strategic planning capacity is utmost necessary for the sustainability of the TOWA project.

4.5 Resource Networking

This section sought to establish the influence of organizational resource networking on performance of TOWA Youth projects. The results are highlighted in table 4.11.

Table 4.11 Resource Networking

	N	Mean	Std. Deviation
The CACC organization structure is clear and understood by the members and there is a clear linkage between CACC, your organization and other interest groups in the structure.	109	2.82	1.877
The CACC structure exists to serve the interests of the members and drawn authority from the members/interest groups.	109	3.51	1.788
The organization create a long term relationship with its stakeholders	109	2.09	1.647
The organization have friendly environment where it encourages actors to participate	109	4.37	1.289
The organization participated in the CACC/County stakeholders' meeting	109	4.11	1.517
The organization members are aware of the relationship between the organization and CACC structure	109	3.52	1.808
The organization has created a big network through documentation of their programmers via radio, TV	109	3.19	1.751

As evidenced in table 4.11, the organization has a friendly environment where it encourages actors to participate (mean = 4.37, SD = 1.289). Also, the organization participates in the CACC/County stakeholders' meeting (mean = 4.11, SD = 1.517). Similarly, the organization members are aware of the relationship between the organization and CACC structure (mean = 3.52, SD = 1.808). Additionally, it was ascertain that the CACC structure exists to serve the interests of members and drawn authority from the members/interest groups, the respondents were asked to respond accordingly (mean = 3.5, SD = 1.788).

Further, there was doubt whether the organization has created a big network through documentation of their programs via radio and television (mean = 3.19, SD = 1.751). In a similar vein, it was not fully established whether the CACC organization structure is clear and understood and if there is a clear linkage between CACC (mean = 2.82, SD = 1.877). However, there was no evidence of a long term relationship between the organization and its stakeholders (mean = 2.09, SD = 1.647). Gilgen, (2002) argues

that increased resource networking has contributed to a rapid growth in the number of organizations undertaking HIV and AIDS activities, most notably CBOs and NGOs. With increasing health financing available, particularly for HIV and AIDS, greater attention needs to be paid to the impact this can have on national and community level processes thus more community AIDS response.

4.5.1 Channels of Receiving Information on calls for Support from Government as Donors

This section put into account the channels of receiving information on calls for support from government as donors. The results are presented in table 4.12.

Table 4.12 Channels of receiving information on calls for support from government as donors

	Frequency	Percentage
Through newspaper	66	60.1
CACC coordinator	24	21.9
Radio	10	9
County health office	7	6.5
Others	2	2.2
Total	109	100

As shown in table 4.12 above, the newspaper is a major (60.1%) channel of receiving information on calls for support from government as donors followed by the CACC coordinator (21.9%), radio (9%), County health office (6.5%) and other channels other than the ones mentioned in table 4.11. The channels of communication are key to enhance stakeholder participation and building of consensus for ownership. The channels of communication provide an opportunity for the youth groups to communicate on their outputs in the AIDS response at the community (Paulsen & Glumm, 1995).

Resource mobilization theory holds that social movement organizations with powerless or resource-poor beneficiaries require outside support and funding. There are two types of members belonging to social movement organizations: conscience constituents and beneficiary constituents. Social movements often seek out and receive

resources from conscience constituents. Conscience constituents refer to individuals or groups outside of the social movement who have a moral alliance with the social movement's cause, goal, or mission. The social movement and the mass media are responsible for framing the social movement's message and character. Resource mobilization theorists have found that conscience constituents tend to contribute more when beneficiaries are framed, by the social movement itself or mass media, to emphasize commonalities with conscience constituents (Paulsen & Glumm, 1995).

4.5.2 Organizations' Benefit from Other Government Devolved Funds

The researcher deemed it important to establish whether the organization has benefited from other government devolved funds. The results are presented in table 4.13.

Table 4.13 Organizations' benefit from other Government devolved funds

	Frequency	Percentage
No	44	40
Yes	65	60
Total	109	100

As shown in table 4.13, majority 60% representing (65) of the respondents agreed that the organization has benefited from other Government devolved fund though 40% representing (44) disagreed. This demonstrates awareness of the existence and benefits of devolved government funds for youth. Governance requirements encourage participation by the affected communities in decision making and networking. This level of participation and funding is desirable for youth groups at the community level to access resources.

According to Campbell, (2002) coordination and networking between stakeholders and programs avoids resource wastage and duplication of efforts, enhances success through documenting and disseminating best practices and research findings, avails technical support, and ensures a smooth flow of funds and information dissemination together with sustainability of community HIV and AIDS response

4.5.3 Government Funds Available to the Organization

Table 4.14 highlights the government funds available to the organization.

Table 4.14 Government Funds Available to the Organization

	Frequency	Percentage
CDF	38	34.5
Youth funds	69	63.7
County funds	2	1.8
Total	109	100

As shown in table 4.14 above, 63.7% of the respondents noted that youth funds are available, 34.5% CDF funds and 1.8% of the respondents stated that County funds are available to the organization. Knowledge of the available funds for youth groups dealing in HIV response is key for it helps them diversify their activities to include income generating activities. According to Budlender, (2004) sustainability of community HIV and AIDS response requires the active and continued involvement and networking of all sectors at all levels. The involvement of various departments in multi-sectoral approach to youth problems helps to tackle vulnerabilities among youth towards HIV and AIDS in the community.

4.5.4 Relationship between Resource Network and Performance

Pearson's product moment correlation analysis was also used to assess the relationship between resource network and performance. The results are as presented in table 4.15.

Table 4.15 Relationship between Resource Network and Performance

		Performance	Resource networking
Performance	Pearson Correlation Sig. (2-tailed)	1	
Resource networking	Pearson Correlation Sig. (2-tailed)	0.025 0.684	1

** Correlation is significant at the 0.01 level (2-tailed).

The results in table 4.15 indicate that, there is an insignificant correlation between resource network and performance ($r = 0.025$, $p > 0.01$). This finding implies increase in resource networking is less likely to improve the performance of projects but reduces duplication and resource wastage. Consistently, Budlender, (2004) posits that the sustainability of community HIV and AIDS response is dependent on networking of all sectors at all levels. As well, Campbell, (2002) echoes that coordination and networking between stakeholders and programs reduced duplication of efforts and resource wastage thereby enhancing improved performance through smooth flow of funds and information together with sustainability of community HIV and AIDS response. Similarly, Friedman, (2002) argues that increased resource networking enhances growth in the scale and scope of community-based organizations hence increasing sustainability of community AIDS response.

4.6 Fundraising

This section presents the results on how the organization raises its funds. The results are presented in table 4.16.

Table 4.16 Fundraising

	N	Mean	Std. Deviation
The organization has means of generating its own resources other than donors	109	3.29	0.842
The organization hold special events to raise funds	109	2.88	0.997

As evidenced in table 4.16, it was not certain whether the organization has a means of generating its own resources apart from donors (mean = 3.29, SD = 0.842). Further, there was doubt whether the organization holds special events to raise funds (mean = 2.88, SD = 0.997). Jamil, (2004) argues that while some community-level organizations have succeeded in accessing consistent funding to pursue their missions, many organizations struggle with chronic challenges around funding thus hindering sustainability of community HIV and AIDS response. Day-to-day concerns of survival of the organization seem to take priority over longer-term developmental work, such as improvements in staff training, capacity building, infrastructure support and the development.

Blackman (2003) argues that communities should be encouraged to use their own capacities and resources to address the problems they face. The project, if needed, should focus on strengthening the community's capacities to address their problems. By doing this, we are facilitating the community to address their problems rather than addressing their problems for them and the capacity involves six types of assets, namely; human, social, natural, physical, economic and spiritual well-being.

4.6.1 Other Sources of Funds during Implementation of TOWA Activity

The researcher found it necessary to establish other sources of funds during the implementation of TOWA activity.

Table 4.17 Other Sources of Funds during Implementation of TOWA Activity

	Frequency	Percentage
No	44	40
Yes	65	60
Total	109	100
GoK affiliate	42	38.8
None	21	19.1
Self-finance	20	18.3
County health office	12	11.2
Others	8	7.2

As shown in table 4.17,38.8% of the respondents stated that Government of Kenya affiliate bodies were a source of financing during the implementation of the TOWA activity, 18.3% of the respondents stated that self-contribution financed implementation of TOWA activity, and 11.2% of them stated that it is international donors and 7.2% well-wishers. However, 19.1% of them noted that there was no other source of funds. This understanding enables community groups to immediately apply their learning to assess and provide a rationale for targeting their priority donors using the information gathered .This allows groups to identify specific donors for further research and can be included as an action step in their resource mobilization action plan (USAID, 2010).

4.6.2 Availability of a Person in- Charge of Fundraising Events

The researcher went a step further to establish whether there was a person in-charge of fundraising events. The findings are as presented in table 4.18.

Table 4.18 Availability of a Person in- Charge of Fundraising Events

	Frequency	Percentage
No	44	17
Yes	65	83
total	109	100

The results in table 4.18 indicate that 83% of the respondents affirmed that there is a person in charge of fundraising events. Nonetheless, 17% representing (44) of the

respondents denied that there was a person in charge of fundraising events. Organizations that have a person in charge of resource mobilization are able to access different donors and learn the requirements as opposed to those with staff that have competing tasks.

Jamil, (2004) argues that while some community-level organizations have succeeded in accessing consistent funding to pursue their missions, many organizations struggle with chronic challenges around funding thus hindering sustainability of community HIV and AIDS response. Day-to-day concerns of survival of the organization seem to take priority over longer-term developmental work, such as improvements in staff training, capacity building, infrastructure support and the development of linkages between organizations.

4.6.3 Organizations' Fundraising Events

It was deemed necessary to establish the form of the organizations' fundraising events. The results are presented in table 4.19.

Table 4.19 Organizations' Fundraising Events

	Frequency	Percent
Harambees	217	78.1
Sports	53	19.1
Others	8	2.9
Total	278	100

The findings in table 4.19 indicate that majority 78.1% of the respondents affirmed that the fundraising events are Harambees, 19.1% noted that there are Sports while 2.9% others. Most of the youth groups have a form of fundraising but a majority favour Harambees. There is need for the youth groups to diversify their resource base at community level to include other forms of fundraising suitable to every occasion and with the legal requirements. Skills on fundraising mechanisms need to be enhanced among the youth groups working in the AIDS response. In Malawi Financial management capacity building linked with donor demands for quality reporting played a key role in securing HIV and AIDS funding for health infrastructure (Mzizi, 2005).

4.6.4 Relationship between Fundraising and Performance

The study put into account the relationship between fundraising and performance. Correlation analysis was used to assess the relationship. The results are presented in table 4.20.

Table 4.20 Relationship between Fundraising and Performance

		Performance	Fundraising
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Fundraising	Pearson Correlation	.181**	1
	Sig. (2-tailed)	0.002	

** Correlation is significant at the 0.01 level (2-tailed).

The results in table 4.20 indicate that there is a positive and significant correlation between fundraising and performance ($r = 0.181$, $p > 0.01$). This suggests that when organize more fundraising their performance will improve. Cognate to the results, Jamil, (2004) argues that challenges' revolving around funding hinders sustainability of community HIV and AIDS response. As such, investment in funding contributes significantly to organizational sustainability of community HIV and AIDS response. Similarly, Kawachi, (2001) argues that funding whether domestic or international has a direct influence on performance of community HIV and AIDS response.

4.7 Donor Outreach

4.7.1 Percentage donors' Contribution to the Budget in the Past Six Months

Table 4.21 highlights the percentage of donors' contribution to the budget in the past six months.

Table 4.21 Percentage donors' contribution to the budget in the past six months

	Frequency	Percentage
0-25%	58	53.6
36-51%	7	6.6
80-100%	44	39.9
Total	109	100

As shown in table 4.21, 53.6% of the respondents stated that there has been a donor contribution of 0-25%, 39.9% of them stated that there has been a donor contribution of 80-100% while 6.5% of the respondents noted that there has been a donor contribution of 36-51% to the budget in the past six months. Overreliance on donor funding is a threat to sustainability of Behaviour change programmes among the youth Turbo Sub-County. Blackman (2003) argues that communities should be encouraged to use their own capacities and resources to address the problems they face. The project, if needed, should focus on strengthening the community's capacities to address their problems. By doing this, we are facilitating the community to address their problems rather than addressing their problems for them and the capacity involves six types of assets, namely; human, social, natural, physical, economic and spiritual well-being.

4.7.2 Donor Funding Requirements

Table 4.22 highlights the results on donor outreach.

Table 4.22 Donor Funding Requirements

	N	Mean	Std. Deviation
The organization generally meets agreed donor financial requirements	109	3.49	0.647
Financial reports are prepared at least monthly	109	3.35	0.686
The organization has a bank account operated by officials as per the constitution.	109	3.49	0.702
Bank reconciliations are done monthly	109	3.35	0.774
There are financial policies and procedures for the organization	109	3.5	0.633
The organization has persons in charge of resource mobilization	109	3.98	0.135
The organization has the capacity/skills in proposal writing and applications for funding	109	3.42	0.532
The organization reports through the COBPAR system quarterly	109	3.57	0.672

As evidenced in table 4.22, the organization has persons in charge of resource mobilization (mean = 3.98, SD = 0.135). Also, the organization reports through the COBPAR system quarterly (mean = 3.57, SD = 0.672). Additionally, there financial policies and procedures for the organization (mean = 3.5, SD = 0.633). Further, the organization generally meets agreed donor financial requirements (mean = 3.49, SD = 0.647). Also, the organization has a bank account operated by officials as per the constitution (mean = 3.49, SD = 0.702). However, there was doubt whether the organization has the capacity/skills in proposal writing and applications for funding (mean = 3.42, SD = 0.532).

Similarly, it was not fully established whether financial reports are prepared at least monthly (mean = 3.35, SD = 0.686). Finally, there was doubt whether bank reconciliations are done monthly (mean = 3.35, SD = 0.774). It is it perfectly acceptable

to ask donors how else your organization can supply them with information they want to know. In doing so, you make your organization a valued and trusted resource to your donor (USAID). Donors look at timely reporting, ability to network with Government and other partners, whether your project is unique in meeting community needs, responsiveness and accessibility besides meeting donor needs and interests.

4.7.3 Relationship between Donor Outreach and Performance

The Pearson product-moment correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r . Pearson's product moment correlation analysis was used to assess the relationship between donor outreach and performance. Table 4.23 presents the results.

Table 4.23 Relationship between Donor Outreach and Performance

		Performance	donor outreach
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Donor outreach	Pearson Correlation	.346**	1
	Sig. (2-tailed)	0.000	

** significance association $p < 0.01$

The results in table 4.23 indicate that, there is positive and significant correlation between donor outreach and performance ($r = 0.346$, $p < 0.01$). In conformity with the results, Kelly, (2003) states that donor outreach plays a key role in the effectiveness and sustainability of HIV and AIDS response at the country level. Similarly, Jamil, (2004) posits that poor donor outreach contributes to low level of sustainability of community AIDS response. Most NGOs face a challenge of multiple monitoring and evaluation requirements in the case of those NGOs with more than one donor or with one that has very stringent requirements. These stringent donor funding requirements also perpetuate the practice of emphasis on upward accountability to the donor with minimum or no accountability to other stakeholders including the beneficiaries. Sustainability of the

projects suffers when the donor withdraws the funding as there is lack of ownership (Gilliam *et al.*, 2003).

4.7.4 Performance of Towa Youth Response

The performance of TOWA youth was also put into account. Table 4.24 presents the results.

Table 4.24 Performance of Towa Youth Response

	Mean	Std. Deviation
No. of people reached in the past six months?	509.16	1017.143
No. of IEC materials printed and distributed in the past six months?	525.7	1303.224
No. of youth trained as peer educators in the past six months?	21.31	13.167
No. of y people reached with BCE in the past six months?	8.56	20.278
No. of people counseled and tested in the past six months?	2.73	11.64
income generating activities have established	2.05	0.867

As shown in table 4.24, the youth organization has been able to reach an average of 509 people in the past six months. The maximum number of IEC materials printed and distributed in the past six months is 4000 and 525 on average. The youth trained as peer educators in the past six months are 21 and those reached with BCE are eight on average. The maximum number of people counseled and tested in the past six months is 62 while there is an average of two income generating activities established. The study established that in the past six months most AIDS activities were supported by Income generated from the youth group activities but the outputs were small compared to when the youth groups received TOWA funds. McCarthy, (2001) argues that resource mobilization stresses the ability of a movement's members to acquire resources and to mobilize people towards accomplishing the movement's goals. Though this has not been achieved effectively most of the youth groups demonstrated the ability and willingness for growth in resource mobilization for HIV Behaviour Change programmes. Resource mobilization

theory of social movements explains how social movements mobilize resources, from inside and outside their movement, to reach goals (Jenkins, 1983).

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings, conclusions, recommendations, suggestion for further research and of the study's contribution to the body of knowledge on influence of resource mobilization strategies on the performance of TOWA youth projects in Turbo sub-county.

5.1 Summary of Findings

The general purpose of this study was to find out the influence of resource mobilization strategies on performance of Youth Projects, under TOWA project Turbo Sub- County, Kenya. Descriptive research design was adopted for this study. The study used primary data collected from questionnaires. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 20.0). Analysis was, then, based on descriptive statistics. This section presents the findings from the study in comparison to what other scholars have said about influence of strategic planning for resources, organizational resource networking, resource fundraising and donor outreach resource plan on performance. Demographic information from the respondents showed that majority of the youth had basic level of education with some found to have tertiary (Diploma and Degree) level of education and none were found not to possess formal education. Most male youth are involved in the AIDS response in Turbo Sub-County at the community level than female youth who are mostly affected by HIV and AIDS.

5.1.1 Influence Strategic Planning for Resources on Performance of TOWA Youth projects in Turbo Sub- County.

The study has established that strategic planning for resources contributes to improved performance of Youth HIV response. Particularly, there is a vision and clearly set objectives that focus on resource mobilization. A positive and significant correlation

between strategic planning and performance ($r = 0.318$, $p < 0.01$). This finding shows that more strategic planning will enhance performance.

Johnson, (2004) argues that poor planning strategies make community AIDS response mobilization superficial and unsustainable; it has contributed to ineffectiveness, misuse of resources and externalization of the problem and the solution. Various assessments have indicated that poor strategic planning and empowerment is one of the weakest links in community AIDS response. Inadequate skills in project design, proposal writing, financial mobilization, management skills, to implement HIV and AIDS activities negatively influenced the success of HIV and AIDS campaigns.

Support provided to communities must be in harmony with community needs for social mobilization in order to break the current dependency, externalization and piloting syndrome characterizing our current community HIV and AIDS responses. Such re-orientation to community mobilization and empowerment, coupled with community capacity building, will create sustainable local response and release the untapped potential of the communities.

5.1.2 Influence of Organizational Resource Networking on Performance of TOWA Youth Projects in Turbo Sub- County

The study has shown that there is resource networking as evidenced by a linkage between Constituency AIDs Control Committee and a clearly outlined organization structure that serves the interests of its members. Further, Foster, (2002) postulates that community-based organizations network with other organizations enhances sustainability of community HIV and AIDS response. However there was no evidence of a long term relationship between the organization and its stakeholders (mean = 2.09, SD = 1.647). The youth groups networking addressed other resource challenges in the AIDS response such as reducing duplication of activities but do not contribute to achievement of Behaviour change response among the sampled groups. Networking and collaborating with and among CSOs not only reduces the likelihood of competition, but also improves performance and sustainability of community HIV and AIDS response. As responding to

HIV and AIDS requires a multi-sectoral approach, it is all the more essential that various organizations and communities communicate with each other to coordinate their efforts.

Collaboration among CSOs and assisting organizations allows communities to better share and conserve limited resources, and to avoid duplication. For example, in the Mozambican Ministry of Health, where there was over 405 donor-funded projects at one point, a strategy to harmonize efforts should have been prioritized (World Bank 2001).

5.1.3 Influence of Fundraising Schedule on Performance of TOWA Youth Projects in Turbo Sub- County.

Other than funds from donors, the organization generates its resources through special events such as Harambees and sports. However, during the implementation of TOWA activity, government of Kenya affiliate was the main source of financing. HIV and AIDS funding has contributed substantially to the material infrastructure of these countries' health systems, through renovation, construction and refurbishing of health facilities, particularly in terms of providing medical and laboratory equipment, and purchasing cars and motorcycles thus sustainability of community HIV and AIDS response. These improvements benefit the health system as a whole. For example, staff and a counseling room for HIV tests can also be used for counseling about other health issues. Kawachi, (2001) argues that funding, whether domestic or international, directly affects performance of community HIV and AIDS response. Respondents at all levels indicated they would not decline available funding irrespective of whether it fully matches their priorities.

5.1.4 Donor Outreach Influence on Performance of TOWA Youth Projects in Turbo Sub- County.

The study has established that in the past six months, majority of the donor contributions has been in the tunes of 0-25% in some organizations and 80-100% in other youth organizations in Turbo-Sub County. These contributions were dependent on donor financial requirements that the organizations met. For instance, the organizations' have put in place a person that is in charge of resource mobilization and the reports are made

through COBP (Community Based Programme Activity Reporting) system quarterly in order to enhance accountability. The policies and procedures put in place by the organizations have encouraging resource accountability to donors.

The study indicates that most organizations had guidelines for approval of financial transactions and all had bank accounts with more than one signatory. This helps in the controlling financial mismanagement. Donor financial requirements are met by most organizations. The study established that there is a positive and significant correlation between donor outreach and performance ($r = 0.346, p < 0.01$)

Successful donor outreach requires nonprofits to build personal relationships with as many donors as possible in order to ensure sustainability of community AIDS response. More donors mean that each of a nonprofit's outreach campaigns is afforded more chances of success, while personal relationships help an organization to resonate its mission and encourage further support (IDASA, 2004). Donors vary in their expectations and interest, but all donors generally want the funding and resources they provide to your organization to reflect well on them and appeal to their constituency.

5.2 Conclusion

The study has established that the organizations' structure is tailored towards resource mobilization. Its vision focuses on mobilizing resources and it has set out objectives that prioritize on resource mobilization. Other than the vision and objectives that are clearly outlined, there is also a training plan for employees on resource mobilization. As a result, the organization is able to have an effective community AIDS response due to its strategic planning for resources.

As evidenced earlier, the organization structure is clear and serves the interests of its members. This has brought about a clear linkage between CACC and has created long term relationship with its stakeholders. As such, there is a friendly environment where actors are encouraged to participate. Particularly there is participation in the CACC/County stakeholders' meeting. Further, resource networking has been made possible through documentation of programs through radio and television.

The study has established that the Government of Kenya affiliate bodies, self-contribution, international donors and well-wishers were among the financiers. Other than these contributions, the organizations also had a means of generating funds from special events such as sports. The funding from these sources has contributed to the sustainability of HIV and AIDS response.

In terms of donor outreach resource plan, the organizations have met donor financial requirements. The requirements have been met by policies and procedures put in place by the organization. For instance, the organization's bank account is operated by officials, bank reconciliation is done on a monthly basis and there is a person in charge of resource mobilization. These measures have increased the value of financing by donors. Besides, the organization has the capacity/skill in proposal writing and applications for funding.

5.3 Recommendation

The study makes the following recommendations:

- 1) As evidenced in the study, strategic planning for resources is instrumental in improving performance of Youth HIV response. There is need for the organization to have a clearly outlined vision and objectives which prioritize on mobilizing resources. The organizations' structure needs to be tailored towards resource mobilization. Training on how to initiate and sustain HIV and AIDS activities is also essential with substantial focus on youth. To enhance organizational resource networking, there is need to document the organizations' program in the media.
- 2) Networking and marketing are strategic when the value, purpose, and importance of organizational presence or leadership at a particular event or meeting are clearly tied to resource mobilization goals. It is also necessary to have a friendly environment where actors are encouraged to participate in improving performance and sustainability of community HIV and AIDS response. In order to meet the goal of improved performance of youth HIV response, the organization structure needs to be clear and allow its members to better share and conserve limited resources.

- 3) Resource fundraising contributes significantly to organizational sustainability of community HIV and AIDS response. Organizations should therefore use funds efficiently for the communities who need them most. Other than sourcing of funds from donors, the organizations' need to host special events such as sports in order to fund these initiatives.
- 4) Donor outreach resource plan is also of essence in improving performance of Youth HIV response. The organizations' should therefore ensure that they meet the donors' financial requirements and ensure that they have in place a robust accounting mechanism. Youth organizations need to assess opportunities and to determine the feasibility of investing time and resources in cultivating specific donors or responding to opportunities based upon donors' interests, expectations, and funding capacity

5.4 Further Research Recommendations

This study focused on the influence of resource mobilization Strategies on Performance of Youth Projects, under TOWA project Turbo Sub- County, Kenya. It can be replicated with a larger, more representative sample. It therefore recommended that this study be replicated in different areas within the North-Rift region. Furthermore, more research is needed in this subject area to fully establish the role of resource networking on Performance of Youth Projects. There is also need for another study to establish whether funding from donors sufficiently contribute to the national AIDS response.

5.5 Contribution to the Body of Knowledge

The literature reviewed failed to link the influence various resource mobilization strategies notably strategic planning, networking, fundraising and donor outreach to performance of youth AIDS projects in Kenya and globally. They did not provide empirical evidence on how resource mobilization influences performance of Community youth AIDS response.

Table 5.1 Contribution to the Body of Knowledge

Objective	Contribution
Strategic planning influence on Community youth AIDS response	Strategic planning by community youth groups contributes significantly youth resource mobilization and achievement of AIDS response targets.
Resource networking and influence on Community youth AIDS response	Resource networking though ensures lack of duplication does not contribution to individual youth group resource mobilization and achievement of AIDS targets.
Fundraising and influence of Community Fundraising for resource mobilization Youth AIDS response	Fundraising strategies need to be included in training for youth groups to ensure sustainability of AIDS response among youth groups.
Donor outreach and influence on community youth AIDS response	Donor over reliance can affect youth community AIDS response as uncertainty of resource flow and continuity of projects to completion for impact.

REFERENCES

- Adams, H. P., del Zoppo, G., Alberts, M. J., Bhatt, D. L., Brass, L., & Furlan, A., (2007). Guidelines for the Early Management of Adults With Ischemic Stroke: A Guideline From the American Heart Association/American Stroke Association Stroke Council, Clinical Cardiology Council, Cardiovascular Radiology and Intervention Council, and the Atherosclerotic Peripheral Vascular Disease and Quality of Care Outcomes in Research Interdisciplinary Working Groups: The American Academy of Neurology affirms the value of this guideline as an educational tool for neurologists. *Stroke*, 38(5), 1655–1711.
- Ambert, C. (2004) Integrated development planning in a context of HIV and AIDS - municipal planning perspectives and responses. Johannesburg, Development Works/IFAS. http://www.ifas.org.za/research/pdf/Cahiers-IFAS_5.pdf
- Beck, T. (2011). Financing Africa: Through the Crisis and Beyond. African Development Bank, BMZ and the World Bank. Available from: <http://www.afdb.org/fileadmin/uploads/afdb/>
- Birdsall, K. & Kelly, K., (2007). *Funding for civil society responses to HIV/AIDS in Tanzania: Status, problems, and possibilities*. Johannesburg: CADRE/ Ford Foundation East Africa Office.
- Birdsall, K., & K. Kelly. (2005). “Community Responses to HIV/AIDS in South Africa: Findings from a Multi-country Survey.” Johannesburg: Centre for AIDS Development, Research and Evaluation.
- Blackman, R. (2003). *Project management cycle*. England, Tearfund
- Budlender D. (2004). Why should we care about unpaid care work? Harare, Zimbabwe: United Nations Development Fund for Women, Regional Office for Southern Africa and the Indian Ocean States;
- Campbell, C, Williams, B., & Gilgen, D (2002). Is social capital a useful conceptual tool for exploring community level influences on HIV infection? An exploratory case study from South Africa. *AIDS Care*, 14(1), 41-54.
- Campbell, John L. (2002). “The Problem of Change in Institutional Analysis.” In *The New Institutional Analysis: Problems and Prospects*. Unpublished manuscript, Department of Sociology, Dartmouth College.
- Delion, P, & Bloome, (2004). experiences in scaling support to local response in multi-country AIDS programmes (MAP) in Africa, ESSD regional programme on HIV/AIDS, in collaboration with AIDS campaign team for Africa (ACTAfrica) Washington, DC, world bank

- Diem, K. (2002). Choosing appropriate research methods to evaluate educational programs. Rutgers Cooperative Extension Fact Sheet #FS943. New Brunswick, NJ.
- Foster, G. (2002) *Understanding community responses to the situation of children affected by AIDS: lessons for external agencies*. Draft paper for the UNRISD project HIV/AIDS and Development. Geneva, UNRISD
- Foster, G. (2004) Study of the response by faith-based organizations to orphans and vulnerable children. New York and Nairobi, World Conference of Religions for Peace and United Nations Children's Fund. Community Responses to HIV/AIDS in South Africa Page 79
- Foster, G., & Williamson, J. (2005). A review of current literature of the impact of HIV/AIDS on children in sub Saharan Africa. *AIDS*, 14(3), 275-284.
- Friedman, I. (2002) Community based health workers. In: 2002 South African health review. Durban, Health Systems Trust.
- Fuchs, C. (2006). The self-organization of social movements. *Systemic Practice and Action Research*, 19(1), 101-137
- Gaur, A. S., & Gaur, S. S. (2009). *Statistical methods for practice and research: A guide to data analysis using SPSS* (2nd ed., p. 208). SAGE Publications India Pvt Ltd. doi: 10.4135/9788132108306
- Gay, L.R. (1996). *Educational Research: Competencies for Analysis and Application*. New Jersey: Prentice-Hall Inc.
- Gilgen, D. Campbell, C., & Williams, B., (2002). Is social capital a useful conceptual tool for exploring community level influences on HIV infection? An exploratory case study from South Africa. *AIDS care*, 14 (1), 41-54.
- Gilliam, A., Barrington, T., Davis, D., Lascon, R., Uhl, G. & Phoenix, U. (2003). *Building evaluation capacity for HIV prevention programs*. *Evaluation and Program Planning*, 26(2) 133-142.
- Gilson, L., Goudge, J., & Msimango, L. (2003) How to 'roll-out' CBO provided home-based care for AIDS: government's role? Johannesburg, Centre for Health Policy.
- Global AIDS Response Progress Reporting (2014), Construction of Core Indicators for monitoring the 2011 United Nations Political Declaration on HIV and AI, WHO Library Cataloguing-in-Publication Data
- Goudge, J., Gilson, L., & Msimango, L. (2003) How to 'roll-out' CBO provided home-based care for AIDS: government's role? Johannesburg, Centre for Health Policy

- Hansen, H., & F. Tarp (2000), Aid and Growth Regressions, *Journal of Development Economics*, 64: 547–70
- IDASA. (2004) Understanding the institutional dynamics of South Africa's response to the HIV/AIDS pandemic. Pretoria, IDASA. <http://www.idasa.org.za/>
- Jamil, I. & Muriisa, R. (2004) Building social capital in Uganda: the role of NGOs in mitigating HIV/AIDS challenges. Paper presented at the conference of the International Society for Third Sector Research (ISTR), Toronto.
- Jenkins, C. (1983). Resource mobilization theory and the study of social movements. *Annual Review of Sociology*, 9(1), 527-554. Retrieved May 4, 2008 from EBSCO online database SocINDEX with Full Text: <http://search.ebscohost.com/login.aspx?direct=true&db=sih&AN=10458287&site=ehost-live>.
- John D. McCarthy & Mayer N. Zald, (2001). The Enduring Vitality of the Resource Mobilization Theory of Social Movements in Jonathan H. Turner (ed.), *Handbook of Sociological Theory*, p.533-65
- Johnson AA, Marchand C & Pommier Y (2004) HIV-1 integrase inhibitors: a decade of research and two drugs in clinical trial. *Current Topics in Medicinal Chemistry* 4:1059–1077.
- Johnson J. & Sorem, L.. (2004). Starting a Health Freedom Organization: Grass Roots – How to Mobilize the Masses. National Health Freedom Coalition. National Conference for Health Freedom Advocates, September 10-12, [online]. Available at: http://www.nationalhealthfreedom.org/startingHFO/grass_roots.
- Josephson, P.E. & Lindstrom, J. (2007). Measuring performance in construction projects. In R. Milford and T.O. Haupt (eds). *Construction for Development: Proceedings of CIB 2007 World Building Congress*. Cape Town, ZA, South Africa, 14–18 May. Rotterdam: International Council of Building Research (CIB), 383–394
- Kawachi, I. (2001) Social capital for health and human development. *Development*, 44(1), pp. 31-35.
- Kelly, K. (2003) Supporting local government responses to HIV/AIDS: positions, priorities, possibilities. Commissioned review for World Bank, Transport and Urban Division. <http://www.worldbank.org/urban/hivaids/kelly.pdf>
- Kelly, K., & Marrengane, N. (2003). *South African cities and HIV/AIDS: challenges and responses*. Johannesburg: South African Cities Network.
- Kenny, C. (2011). Haiti Doesn't Need Your Old T-shirt. *Foreign Policy*. November

- Kent B, Fineout-Overholt E (2008) Using meta-synthesis to facilitate evidence-based practice. *Worldviews Evid Based Nurs* 5(3):160-162
- Kenya AIDS Indicator Survey (KAIS). 2012. *Toward an AIDS-Free Generation: Kenya Makes Progress, More to Do.*
- Kenya AIDS Response Progress Report 2012. *Progress towards Zero The Kenya AIDS Strategic Framework* (2014)
- Klandermans, B. (1984). Mobilization and participation: Social-psychological expansions of resource mobilization theory. *American Sociological Review*, 49(5), 583-600. Retrieved Feb 4, 2015 from EBSCO online database SocINDEX with Full Text: <http://search.ebscohost.com/login.aspx?direct=true&db=sih&AN=14858682&site=ehost-live>
- Kothari, C.R. (2009). *Research Methodology methods and Techniques*, New Delhi, 4th ed. New age international (P) ltd, ISBN (13): 978 -81- 224-2488-1. Retrieved Apr 6, 2015, from www.newagepublishers.com
- Ling, F.Y.Y. & Chan, S.L. (2002). Performance evaluation of alternative project procurement methods. Research brief. National University of Singapore.
- Ling, F.Y.Y. (2004). Key determinants of performance of DBB projects in Singapore. *Building Research and Information*, 32(2): 128–139.
- Maimane, S., Campbell, C., Foulis, C.A., & Sibiyi, Z. (2005). The impact of social environments on the effectiveness of youth HIV prevention: A South African case study. *AIDS Care*, 17(4), 471-478.
- Mayer, John W. (2001): *The European Union and the Globalization of Culture*, in: Andersen, S. S. (Hg.): *Institutional Approaches to the European Union*. Oslo: Arena
- McCarthy John D, & Mayer N Z (2001). The Enduring Vitality of the Resource Mobilization Theory of Social Movements in Jonathan H. Turner (ed.), *Handbook of Sociological Theory*, p.533-65
- Mugenda O. M and Mugenda A. G (2003). *Research methods. Quantitative and Qualitative Approaches*. (2nd Ed). Nairobi: Acts Press.
- Mzizi, T. & Kelly, K. (2005) The implications of ART for local AIDS care and support programme. *AIDS Bulletin*, 14(1), pp. 57-53.
- Nair V (2005) Novel inhibitors of HIV integrase: the discovery of potential anti-HIV therapeutic agents. *Frontiers in Medicinal Chemistry - Online* 2:3–20.

- Naoum, S.G. (1999). *An investigation into the performance of management contracts and the traditional method of building procurement*. PhD thesis. Brunel University
- National Aid Control Council (2009), *Kenya Aids strategic Framework 2014/2015 - 2018/2019*, ministry of health, Nairobi. Kenya
- O’Leary Z. (2009) *The Essential Guide to Doing Your Research Project*. London: Sage
- Omondi L.O (2011) *Influence of Community Based Organizations Capacity on management of Total War Against AIDs project in Kasipul Kabondo Constituency*. Kenya.
- Paletz, D. (2002). *The media in American politics: Contents and consequences*. New York: Longman.
- Paulsen, R. & Glumm, K. (1995). *Resource mobilization and the importance of bridging beneficiary and conscience constituencies*. National Journal of Sociology, 9(2), 37-62. Retrieved from EBSCO online database SocINDEX with Full Text: <http://search.ebscohost.com/login.aspx?direct=true&db=sih&AN=10718489&site=ehost-live>
- Pinto, J.K. & Slevin, D.P. (1998). Project success: Definitions and management techniques. *Project Management Journal*, 19(1): 67–71
- Pizam, A. & Ellis, T. (1999). ‘Customer satisfaction and its measurement in hospitality enterprises’, *International Journal of Contemporary Hospitality Management*, 11 (7), 326-339.
- Robson, C. (2002). *Real World Research*. A Resource for Social Scientists and Practitioner Researches, 2nd edition. Blackwell: Oxford
- Sibaya, Z. & Campbell, C., (2005) “Supporting people with AIDS and their careers in rural South Africa: Possibilities and challenges.” *Health & Place* 14: 507-518.
- Thomas, S.R., Macken, C.L., Chung, T.H. and Kim, I. (2002). *Measuring the Impact of the Delivery System on Project Performance: Design-Build and Design-Bid-Build NIST GCR 02-840*. Austin, US: Construction Industry Institute.
- Thompson, A (2005). *A Challenge for the Monster: New Directions in Latin American Philantopy*. Revista DRCLAS 1(3), 8-10
- Total War Against HIV & AIDS (TOWA), *Implementation Completion And Results Report*, (ICR) (2015). Health, Nutrition and Population Global Practice Eastern Africa 2 Africa Region.
- UK, Department of Health (2011a). *Improving Outcomes: A strategy for cancer*. London

- United Nations (2015). *Economic and Social Commission for Asia and the Pacific Asia-Pacific Intergovernmental Meeting on HIV and AIDS*. Review of the financing of national HIV and AIDS responses in the Asia-Pacific region
- United Nations Office of the Special Adviser on Africa (OSAA). (2003) *Community realities and responses to HIV/AIDS in Sub-Saharan Africa*. New York, United Nation
- USAID (2010) *Resource Mobilization Module Facilitators' Guide* New Partners Initiative Technical Assistance (NuPITA) Project
- World Bank (2001a). *World Bank - Civil Society Collaboration*. Progress Report for Fiscal Years 2000 and 2001. Washington D.C: World Bank
- World Bank (2001b). *Education and HIV/AIDS: A Window of Hope*. Washington D.C: World Bank.
- World Bank, (2013). *Becoming Old in an Older Brazil: Implications of Population Aging on Growth, Poverty, Public Finance, and Service Delivery*. Washington, DC: World Bank
- Yamane, Taro. (1967). *Statistics: An Introductory Analysis*, 2nd Edition, New York: Harper and Row

APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

**REUBEN TINGU MUSUNDI
P.O BOX 30
ELDORET**

Email.rmusundi5@gmail.com

**Tel No.0725619687
Date: 20THApril, 2015**

Dear Sir/Madam,

RE: INFLUENCE OF RESOURCE MOBILIZATION STRATEGIES ON THE PERFORMANCE OF TOTAL WAR AGAINST AIDS YOUTH PROJECTS IN TURBO SUB-COUNTY, KENYA

I am a post graduate student at the University of Nairobi – Eldoret Extra Mural sub-Centre; carrying out a research project for the Master of Arts in Project Planning and Management on the above stated topic. I humbly request you to assist me by filling in the designed questionnaire as accurately as possible. The information you will provide will be used strictly for academic purposes and treated with utmost confidentiality

Thanks in advance for your cooperation in this crucial exercise.

Yours Faithfully,

Reuben Tingu Musundi

APPENDIX II: RESEARCH QUESTIONNAIRE

NO -----

Instructions:

Please kindly respond to all the items in the questionnaire.

Put a tick (×) alongside the option that is most applicable to you or fill in the spaces provides.

Do not write your name in this questionnaire

Organization Questionnaire

PART 1 Demographic information

1. Please indicate your gender

Male	
Female	

2. What is the highest level of education you have attained?

Male	
Male	
Secondary	
Diploma	
Degree	
Masters	
PhD	

PART TWO

No.	Question		Coding Category	Skip
Q001	What type is your organization?	1	CBO	
		2	NGO	
		3	FBO	
		4	PLW HIV Youth support group	
Q002	When was your organization established			
Q003	Is your organization registered?	1	Yes	If No. go to Q005
		2	No	

Q004	By whom?	1	MoGC & SD	
		2	NGO Board	
		3	Others (specify)	
Q005	Does your organization have a constitution?	1	Yes	
		2	No	

SECTION A STRATEGIC PLANNING

No.	Question		Coding Category	Skip
Q006	Does your organization have a strategic plan?	1	Yes	
		2	No	
Q007	Did the organization prepare the strategic plan or they got help from a consultant	1	Yes	
		2	No	
Q008	Strategic Plan was prepared with the involvement of all the stakeholders.	1	Yes	
		2	No	
Q009	What is the period of your strategic plan in terms of years	1	5years	
		2	4years	
		3.	3 years	
		4.	2years	
		5	1 year	
Q0010	The organization was involved in all the stages of TOWA project (planning, design and implementation) and feels that they own the project.	1	Yes	
		2	No	
Q0011	The organization has a vision which clearly focuses on mobilizing resources.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0012	The objectives are related to the priority needs of resource mobilization.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0013	The organizational structure is tailored toward resource mobilization.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0014	The organization has training plans for employees on resource mobilization.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0014	The organization constitution is disseminated and approved by officials and members.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	

B	RESOURCE NETWORKING			
Q0016	The CACC organization structure is clear and understood by the members and there is a clear linkage between CACC, your organization and other interest groups in the structure.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0017	The CACC structure exists to serve the interests of the members and drawn authority from the members/interest groups.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0018	The organization has created a long term relationship with its stakeholders.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0019	The organization has a friendly environment where it encourages actors to participate.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0020	The organization participated in the CACC/County stakeholders' meeting.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0021	The organization members are aware of the relationship between the organization and CACC structure.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0022	The organization has created a big network through documentation of their programmers via radio and TV.	1	Strongly agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0023	How does your organization receive information on calls for support in government as donors? (Please tick more than once if you have more than one way of receiving information).	1	Through newspaper	
		2	Radio	
		3	CACC coordinator	
		4	County Health Office	
		5	County Development Office	
		6	Websites	
		7	Other organizations	
		8	Friends	
		9	Others (specify)	

Q0024	The organization has benefited from other Government devolved funds.	1	Yes	If yes, go to 23
		2	No	
Q0025	The government funds available to the organization are:	1	CDF	
		2	Youth funds	
		3	WEF	
		4	County Fund	
		5	Others (specify)	
C	FUNDRAISING			
NO.	QUESTION		CODING CATEGORY	SKIP
Q0026	The organization has means of generating its own resources other than donors.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0027	The organizations hold special events to raise funds.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly disagree	
Q0028	Which other source of funds did you have during the period of implementing the TOWA activity?	1	International donors	
		2	Corporate company	
		3	Well wishers	
		4	GOK affiliate bodies	
		5	IGA -----	
		6	Self-contribution	
		7	Others (specify)	
		8	None	
Q0029	Which of the following do you own for implementing community AIDs projects?	1	Tents and chairs	
		2	PA System	
		3	Computers	
		4	Video equipment	
		5	Others (specify)	
Q0030	The organization has a person in- charge of fundraising events.	1	Yes	
		2	No	
Q0031	The organizations fundraising events are:	1	Harambees	
		2	Sports	
		3	Cultural events	
		4	Raffle	
		5	Others (Specify)	

D	DONOR OUTREACH			
NO	QUESTION	N o.	CODING CATEGORY	SKIP
Q0032	What percentage was the other donors' contribution to the budget in the past six months?	1	0-25% <input type="checkbox"/>	
		2	26-51% <input type="checkbox"/>	
		3	52-80% <input type="checkbox"/>	
		4	80-100% <input type="checkbox"/>	
Q0033	The organization generally meets agreed donor financial requirements.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	
Q0034	Financial reports are prepared at least monthly	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	
Q0035	The organization has a bank account operated by officials as per the constitution.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	
Q0036	Bank reconciliations are done monthly.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	
Q0037	There are financial policies and procedures for the organization.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	
Q0038	The organization has an exit strategy for HIV and AIDS activities in the community	1	Yes	
		2	No	
Q0039	The organization has the capacity/skills in proposal writing and applications for funding.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	
Q0040	The organization reports through the COBPART system quarterly.	1	Strongly Agree	
		2	Agree	
		3	Disagree	
		4	Strongly Disagree	

PERFORMANCE OF TOWA YOUTH RESPONSE

Q0041	What is the priority area of your organization?	1	BCC	Go to 40 and 42
		2	Peer education	Go to 42
		3	BCE	Go to 43
		4	Counseling and Testing	Go to 44
Q0042	How many people have you reached in the past six months?	1		
Q0043	How many IEC materials have you printed and distributed in the past six months?	1		
Q0044	How many youth have you trained as peer educators in the past six months?	1		
Q0045	How many people have you reached with BCE in the past six months?	1		
Q0046	How many people have you counseled and tested in the past six months?	1		
Q0047	How many income generating activities have been established?	1	

Key:

BCC	Behaviour Change Communication
BCE	Behaviour Change Education
CACC	Constituency AIDS Control Committee
IGA	Income Generating Income
IEC	Information Education and Communication
MOGC&SD	Ministry of Gender Culture and Social Development
NGO	Non-Governmental Organization
WEF	Women Enterprise Fund

APPENDIX III: RESEARCH AUTHORIZATION LETTER AND PERMIT



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

20th July, 2015

NACOSTI/P/15/0501/6280

Reuben Tingu Musundi
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of resource mobilization strategies on performance of total war against aids youth projects in Turbo Sub County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu County** for a period ending **4th December, 2015.**

You are advised to report to **the County Commissioner and the County Director of Education, Uasin Gishu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. S. K. LANGAT, OGW
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Uasin Gishu County.


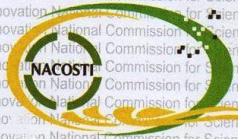
The County Director of Education
Uasin Gishu County.



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

CONDITIONS

- 1. **You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
- 2. **Government Officers will not be interviewed without prior appointment.**
- 3. **No questionnaire will be used unless it has been approved.**
- 4. **Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. **You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- 6. **The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**


REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation


RESEARCH CLEARANCE PERMIT


Serial No. A 5852

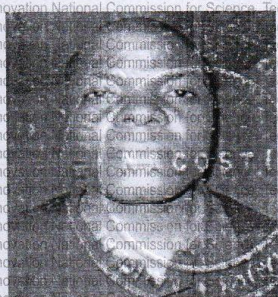
CONDITIONS: see back page

THIS IS TO CERTIFY THAT:

MR. REUBEN TINGU MUSUNDI
of UNIVERSITY OF NAIROBI, 30-30100 Eldoret, has been permitted to conduct research in **Uasin-Gishu County** on the topic: **INFLUENCE OF RESOURCE MOBILIZATION STRATEGIES ON PERFORMANCE OF TOTAL WAR AGAINST AIDS YOUTH PROJECTS IN TURBO SUB-COUNTY, KENYA** for the period ending: **4th December, 2015**


Applicant's Signature


Director General
National Commission for Science, Technology & Innovation



Permit No. NACOSTI/P/15/0501/6280
Date Of Issue : 20th July, 2015
Fee Received :Ksh 1,000