INFLUENCE OF MANAGERIAL PRACTICES ON SUSTAINABILITY OF HIV/AIDS PROGRAMME AMONG COMMUNITY BASED ORGANIZATIONS IN KERICHO COUNTY, KENYA

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DEDICATION

This research project is dedicated to my wife Milkah, my sons Shem, Levis, Ian and my daughter Shamilla for giving me the opportunity and time to pursue my studies.

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ABSTRACT

Managerial practices present the greatest challenge for all organizations including community based organizations. This study sought to establish the influence of managerial practices on sustainability of Human immune virus/Acquired immune-deficiency syndrome (HIV/AIDS) programme among community based organizations in Kericho County, Kenya. The study was guided by the following objectives: To establish how strategic planning influence sustainability of HIV/AIDS Programme among community based organizations in Kericho County, Kenya; to determine how governance influence sustainability of HIV/AIDS Programme among community based organizations in Kericho County, Kenya; to assess how staff training influence sustainability of HIV/AIDS Programme among community based organizations in Kericho County, Kenya and to examine how monitoring and evaluation influence sustainability of HIV/AIDS Programme among community based organizations in Kericho County, Kenya. In this study, a cross-sectional survey research design was adopted. Simple random sampling and purposive sampling was used to choose a sample from the members and management respectively to participate in the study. The target population was 859 respondents drawn from the 43 community based organizations engaged in HIV/AIDS programme in Kericho County. The study employed Yamane's (1967) formula to arrive at a sample of 184 respondents selected from 30 community based organizations. Six sub-county Sub County AIDS control council representatives were purposively selected to participate in the study. The researcher carried out a pilot study in Bomet county on a sample comprising of 20 respondents. The study adopted a semi- structured questionnaire to collect data from the respondents. The instruments were validated using content validity while chronbach's alpha was used to measure reliability. Data analysis was done using statistical package for social sciences version 21 and the findings presented using frequency distribution tables. Mean and standard deviation were used to analyse descriptive statistics while inferential statistics of multiple regression was used to test the relationship between the variables in the study. Findings from the study is expected to provide insight to various stakeholders in Kericho County on the importance of managerial practices on sustainability of HIV/AIDS programme managed by community based organizations. The study revealed that all the organizations (100%) adhered to the organization's vision and mission, all of them had written work plans that guided activities implementation and involved all stakeholders when developing the work plans, mission and vision of the organization. The study showed that 36.5% of the respondents had not been trained on any of the managerial practices in the last 3 years and most organizations preferred off-the-job straining mode for their staff as revealed by 42.9% of the respondents. The study also showed that 46% of the respondents indicated that their organizations had standard reporting tools. The present study revealed that 100% of the respondents indicated that the potential users of monitoring and evaluation was the government while only 11.9% of the respondents indicated that the beneficiaries were the potential users of the monitoring and evaluation report. More than 50% of the respondents indicated that their organizations did not have diversified sources of funding to support continuity of their programme when the external funding end.

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS: Acquired Immunodeficiency Syndrome

BCC: Behavior change communication

CACC: County AIDS Control Council

CBO: Community-Based Organization

CDF: Constituency development Fund

CSO: Civil Society Organization

HIV: Human Immune Virus

IGA: Income generating activity

KAIS: Kenya AIDS Indicator Survey

KEMRI: Kenya Medical Research Institute

M&E: Monitoring and Evaluation

NGO: Non-Governmental Organization

OJT: On-The-Job Training

OVC: Orphaned and vulnerable children

PLWHIV: People living with HIV

SPSS: Statistical Package for Social Sciences

SWOT: Strengths, Weaknesses, Opportunities and Threats

WCED: World commission on environment and development

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Managerial practices present the greatest challenge in sustainability of all organizations including community based organizations (Oino, Gutwa and Geofrey, 2015). A study by Stirling, Kilpatrick, and Orpin (2011), described managerial practices in terms of staff training, written guidelines, top management support and job description in the organization. Similarly, Zampetakis (2014), view managerial practices as effective selection and placement, training and development, performance appraisal and pay systems in the organization (Zampetakis 2014). A study conducted by Murphy (2016), established that governance and oversight, strategic planning, financial management, use of technology and organizational networking are important managerial practices that promote sustainability of programmes among the community based organizations (CBOs).

In the United States, implementation of various managerial practices including monitoring and evaluation promote sustainability of CBO programme to ensure continuous delivery of services to the community (Painter, Ngalame, Lucas, Lauby, and Herbst, 2010). However, most CBOs lack competence and experience in monitoring and evaluation of their projects and financial reporting which are essential for accountability and continued funding (Painter *et al.,* 2010). Similarly, a study conducted by Ali in 2010, indicated that most CBOs face many challenges that include lack of financial resources, lack of trained personnel and lack of equipment (Ali, 2010). In addition, a study by Al-Saleh and Taleb (2010) concluded that inadequate physical infrastructure, lack of knowledge and misinformed views among the managers and difficulties achieving clients buy-in are the major challenges facing sustainability of programmes and projects in organizations.

Studies done in Nigeria and Zimbabwe documented similar findings on challenges that CBOs encounter in implementing managerial practices and sustainability of their programmes. The major challenges highlighted in the two studies include insufficient funding, inadequately trained project personnel, lack of monitoring and evaluation (M&E) skills and lack of satisfactory management competencies in the organization(Kakietek *et al.,* 2013 ; Chimbidzikai, 2008). Other studies conducted in Ghana showed that lack of sustainability among the CBOs resulted from lack of management support and commitment, lack of proper

planning, lack of control mechanisms, lack of sufficient project resources, and poor communication among the staff in different levels of management (Bunyaminu and Mahama, 2016; Nkansah, 2012). Another study by Boasu, (2011) indicated that 80% of the CBOs lack policies and standard operating procedures to guide networking and linkage within the organization and among other organizations carrying out similar activities (Boasu 2011) . Additionally, the study showed that 88% of the CBOs lack financial management skills and strong leadership which are necessary for sustainability of their projects with another 76% of the CBOs exhibiting lack of physical infrastructure such as offices to operate in and inadequate managerial skills among the members due to low educational background in which only 16% had attained secondary education and above (Boasu, 2011).

In Kenya, a study conducted by Ndegwa (2015) observed that long-term sustainability of CBO projects is dependent on many factors including adequate funding, sound managerial practices and trained and committed project team (Ndegwa 2015). In their study Kinyua-Njuguna, Munyoki, and Kibera (2014), showed that 41% of the participating CBOs had been in existence for two years and below while only 7% had been in existence for more than 4 years (Kinyua-Njuguna, Munyoki, & Kibera, 2014). These results indicate that many CBOs are started but few last long enough to continue with their activities over a long period of time (Kinyua-njuguna *et al.,* 2014). Similarly, a study by Nyamu in 2015 showed that only 25% of the registered CBOs are active while the rest have remained inactive (Nyamu, 2015). Likewise, in Kericho County only 20% of the CBOs providing HIV/AIDS services are active and implementing their activities as per their mandate (CACC report, 2016). Based on these documented studies (Al-Saleh and Taleb 2010; Boasu, 2011; Kinyua-Njuguna, Munyoki, and Kibera, 2014; Nyamu, 2015) sustainability of CBOs is a big challenge in most countries including Kenya.

1.2 Statement of the Problem

Mainstreaming managerial practices is still a major challenge in many organizations. The elusiveness of the practices is illustrated by lack of sustainability of organizations that are started to support communities and offer humanitarian services. In Kenya only 25% of the initiated CBOs survive beyond two years of their establishment (Nyamu, 2015), while in Kericho County, sustainability of CBOs engaged in HIV/AIDS projects is at 20% (CACC

report 2016). Failure to mainstream better managerial practices has a causal linkage with the failure to transition from CBO's survival phase up to sustainability. This is accentuated by Nyamu's (2015), view that CBO's lifespan hardly stretches beyond two years. This study, therefore, is concerned with establishing how managerial practices influence sustainability of community based organizations.

Most CBOs lack effective decision-making structures resulting from inadequate leadership, lack of transparency and accountability in their organizations. Similarly, Training of employees is viewed as an expensive undertaking by many organizations and therefore is not carried out on a regular basis. In addition, strategic planning is considered as being entirely the responsibility of the top management and seen by employees as additional work which is time consuming and therefore is not given adequate attention. All these factors are likely to impact on the sustainability of projects in organizations.

1.3 Purpose of the Study

The purpose of this study was to establish how managerial practices influence sustainability of HIV/AIDS programme among the CBOs in Kericho County, Kenya.

1.4 Objectives of the Study

This study was guided by the following research objectives;

1. To establish how strategic planning influence sustainability of HIV/AIDS programme among community based organizations in Kericho County, Kenya

2. To determine how governance influence sustainability of HIV/AIDS programme among community based organizations in Kericho County, Kenya.

3. To assess how staff training influence sustainability of HIV/AIDS programme among community based organizations in Kericho County, Kenya

4. To examine how monitoring and evaluation influence sustainability of HIV/AIDS programme among community based organizations in Kericho County, Kenya

1.5 Research Questions

The study sought to answer the following research questions.

1. How does strategic planning influence sustainability of HIV/AIDS programme among Community based organizations in Kericho County, Kenya?

2. How does governance influence sustainability of HIV/AIDS programme among Community based organizations in Kericho County, Kenya?

3. How does staff training influence sustainability of HIV/AIDS programme among Community based organizations in Kericho County, Kenya?

4. How does monitoring and evaluation influence sustainability of HIV/AIDS programme among Community based organizations in Kericho County, Kenya?

1.6 Significance of the Study

The findings from this study is expected to provide information to various stakeholders in Kericho County including planners, policy makers and the donor community on the importance of managerial practices on sustainability of HIV/AIDS programme managed by CBOs. The information obtained from the study is also anticipated to fill in knowledge gap on the influence of managerial practices on sustainability of HIV/AIDS programme. It is hoped that the findings from this study will be important for the community based organizations in planning and implementation of projects and programmes towards sustainability. It is further hoped that findings from the study will inform future research on managerial practices and sustainability of HIV/AIDS programme.

1.7 Basic Assumptions of the Study

Assumptions of the study were that the respondents will give consent to participate in the study and answer the questions truthfully and correctly and that the sampled population will be representative of the target population.

1.8 Limitations of the Study

The study was constrained by a number of factors. Time was a major constraint in the study. However, within the short period of time June to August the researcher was able to collect data as planned by allocating more time per day in order to interview as many respondents as possible. This enabled him to cover all the four objectives of the study. The other limitation of the study was that the study area usually receive high rainfall between the months of April and August, the time period that was planned to collect data and thus could have interfered with this exercise due to poor terrain in the study area. However, to overcome this limitation, the researcher planned to interview the respondents early in the morning before the rains start.

1.9 Delimitation of the Study

The study was delimited to CBOs carrying out HIV/AIDS projects and working within Kericho County. Kericho County was selected because it has an HIV prevalence of 3.4% which is lower than the national HIV prevalence 5.6% (KAIS, 2012). With the low HIV prevalence in Kericho County, there has been a significant decline in funding of HIV/AIDS related activities implemented through the CBOs which was likely to have an impact on their sustainability. The respondents comprised of the CBO's chairperson, the secretary, the treasurer, members and key informants. The study focused on four variables: influence of strategic planning, influence of governance, influence of staff training and influence of monitoring and evaluation on sustainability of CBO projects involved in provision of HIV/AIDS related services.

1.10 Definition of Significant terms used in the Study

Managerial practices: These include strategic planning, governance, staff training and Monitoring and Evaluation of HIV/AIDS programme .

Sustainability : Refers to HIV/AIDS programmes that have diverse funding sources and are supported by the local community.

Community Based Organizations: These are non-profit organizations engaged in HIV/AIDS programme at the community level.

Strategic planning: Adherence to policy statements, implementation of work plans and stakeholder involvement in envisioning the desired future of the organization.

Governance: Leadership, transparency and accountability in the organization.

Staff training: Regular training offered to employees on managerial practices and delivered using various training methods.

Monitoring and Evaluation: This is continuous tracking of the CBO achievements through data quality assurance, reporting mechanisms and examination of users of reports generated.

Civil society organization: Various organizations including Community based organizations (CBOs), Non-governmental organizations (NGOs), Faith based

organizations (FBOs) engaged HIV/AIDS programme at the community level.

1.11 Organization of the Study

This study was organized into five chapters. Chapter one highlighted the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, basic assumptions of the study, limitations of the study, delimitations of the study, definition of significant terms and organization of the study. Chapter two focused on the review of the relevant literature on previous work done related to the study, 'Influence of Managerial Practices on Sustainability of HIV/AIDs programme'. This chapter was organized into four core themes namely Strategic planning and Sustainability, Governance and Sustainability, Staff training and Sustainability and Monitoring and Evaluation and Sustainability. This chapter also included theoretical framework, conceptual framework and summary of the literature reviewed. Chapter three covered research methodology, which focused on the research design, target population, sample size and sampling procedures, data collection instruments, data collection procedure, data analysis techniques and ethical issues in research.

Chapter four covered data analysis, presentation, discussion and interpretation of the findings based on the four variables under study namely strategic planning, governance, staff training and monitoring and evaluation. The chapter provided information on the response rate, demographic characteristics of the respondents that included age, gender, level of education and duration respondents had worked in the organization. Concerning strategic planning, information on adherence to organization's policy statements, work plan implementation and stakeholder involvement was presented. Regarding governance, information on leadership, transparency and accountability was captured in this chapter. On staff training, data on the number of trainings respondents had attended in the last 3 years, topic covered during training and the most preferred mode of training the staff was provided. The study revealed that (36.5%) of the staff member had not received any training on managerial practices in the last 3 years. In addition, the present study also showed that 63.5% of the respondents had received training on programme report writing while only36.6% had received training on

financial management, a component that is key for the sustainability of programmes. Concerning monitoring and evaluation, information on data quality assurance, reporting mechanism and potential users of M & E report was given. This study showed that 46% of the respondents indicated that they did not have standard reporting tools in their organization. Additionally, the present study revealed that the respondents indicated that the government is the major user of the M&E reports while only 11.9% said that they shared M&E reports with the beneficiaries. This chapter in addition, captured information on community ownership and availability of diversified sources of funding for the CBOs. The study showed that majority (64%) of the respondents indicated that their organizations did not have diversified sources of funding and relied on single source and another (66%) of them said their organization did not have viable income generating activities that could help the organization to generate additional funds in order to ensure its sustainability. Information on multiple regression analysis and factors associated with sustainability was also captured in this chapter. This study established that the independent variables of strategic planning, governance, staff training and monitoring and evaluation contributed to 52.6% of the variation in the dependent variable "Sustainability". The present study also revealed that governance had the highest impact on sustainability of HIV programme.

Chapter five covered summary of the key findings, conclusions and recommendations. This study concludes that majority of the CBOs offering HIV services had leaders who were both qualified and experienced that involved all members of the organization when developing work plans and policies of the organization. The present study also concludes that over a quarter of the respondents indicated that they had not received any training on managerial practices whereas the major topic covered during training was programme report writing. The study further concludes that majority of the organizations under study did not have diversified sources of funding including income generating activities that would enable them to be sustained. This chapter also provided recommendations for further studies.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature relating to influence of managerial practices on sustainability of HIV/AIDS programme anchored in the following sub-themes: strategic planning and sustainability; governance and sustainability; staff training and sustainability and monitoring and evaluation on sustainability of HIV/AIDS programme. The chapter also covered theoretical framework, conceptual framework, summary of the reviewed literature and matrix table.

2.2 The Concept of Managerial Practices

Good managerial practices are key to success and sustainability of community led projects (Oino, Gutwa, Towett, Geoffrey, Kirui and Luvega 2015). Managerial practices include formal selection and placement of employees, regular training of the employees, effective employee performance appraisal and pay system in the organization (Zampetakis 2014) . On the other hand, managerial practices can be described in terms of written guidelines, top management support and job description in the organization (Stirling, Kilpatrick, and Orpin 2011). Similarly, Murphy (2016), viewed managerial practices to include; governance and oversight, strategic planning, financial management, use of technology and organizational networking. Managerial practices have been practiced in organizations throughout history (Pindur, Rogers, and Kim, 1995). In the 1800's, the industrial revolution demanded creation of well-built managerial practices in order to manage the industries and mass production of goods and services (Pindur *et al.,* 1995). Among the early management practitioners include Frederick Taylor and Henri Fayol. Taylor advocated for scientific approach to management while Fayol promoted administrative approach to management. Taylor recognized the role of managers in organizations in promoting efficiency of the employees through continuous supervision thereby increasing productivity and profits for the organization. On the other hand, Fayol in his administrative approach to management identified five main functions of carrying out managerial practices that include, planning, organizing, commanding, coordination and controlling and he believed that individuals become good managers if they understood and implemented these managerial practices effectively (Pindur *et al.,* 1995).

In the 1960's, the contingency approach to management was founded which advocated that all organizations' situations are different , and therefore, to determine the most effective managerial approach to employ, each situation needs to be evaluated separately to ascertain how best to apply any individual management practice (Pindur *et al.,* 1995). Many CBOs in Africa struggle with limitations in human, technical and material resources to facilitate their performance, strategic planning, staff training and development, monitoring and evaluation of their projects leading to long-term sustainability challenges (Chaplowe and Engo-Tjega, 2007). Findings from this study revealed that the limitations most of the time are due to inadequate capacity building of staff on managerial skills to effectively perform their responsibilities (Chaplowe and Engo-Tjega, 2007). In addition the situation is confounded by the high turnover of staff who frequently look at CBOs as a training ground for advancement to an international NGO or agency, with better salaries and benefits (Chaplowe and Engo-Tjega, 2007).

2.3 The Concept of Sustainability

The World Commission on Environment and Development defines sustainable development as development that meets the needs of current generations without compromising the ability of future generations to meet their needs (WCED, 1987). A study by Oino, Gutwa and Geofrey (2015), viewed sustainability as the continuous existence and delivery of services to the community members after the external assistance has ended based on the funding arrangement and the objectives of the program support (Oino *et al.,* 2015). Therefore, sustainability of HIV/AIDS programme can greatly be improved through effective strategic planning, sound governance, regular and focused training of project team members and comprehensive monitoring and evaluation of the projects (Amagoh, 2015). A study conducted in Nigeria proposed that in order for HIV/AIDS projects to be sustainable in this era of reduced funding from foreign sources, organizations should identify other strategies of sustaining their projects (Ndoh, Katz, and Kublin, 2013). These strategies include incorporating public private partnership in management of HIV/AIDS projects, seeking for political will and strong leadership, effective M&E of HIV/AIDS projects and stakeholder involvement (Ndoh *et al.,* 2013). Similarly, an evaluation report by European commission in Zimbabwe proposed various innovative ways that could be used by organizations to achieve sustainability of their projects (EC Report 2012). These initiatives include establishing

collaborations with other stakeholders such as the state to provide support for sustainability through Income generating activities (IGAs), staff training and networking with local business people (EC Report 2012). The report also advocated for active involvement of all stakeholders in implementation of the program in order to enhance ownership among the beneficiaries leading to sustainability of the programme (EC Report 2012).

In Kenya, decrease of foreign funding for supporting organizations including CBO projects is a reality (Omeri, 2015). Many CBOs currently face sustainability challenges which include insufficient funds, human resource issues, inadequate involvement of stakeholders and lack of effective managerial practices (Oino *et al.,* 2015). Omeri (2015), proposed several approaches that could be employed by the CBOs in order to sustain their projects, which include diversifying sources of funds, improving competence levels of the project team and strategic financial planning (Omeri, 2015). Therefore, CBOs should consider sourcing for funds from local sources, for instance from the business community and initiating income generating activities (IGAs) to support financial stability of their organizations (Omeri, 2015). Moreover, Ahmed *et al.,* (2015), in their study highlighted the importance of legitimate participation of stakeholders including local people as active participants and equal partners as a fundamental feature for projects sustainability.

2.4 The Concept of Community Based Organization

Community based organizations (CBOs) are civil society non-profit groups that work at community level in order to handle issues that are important to the community and are often managed on a voluntary basis and are self funding (Odindo, 2009). The function of CBOs is to plan, implement, and monitor social and economic development programs and offer technical and financial assistance to the communities that they serve (Mwaura and Ngugi, 2014). There are various types of CBOs in terms of size and organizational structure, level of knowledge and skills in running their projects (Odindo, 2009). In addition, CBOs can also be categorized based on the kind of services they offer and include welfare groups whose interest is to improve the living standards of their members and Income generating activity (IGA) groups whose main agenda is to engage in some economic enterprise for the purpose of wealth creation for their members (Odindo, 2009). Other CBOs engage in implementation

of programs in health, agriculture and environmental conservation activities at community level (Odindo, 2009).

Few CBOs are formally integrated with a written constitution and a board of directors while a majority are informal groups offering specific services to the community. For a CBO to be recognized , it need to be registered, have a committee comprising of a chairman, a secretary, a treasurer and two members and should also have a bank account for depositing their project funds (Odindo, 2009). Examples of the services offered by the CBOs include home and community based care, orphaned and vulnerable children support, adherence and support to people living with HIV (PLWHIV), educating the community on HIV/AIDS cross-cutting issues, nutritional support to PLWHIV and behaviour change communication by disseminating HIV prevention messages to the community members (Kyomuhangi 2012). In addition, CBOs play an important role in facilitating community interactions and provision of services, for instance, participation in the World AIDS and Tuberculosis campaigns, rapid results initiatives to step up HIV testing and counseling and community action and dialogue days under community strategy (Kyomuhangi 2012).

An evaluation report for the Civil society in Rwanda established a number of strengths that enable the CBOs to succeed amidst the larger and more established organizations (Gianfrancesco, Stefano, and Fidèle 2013). These strengths include loyalty of the members to the organization, access to loans, good collaboration with local leaders and local authorities and presence of income generating activities (IGAs) in the organization. This study indicated that 51% of the CBOs have committed members in the activities of the organization including making regular financial contribution to support the organization (Gianfrancesco, Stefano, and Fidèle 2013).

Despite the numerous strengths, most CBOs experience many challenges which hinder their effective running including lack of permanent offices, lack of funds, lack of technical capacities, limited staff training and lack of fund raising capacity (Gianfrancesco, Stefano, and Fidèle 2013). This study showed that 21% of the CBOs lack adequate funding, 43% lack a proper office and equipment and 61% of the organizations never presented any project for support to any funding agency due to lack of skills in fund raising (Gianfrancesco, Stefano,

and Fidèle 2013). This study proposed strategies that could be adopted to improve the capabilities of the CBOs including development of tools that would enable them to analyse the community needs and translate these needs into demands, provision of skills in project formulation and management, resource management and accountancy and specific skills related to organization's mission and activities (Gianfrancesco, Stefano, and Fidèle 2013). The study further, proposed that CBOs need to be empowered to be able to carry out self-assessment, set local development agendas and interact with other actors (Gianfrancesco, Stefano, and Fidèle 2013).

A study by Karani, Bichanga, and Kamau (2014), revealed that 52% of the CBOs actively involved in HIV/AIDS projects are engaged in provision of behaviour change communication, 38% implement care and support of the sick and 24% of the organizations are undertaking socio-economic mitigation including care of orphans, while 18% provide human rights and advocacy services (Karani et al., 2014).

2.5 Strategic Planning and Sustainability of HIV/AIDS Programme

This study sought to review literature on influence of strategic planning on sustainability of HIV/AIDS programme among the CBOs. Strategic planning is a management tool that helps organizations to achieve their objectives by determining where an organization is going over the next few years, how it is going to get there and how it will know if it got there or not (Alotaibi, 2015), through formation and determination of strategies for analyzing the goals, environments, application of models and tools in order to improve performance and sustainability of the organization by ensuring that its members are working to the same goals and by continuously adjusting the direction of the organization to the ever changing environment (Gabriel 2010). Additionally, strategic planning guides resource deployment to accomplish organizational goals and improve communication among stakeholders in the organization leading to clear understanding of goals, shared vision and greater accountability among the employees (Arasa and K'Obonyo 2012).

Strategic planning comprise of vision and mission statements; defining goals, aims and objectives; conducting SWOT analysis and developing scorecards and specifying action plans and organizational-wide strategy to be adopted by the organization in order to maintain competitive advantage (Alotaibi, 2015). The process of strategic planning is driven by the

organization's vision, mission, values and standards which enable the organization to achieve strategic focus and direction by answering the questions concerning; what the organization does, for whom and it's benefits (Alotaibi, 2015). Vision entails an ideal that an organization intends to pursue while values and standards are the guiding principles that are used to shape an organization's strategy (Alotaibi, 2015). Effectiveness of strategic planning process is influenced by the organization's leadership, adaptability to changing environment, strong partnership and having satisfied stakeholders (Alotaibi, 2015).

The organization's leadership is an important component of a successful planning initiative in that if the leadership is committed to strategic planning then the organization is likely to be committed as well and also planning is more effective when employees at all levels are involved in the development of the strategic plan because they are more motivated to make the implementation of the plan effective and successful (Earle, 2009). In addition, environmental scanning is equally important in strategic planning because it helps the organization to identify strengths and weaknesses within the organization as well as evaluation of the external opportunities and threats facing the organization and thus device strategies to maximize on the strength and opportunities and reduce the weaknesses and threats therefore increasing their competitive advantage in the market (Earle, 2009).

Similarly, stakeholder involvement play an important role in improving performance and sustainability of development projects in many aspects (Winters, 2017). Firstly, stakeholder involvement help organizations in resource mobilization through voluntary labour by the community, monetary contributions or in-kind supplies beyond those allocated in the project budget. Secondly, stakeholder involvement help engage end users early in the project through consultation resulting in ownership and better response to recipient needs hence facilitating donor accountability to end users. Thirdly, stakeholder involvement serve as a catalyst for future development efforts at the local level. Moreover, stakeholder involvement creates a monitoring mechanism such that those responsible for the project receive feedback from end users over the course of project implementation, making the implementing agencies more accountable and the project more responsive and useful (Winters, 2017).

Four studies showed that most CBOs had both vision and mission statements that were communicated to all levels of management in the organization thus improving staff

involvement and ownership of the strategic plans and therefore promoting activities implementation and sustainability of the projects (Earle, 2009; Boaz, 2013; Mutisya, 2013 and Githika, 2013). Correspondingly a study by Earle (2009), indicated that 80% of the organizations had a strategic plan, 74.1% had a strategic planning champion who is instrumental in ensuring that the strategic plan is completed, 77.8% involved external stakeholders in the strategic planning process and 62.2% of the organizations involved all levels of management in the organization during development of their strategic plans (Earle 2009). Besides, a study by Arasa and K'Obonyo , documented that a majority of CBOs had specific measurable objectives and written values which guided activities implementation and monitoring and evaluation of their projects (Arasa and K'Obonyo 2012). Findings from the study by Earle (2009), showed that 98.1% of the organizations included specific and measurable objectives in their strategic plans and 94.4% had written values incorporated in the strategic plan to guide the organization's activities (Earle 2009). Further, majority of CBOs carried out environmental scanning and trend analysis for their projects in order to identify the position they occupy in the market thus enabling them to strengthen their managerial practices to promote sustainability of their projects (Boaz, 2013).

However, many organizations including CBOs experience a range of challenges in undertaking strategic planning within their organization. Study findings by Mutisya (2013), indicated that mission and vision statements were formulated at global level office and environmental scanning was undertaken by top level management in the organization (Mutisya, 2013). As a result, there was inadequate employees' involvement in strategic planning process thus hindering implementation of the strategies and sustainability of the organization (Mutisya, 2013). Similarly, most organizations view strategic planning as an expensive undertaking, in terms of time and cost and sometimes seen as additional work by the employees hence little attention is given to it (Arasa and K'Obonyo 2012). Other study findings established that there is inadequate formal process of communicating strategic plans to all levels in the organization, lack of stakeholder involvement and lack of managers commitment hinder effective implementation of strategic plans in the organization (Alotaibi, 2015).

A study by Githika (2013), indicated that majority of the organizations (93.9%) had both vision and vision statements in their organization but only 29.0% of the respondents indicated that the vision and mission statements was agreed by all members of the organization (Githika 2013). In addition, this study showed that 74.5% of the organizations did not have written down vision and mission statements and a further 69.7% of the organizations know the interventions to be carried out but did not have a written work plan to guide activities implementation (Githika 2013). Similarly, a study by Boaz (2013), revealed that 40.0% of the CBOs did not have clearly spelt out goals and objectives, 46.7% did not involve all members in drawing the objectives and 33.33% of the CBOs used informal process to conduct strategic planning process (Boaz 2013).

2.6 Governance and Sustainability of HIV/AIDS Programme

This study sought to review literature on influence of governance on sustainability of HIV/AIDS programme among the CBOs. Governance entails how power and authority are being implemented and distributed within the organization, how decisions are made and the extent to which the leadership involve all stakeholders in decision making process (Gunilla Ölund Wingqvist, Olof Drakenberg and Martin Sjöstedt, 2012). A study conducted by Enjolras in 2009 , documented that governance is about procedures, checks and balances and control mechanisms geared towards enhancing effective leadership, transparency and accountability in the organization (Enjolras, 2009). In addition, governance is driven by the vision, mission, values and strategic goals of the organization and normally involve written policies, audit committees and independent board of directors that ensure transparency and accountability in the organization (Yetman, 2012; Gani and Marini, 2015).

Good governance ensures full involvement and participation of all stakeholders in making decisions of the organization thus making leadership more successful, answerable, accountable and respectful of the standards and values of the organization (Gunilla *et al*,. 2012). Besides, good governance is characterised by comprehensive set of values, norms, processes and institutions through which the public manage the development processes in the organization (Gani and Marini, 2015). On the contrary, weak governance encourage managerial malpractices that include corruption, unaccountability and weaken comprehensive and sustainable growth of the organization (Lawson-Remer, 2017). A study

by Karanja (2013), indicated that the management has a positive role to play in the accomplishment of the organization and their academic qualifications are a key aspect that influences the project's sustainability. This study also revealed that majority of the organization's management had basic primary education with minority having post secondary education that influenced performance and sustainability of the organization. Other Study findings by Too, Adam and Triguanarsyah (2011), revealed that most CBOs were managed by huge and unproductive decision-making committees that lack knowledge and experience in governance to effectively run their projects. Additionally, lack of capacity in terms of staff training, personnel and committees' powers are the main challenges facing governance of organizations (Taylor, 2006). Similarly, most organizations experience integrity challenges with their leaders such as leadership selfishness, greed, dishonesty, irresponsibility, misappropriation, inability to face facts and truth, gender discrimination, management ineffectiveness and unaccountability (Adjibolosoo, 2012).

A study conducted by Taylor (2006), proposed that involvement in consultation and decision making with stakeholders in the organization are encouraged as a means of attaining responsiveness and accountability. Additionally, this study revealed that the chairpersons and secretaries of the organization were more receptive to the government directions than to the community needs and priorities, although these officials were elected locally, therefore, the community had limited capability to hold the organization to account for corruption and poor performance due to low education levels coupled with inadequate previous experience in their coordination and administrative role that is demanded of them by the beneficiaries.(Taylor, 2006).

A study conducted by Bukhari , documented that transparency and accountability are important aspects in governance of all organizations (Bukhari 2014). Transparency ensures disclosure of information concerning revenues and other parameters of organization's operations and therefore help reduce malpractices such as corruption and misappropriation of the organization's scarce resources (Lawson-Remer, 2017). Besides, beneficiaries require enough information on development projects and the goods and services that they are supposed to receive from them in order to hold providers accountable which is achieved through active involvement of the relevant stakeholders at all levels of management

(Winters, 2017). Moreover, CBOs need to ensure accountability through monitoring and reviewing of the provisions of new and additional finance; adherence to rules and procedures in order to prevent conflicts of interest and discourage corruption; adherence to operational policies and policies in delivering services and also monitoring and reviewing implementation (Klein, 2011).

Community based organizations are managed by various types of leadership which include advisory boards, board of committee and board members who undertake the responsibility of setting organizational vision and strategy, evaluating resources and approving budgets of the organization (Bukhari, 2014). In addition, the CBOs leadership is responsible for establishing priorities, setting direction, allocating resources, approving projects and influencing the corporate culture of the organization (Kashmanian, Richard, Wells, Richard and Keenan 2011). Likewise, it is the responsibility of the organization's leadership to set a vision for the organization, and ensure that the organization stays on track to achieve its goals and intervene when progress towards its goals is not proceeding as planned (Kashmanian *et al.*, 2011). Additionally, the leadership of the organization is responsible for communicating the value of sustainability within the organization, to the public and with leaders from other organizations (Kashmanian *et al.,*2011).

Bukhari (2014), in his study on governance of third sector organizations in Pakistan, indicated that leadership of CBOs is responsible for making important decisions for the organization (Bukhari 2014). This study showed that 82% of the decisions made by leadership were essential for good governance by ensuring that transparency and accountability was achieved. The study further established that 95% of the organizations actively maintained their financial statements while 98% of the organizations were regularly audited by qualified personnel and 77% of the organizations made available their financial statements for public scrutiny. In addition, this study further showed that 94% of the organizations ran their own website that served to ensure transparency and accountability in the organization (Bukhari, 2014). A study by Taylor (2006), on 'Coordinating Rural Responses to HIV/AIDS: Tanzania's decentralize approach' revealed that corruption within the organization was a major challenge where funds from donors intended to support specific target population such as orphans and widows were diverted to the families of high ranking

village officials (Taylor, 2006). This study also showed that committee meetings were not being held on a regular basis, for instance, the committee had met only once the previous year and minutes for the meetings were not kept (Taylor, 2006). In addition, this study noted that all committee members had completed primary school but none had secondary education, none of the members of the committee had received any training on managerial practices and they did not fully understand their role in the organization (Taylor, 2006).

2.7 Staff Training and Sustainability of HIV/AIDS Programme

Staff training is the process of advancing knowledge, skills and attitudes of employees in order to carry out their project work effectively (Ugoji and Mordi, 2014). Training can be conducted either on-the-job or out-of-job, where on-the-job training involves methods such as coaching, demonstration, mentoring, job rotation, planned employee experience while off-the-job training entail lectures, vestibule training, role playing, case study, discussion, simulation, group exercise, team building, distance learning and outdoor workshop (Ugoji and Mordi, 2014). Ndegwa proposed that training of project team, particularly on strategic planning, communication, leadership, monitoring and evaluation as well as resource management promote sustainability of their projects (Ndegwa, 2015) and especially when it is provided on a regular basis (Kuria & Wanyoike, 2016). Training, therefore, is an asset with the potential to generate considerable returns for the organization, mainly by maintaining a competitive advantage over the competitors (Sheehan, 2014). As a result, organizations with high investment in training are likely to adopt quality management leading to high productivity for the organization (Delmas and Pekovic, 2017). Furthermore, training has the potential to improve interpersonal contact among the employees and hence increase distribution of a shared vision at all levels of the organization towards sustainability (Delmas and Pekovic, 2017).

Usually employee training is measured as reported by the employee through such indicators as number of trainings received by the employee in the last three years, length of the last training received took and whether the employee obtained a certificate or not (Delmas & Pekovic, 2017). Most organizations view training as an expensive undertaking for the organization in terms of the opportunity cost, lost output or working time, the direct money cost of training and fear of trained workers leaving or being poached by other organizations

(Sheehan, 2014; Bai, Yuan, and Pan, 2016). A study conducted by Obisi, indicated that on-the-job training (OJT) is the most preferred training method for project staff for most organizations because it provides them with an opportunity to develop and practice a given managerial practice, technical and administrative skill required for the effective management of the organization (Obisi, 2011). However, Ugoji and Mordi (2014), in their study concluded that on-the-job training method can be ineffective if the learning process lack quality leadership and coaching from the job, thus for it to work, it needs regular training programs to enhance the skills of the supervisors, managers and other internal trainers (Ugoji and Mordi, 2014).

In his study, 'Assessment of employee training: The case of steel industry in India', Lakra (2016), findings indicated that in most cases employees are not given formal training but are expected to perform their duties efficiently and effectively (Lakra, 2016). The study findings further established that most organizations do not identify needs for training based on employee's performance requirements but the management simply recommend employees to be trained (Lakra, 2016). In a study on 'Determinants of effective CDF in Baringo central constituency', observed that training enhance organization's decision-making capacity (Chesiyna and Wanyoike, 2016). The study findings indicated that stakeholders see training as an expensive undertaking, therefore reduce training opportunities for the employees (Chesiyna andWanyoike, 2016). Findings from this study also showed that training is not offered on a regular basis to the employees (Chesiyna & Wanyoike, 2016). Therefore, the study concludes that most organizations focus more on the organizational achievements and very minimal attention to realizing individual employee career objectives (Chesiyna and Wanyoike, 2016) which, according to Ugoji (2014), would have a negative effect on project sustainability.

A study by Lakra (2016), indicated that staff training supports accomplishment of the needs and demands of both the association and the workers. This study revealed that majority of the employees (86.7%) agreed that it is the senior management who recommended employees to be trained, 57.3% of the employees said that both on-the-job and off-the-job training methods are similar, 73.3% of them indicated that the technical training they received did not

help them to perform better in their work while another 73.3% said neither the organization nor their seniors were concerned on their performance after they underwent training (Lakra 2016). Moreover, most organizations view staff training as not being a priority to the organization and therefore may be postponed or probably dropped altogether as compared to organization's specific investment because of the costs associated with staff training especially full course trainings (Sheehan, 2014). In addition, majority of the organizations are more concerned with returns to the organization from training rather than employee benefits (Bai *et al.,* 2016). A study by Dash (2017), indicated that 62% of the employees attended external training programs in the last one year compared to 38% of the employees who attended on-the-job training for the same period (Dash, 2017). The study also revealed that after completion of the training, 27% of the employees reported that their job satisfaction level had increased and they felt happier compared to earlier and 15% of the employees reported that their confidence level had increased after the training and were ready to take up new assignments, accountabilities and were ready to become successors for the key positions in the organization whenever need and requirement arise (Dash, 2017).

2.8 Monitoring and Evaluation and Sustainability of HIV/AIDS Programme

Monitoring is the process of collecting and analyzing programme or project related activities data in order to measure the efficiency of interventions against set targets and taking appropriate actions to ensure the project is on track while evaluation refers to the process of assessing the effectiveness of interventions undertaken in a project or programme over medium and long-term (Mapfumo, 2015). As a result, monitoring and evaluation generate regular response on project achievements and likely problems at an early stage and propose possible resolution, examine the effectiveness with which the various parts of the project are being implemented and suggest improvements, assess the extent to which the project is able to realize its general objectives and provide course of action for the development of future projects (Karani *et al.,* 2014). Therefore, M&E facilitates managers of CBOs to avoid conflicts of interest, maintain independence of judgment, safeguard fairness, full disclosure, responsibility, accountability and empowerment to all stakeholders in the organization (Gopichandran and Krishna, 2013). In addition, M&E serve both as a corrective function during project implementation process, allowing well-timed adjustment where needed and as

a guide to structuring future planning of activities more efficiently and effectively (Douvere and Ehler 2011).

For that reason, good quality data obtained from M&E is determined in terms of accuracy, reliability, preciseness, completeness, timeliness of information to the organization which help in decision-making (Mayanmar, 2016). A study by (Mapfumo, 2015) indicated that 100% of the organizations use standard reporting tools to collect information on their activities and generated regular reports according to funder requirements (Mapfumo, 2015). This study also showed that 83.3% of the organizations use the M&E findings to make internal programme management decisions and 57.1% provided regular feedback on M&E findings to all stakeholders (Mapfumo, 2015). Further, the findings from M&E are usually presented to the relevant stakeholders through regular staff meetings, during review of work plans, site visits, internal newsletters, during planned learning and sharing events and publications in order to gain support of the stakeholders in running the organization effectively (Mayanmar, 2016).

In addition, the study by Mapfumo revealed that 85.7% of the organizations had data quality control measures in place, 42.9% conducted data quality audits and data verification of their programme on a regular basis while 57.1% had trained their programme staff on how to use data collection and information reporting tools (Mapfumo, 2015). This study also showed that 71.4% of the organizations shared M&E findings to the funders, programme staff and beneficiaries of which 14.3% used newsletters to disseminate the M&E findings to the stakeholders and a further 14.3% of the organizations displayed M&E findings on their notice board (Mapfumo, 2015). Additionally the study documented that only 71.4% of the organizations used M&E findings to make programme management decisions and 33.3% evaluated their programs at least quarterly, 16.7% bi-annually while 16.7% did not evaluate their programs at all (Mapfumo, 2015). Moreover, this study by Mapfumo showed that 71.4% of the organizations provided reports to stakeholders on time, 83.3% used M & E reports to make internal management decisions while 85.7% of the organizations had a schedule for data processing and data management in place.

Similarly, a study conducted by Chesiyna and Wanyoike (2016) on 'Determinants of effective implementation of constituency development fund projects in Baringo central constituency' revealed that M&E remains to be a major challenge to implementation and sustainability of community projects (Chesiyna and Wanyoike, 2016). This study found out that results from M&E were not disclosed to all stakeholders in the organization therefore breeding suspicion among the stakeholders on use of resources by the management (Chesiyna and Wanyoike, 2016). Other studies showed that most organizations did not carry out M&E for their projects adequately due to lack of commitment by management, lack of competence in using M&E tools, strict donor requirements and lack of adequate personnel (Karani *et al.,* 2014). Likewise, the study by Mapfumo, (2015) noted a number of challenges that hinder implementation of M&E among the NGOs, include lack of statistical skills among the staff, deficiency of experienced staff, insufficient resources, poor stakeholder participation, lack of M&E skills, lack of commitment by staff members and lack of right M&E tools in the organization (Mapfumo, 2015).

Additionally, a study by Karanja (2014), showed that majority of organizations do not regularly carry out evaluation of their projects as required, for instance 23% of the projects were not evaluated at all. Similarly, Githika (2013) in his study revealed that most organizations lack capacity to conduct M&E for their projects and few of them (27%) documented their M&E process and used data for decision making, donor reporting and to provide feedback to the community (Githika, 2013). The study further noted that majority users of the M&E report were the donors and the government while only 11% of the NGOs used the report to make programme management decisions (Githika, 2013). Mapfumo (2015), proposed a number of strategies that would help organizations to improve their M & E system which include communicating feedback on the quality of their data to all stakeholders in order to enhance programme planning, to carry out regular data quality audits and verification in order to enhance strategy implementation to address existing gaps and stakeholders should embrace the practice of holding regular programme meetings to allow them to make data driven decisions (Mapfumo, 2015).

2.9 Theoretical Framework

This section outlined the theoretical framework used in the study 'Influence of managerial practices on sustainability of HIV/AIDS programme among the CBOs in Kericho'. This research was directed by the Mckinsey 7s Framework.

2.9.1 Mckinsey 7s Framework

This management model was developed by Tom Peters and Robert Waterman in the 1980s. The model is founded on the theory that sustainability of an organization is ensured through coordination and matching of the internal operational activities. The elements of the 7s framework consist of the following; strategy, style, skills, systems, structure, staff and shared values. Strategy is a logical set of actions through which an organization plans to achieve competitive advantage. Style refers to the physical outline of evidence about the priorities of the top management of an organization. Skills include the attributes and capabilities to do work in an organization. Systems consist of the routine practical procedures that employees apply to achieve the organizational goals. Structure involves assignment of organizational specializations, authority, and responsibility. Staff are the people engaged in the activities of the organization. Finally, Shared Values are the guiding concepts and vision fundamentals that guide the organization's future (Pothiyadath and Wesley, 2014).

At the introduction of this framework, various criticisms were raised on its ability to promote organizational sustainability. For instance questions were raised relating to who does what, who reports to whom (structure), the appropriate skills required of employees to effectively carry out their duties, the suitable strategies to be employed in relation to the prevailing environmental conditions and maintain a competitive advantage and the proper systems of prioritizing activities by management of the organizations (Daniel, 2016). Despite the criticisms leveled against this theory, the Mckinsey 7s framework is relevant to this study because it focuses on major managerial practices which have direct influence on sustainability of the CBO's programmes. For instance, structure and systems enhance governance by outlining the reporting responsibilities, leadership style, vales and culture within the organization while training improves staff performance by improving their knowledge, skills and attitudes to better perform their project work effectively therefore promoting sustainability of their projects (Alshaher, 2013).

2.10 Conceptual Framework

The conceptual framework of this study in figure 2.1 shows the relationship between the independent variables of strategic planning; governance; staff training and monitoring and evaluation and the dependent variable sustainability of HIV/AIDS programme.

Figure 2.1 : Conceptual Framework

Independent Variable   Moderating Variable   Dependent Variable

Strategic planning
• Adherence to policy statements • Implementation of work plan • Stakeholder involvement

Governance
• Leadership • Transparency • Accountability

Staff training
• No of trainings attended • Content covered in staff training • Mode of staff training

Monitoring and Evaluation
• Data quality assurance • Reporting mechanism • Utilization of M & E reports

Government policies

Sustainability of HIV/AIDS programme
• Community ownership • Diversified sources of funding

According to the framework in figure 2.1, managerial practices constitute the independent variables whereas sustainability of HIV/AIDS programme is the dependent variable. Managerial practices was assessed using specific activities of strategic planning, governance, staff training and monitoring and evaluation while sustainability of HIV/AIDS programme was evaluated in terms of community ownership of the programme and availability of

diversified sources of funding to support the programme. The framework proposed that if the CBOs engaged in HIV/AIDS programme adhered to policy statements, followed the programme implementation plans and genuinely involved stakeholders then their programme would be sustained through improved community ownership of the programme.

The framework also suggested that effective governance of the organization was achieved through focused leadership, transparency and accountability which promoted community ownership of the programme and help attract funding from various sources because of the perceived good governance of the programme resulting in the overall sustainability of the HIV/AIDS programme. The framework also recommended that staff training improve sustainability of HIV/AIDS programme when delivered on a regular basis, using appropriate methods and which covered important areas of managerial practices. The framework further proposed that sustainability of HIV/AIDS programme depended on robust monitoring and evaluation system that ensured production of high quality information that was directed to inform decision making in the organization through the laid down reporting mechanisms. Government policies on the CBOs operations was found to have a moderating effect on sustainability of HIV/AIDS programme among the CBOs

2.11 Summary of the reviewed Literature

Literature reviewed the following themes and sub-themes: regarding objective one of the study, which sought to establish how strategic planning influence sustainability of HIV/AIDS programme, several studies provided insight on the relationship between strategic planning and sustainability of programmes. Strategic planning helps in sustainability of HIV/AIDS projects (Githika, 2013), whose views were supported by those of (Arasa and K'Obonyo, 2012) and (Zuckerman, 2014) who argued that strategic planning helps organizations to efficiently use resources, as well as improve communication among stakeholders in the organization leading to clear understanding of goals, shared vision and greater accountability among the stakeholders thus enhancing sustainability of their projects. A study by Earle (2009), indicated that 80% of the organizations had a strategic plan, 74.1% had a strategic planning champion who is instrumental in ensuring that the strategic plan is completed, 77.8% of the organizations involved external stakeholders in the strategic planning process and 62.2% involved all levels of management when developing their strategic plans (Earle 2009). On the contrary, a study by Githika 2013, revealed that only 29% of the organizations involved all members when developing their vision and mission statements, 74.5% of the organizations did not have written down vision and mission statements while 69.7% of them did not have a written down work plan to guide activities implementation (Githika, 2013) .

In relation to objective two of the study, which sought to determine how governance influence sustainability of HIV/AIDS programme, the literature reviewed indicated that governance promoted sustainability of projects by providing leadership and decision-making structure, accountability measures, checks and balances and control procedures in the organization (Enjolras, 2009). A study conducted by Bukhari in 2014, showed that 82% of the decisions made by leadership were essential for good governance by ensuring that transparency and accountability was achieved in the organization (Bukhari, 2014). However, most organizations experience integrity challenges with their leaders such as leadership selfishness, greed, dishonesty, irresponsibility, misappropriation, inability to face facts and truth, gender discrimination, management ineffectiveness and

unaccountability (Adjibolosoo, 2012). For instance, in a study by Taylor (2006), revealed that corruption within the organization was a major challenge where funds from donors intended to support specific target population such as orphans and widows were diverted to the families of high ranking village officials (Taylor, 2006).

With regard to objective three of the study, which sought to assess how staff training influence sustainability of HIV/AIDS programme, the literature reviewed showed that training enhance staff knowledge, skills and attitude enabling them to carry out their project work effectively (Ugoji and Mordi, 2014). However, in his study, Dash (2017), revealed that after completion of the training, only 27% of the employees reported that their job satisfaction level had increased and they felt happier compared to earlier and a further 15% reported that their confidence level had increased after the training and were ready to take up new assignments and accountabilities (Dash, 2017).

Literature reviewed concerning objective four of the study, which sought to examine how monitoring and evaluation influence sustainability of HIV/AIDS programme, the following were the findings: M&E facilitate organizations in sustainability of their projects by providing regular response of project achievements and likely problems at an early stage and suggest possible solutions (Karani *et al.,* 2014). In addition, M&E help organizations to use data generated to make decisions, preparing reports to the donors and stakeholders and also to provide feedback to the community (Githika, 2013). However, a study by Karanja (2014), showed that majority of organizations did not regularly carry out evaluation of their projects as required, for instance 23% of the projects were not evaluated at all. Similarly, Githika (2013) in his study revealed that most organizations lack capacity to conduct M&E for their projects and few of them (27%) documented their M&E process and used data for decision making, donor reporting and to provide feedback to the community (Githika, 2013). The study further noted that majority users of the M&E report were the donors and the government while only 11% of the NGOs used the reports to make managerial decisions (Githika, 2013).

2.12 Matrix Table

Variable	Indicators	Author (Year)	Title of the study	Findings	Knowledge gap
Strategic Planning	• Vision statement • Mission statement • Implementation work plans	Githika (2013)	Influence of project management practices on implementation of HIV/AIDS projects: A case of civil society organizations in Imenti North Sub-County, Meru County Kenya	• Only 29.0% involved stakeholders in developing vision and mission statements • 74.4% did not have written vision and mission statements • 69.7% did not have written work plans to guide activities implementation	Majority did not involve stakeholders in developing vision and mission statements, they did not have written vision and mission statements and work plans to guide projects implementation
Governance	• Decision-making • Project ownership • Stakeholder involvement	Too, Adams & Triguanarsyah (2011)	Project governance in Malaysia Hillside Department	• Large unproductive decision making team • Unclear project ownership • Lack of effective communication among stakeholders	The study was done in Malaysia where conditions could be different from the conditions in Kenya and particularly in Kericho county where the study was be undertaken
Staff training	• Training methods • Training preparation • Frequency of training • Effectiveness of training • Implications of	Lakra (2016)	Assessment of employee training: The case of steel industry in India	• 80.0% top management decided on the employees to undergo training • 69.3% did not identify training needs based on employees performance requirements • 73.3% technical training given did not help employees to perform their job better	Most organizations selected employees for training based on senior management recommendations alone Majority did not identify training needs based on employee performance requirements

	training practice • Benefits of training				
Staff training	• Frequency of training • Decision-making • Areas covered during training	Chesiyna & Wanyoike (2016)	Determinants of effective CDF projects in Baringo central constituency	• Employees were not trained on a regular basis (Mean 2.19) • Training was perceived as an expensive undertaking hence opportunities for training were reduced (Mean 2.32)	Most organizations did not offer trainings to their employees on a regular basis Most organizations did not invest on staff training
Monitoring and Evaluation	• Frequency of projects evaluation • Use of M&E tools • Data quality audits and verification • Employees involvement • Schedule for M&E activities	Mapfumo (2015)	Monitoring & Evaluation of HIV/AIDS programs by NGOs in KwaZulu, South Africa	• Only 33.33% evaluated their program at least quarterly. • 57.1% had trained staff on accurate use of data collection and information reporting tools. • 42.9% conducted regular data quality audits and verification. • 57.1% provided regular feedback on M&E findings to all stakeholders	Most organizations did not carry out M&E on a regular basis Slightly less than half of the organizations did not train their staff on accurate use of M&E reporting tools Most organizations did not carry out data quality audits and verification Most organizations did not provide M&E findings to all stakeholders

CHAPTER THREE
RESEARCH METHODOLGY

3.1 Introduction

This chapter focuses on the procedures employed in conducting the study. It presents the research design, target population, sample size and sampling procedures, data collection instruments, data collection procedures, data analysis techniques, ethical considerations and Operationalization of variables.

3.2 Research design

This study sought to adopt cross-sectional survey design. This research design was chosen for this study because it allows information to be collected from a population that is geographically dispersed, the design is cost effective, it involves one contact with the study population and is easy to conduct (Bhattacherjee, 2012). However, this design has limitations namely; it is dependent upon the chosen sampling frame which sometimes is difficult to identify accurately, surveys may not explain why people think and act as they do and the outcome of surveys may be influenced by interviewer error and bias (Kumar, 2011). Nonetheless, the design was used in this study because it was found to be the design that would solve the existing problems under study.

3.3 Target population

The target population for this study comprised of all CBOs involved in HIV/AIDS programme in Kericho County. From the existing records, CACC (2016) there were 43 active CBOs implementing HIV/AIDS activities in Kericho with a total of 859 employees that formed the target population for the study. The study targeted CBOs because they are effective in delivery of HIV/AIDS programme and most donors have increasingly moved HIV/AIDS financial support directly to the CBOs with the assumption that responding to the epidemic is best achieved by using community based organizations (Riehman *et al.,* 2013).

3.4 Sample size and Sampling procedures

This section describes the sample size and the sampling procedures that was employed for this study.

3.4.1 Sample Size

A sample of 30 out of the 43 active CBOs engaged in HIV/AIDS programme in Kericho County was selected to participate in the study using Yamane's (1967) formula.

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

Where;

n = the sample size

N = the size of the population

e = the error of 10 percent points

n = 43/(1+43*0.1*0.1) = 30

Therefore, n= 30

The same formula was applied to select a sample of 178 participants from the target population of 859 members drawn from the 30 CBOs, as shown in table 3.2. Because information on CBOs sustainability is key to this study, information was also obtained from 6 purposively selected key informants involved in HIV/AIDS activities and closely working with CBOs in Kericho County. These included the CACC and SCACCs.

The sample size and distribution among the various categories is shown in table 3.1

Table 3.1 sample size and distribution of respondents

	Population (N)	Sample size (n) Yamane's Formula $$n = \dfrac{N}{1 + Ne^2}$$
Chairperson	43	30
Secretary	43	30
Treasurer	43	30
Members	730	88
TOTAL	859	178

3.4.2 Sampling procedures

This study employed both probability and non-probability sampling techniques. Concerning the probability sampling , simple random sampling technique was used to select 30 out of 43 CBOs to participate in the study. This was achieved by writing the names of all the 43 active CBOs involved in provision of HIV/AIDS programme in Kericho County, each on a slip of paper. These papers were then folded and put in a box, mixed thoroughly, then picked one at a time without replacement by an independent party, until the 30 CBOs had been selected which formed the sample of the study. Simple random sampling method was chosen for this study because it ensures that each element in the population has an equal chance of being included in the sample thus increasing the chances of generalization of the findings to the general population under study (Kumar, 2011).

To get a sample of 88 members required to participate in the study, 3 members from each selected CBO who were non-management were interviewed. The 3 members were picked through simple random sampling. This was done by writing the names of the members

present, each on a slip of paper, folded them and then put in a box, mixed thoroughly, then pick one at a time without replacement, by an independent party, the first 3 members picked were included in the sample.

In addition, from the 30 CBOs selected, the chairperson, the secretary and the treasurer were purposively included in the study because it is believed that they have a deeper understanding of the organization including its vision and mission and therefore their input was valuable for this study. The 6 SCACCs from Kericho County were also purposively selected to participate in the study because they play an important role in the management of CBOs involved in HIV/AIDS activities at the sub-county level and therefore their contributions were key for this study . Purposive sampling enables the study to select a sample that is in a position to provide the needed information to achieve the objectives of the study based on the researcher's judgment regarding the participants whom information is collected (Kumar, 2011).

3.5 Data collection instruments

The study adopted a semi-structured questionnaire to collect primary data. The questionnaire was selected in this study because it is easy to administer, is relatively inexpensive and data can be collected from a population that is geographically diverse. The study supplemented the questionnaire with a structured interview schedule which was used to obtain data from the key informants. The interview schedule was selected because of its ability to collect in-depth information from the respondents thus enriching the quality of data collected (Kumar, 2011). After developing the questionnaire and interview schedule, the researcher discussed these tools with the supervisors for concurrence before carrying out a pilot study and actual data collection. The questionnaire was divided into 6 sections. Section A focused on general information; section B focused on strategic planning and sustainability; section C focused on governance and sustainability; section D focused on staff training and sustainability, section E focused on monitoring and evaluation and section F focused on sustainability of HIV/AIDS programme.

3.5.1 Pilot testing

The researcher conducted a pilot study in Bomet county which is bordering Kericho County on a randomly selected sample of 20 respondents drawn from 5 purposively selected CBOs implementing HIV/AIDS activities in Bomet County. Bomet County was selected for the pilot study because it was assumed that the CBOs in the two Counties have the same characteristics. The rationale for undertaking the pilot survey was to identify if there were problems in understanding the way questions were worded, the appropriateness of the meaning they communicated, whether different respondents interpreted the questions differently, to establish whether the interpretation was different from what it was intended to convey and the length of time it takes to complete the questionnaire. The views that were given by the respondents during pilot study were used to improve the research instruments before the actual collection of data. .

3.5.2 Validity of the study

To ensure validity of the research instruments, this study employed both face and content validity. To determine face validity, the researcher developed an evaluation form to help respondents assess each question using Likert scale, in terms of clarity of the wording, the likelihood the audience would be able to answer the questions and the layout and style of the questionnaire (Mohamad, Lisa, Sern, and Mohd, 2015). To accomplish content validity, the researcher sought opinions from experts, scholars and the supervisors concerning the structure and content of the instruments (Kothari, 2004). From their comments, the researcher revised the unclear and ambiguous questions.

3.5.3 Reliability of the instruments

To ensure reliability of the instruments, the researcher employed test-retest reliability and internal consistency reliability methods of measurement. Test-retest reliability was estimated by administering the questionnaire to 20 respondents at an interval of two weeks apart during pilot survey and then correlating their scores. Internal consistency reliability was tested using Cronbach's alpha correlation coefficient. Internal consistency examines the inter-item correlations within an instrument and indicates how well the items fit together conceptually (Parsian, 2009). Cronbach's alpha was computed by correlating the score for each scale item

with the total score for each individual survey respondent and then comparing that to the variance for all individual item scores. The reliability coefficient of equal or above 0.70 is considered satisfactory hence the adoption of the research instrument for the study (Parsian, 2009). The Chronbach's alpha results from the research pilot study are shown in the table 3.2

Table 3.2 Chronbach's alpha coefficient results

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.838	0.834	20

The alpha results (0.838) is greater than 0.70 hence the research instrument was adopted because it was reliable (Parsian, 2009).

3.6 Data collection procedures

The researcher sought permission to undertake the research from various authorities including the University of Nairobi. After permission was granted, the researcher sourced for funds to carry out the study and recruited and trained the research assistants. The researcher then prepared logistics in readiness for data collection that included production of enough copies of the research instruments, arrangements for the research assistants travels and accommodation and taking a trip to the study area for familiarization.

The researcher then met with the sub-county CACCs before commencement of data collection where they were briefed on the objective of the study. Thereafter, the researcher together with the research assistants proceeded to the field to collect data from the 178 respondents and 6 key informants. The questionnaires were administered by the researcher and the research assistants through drop, wait and collect. The study employed interview schedule to collect qualitative data from the CACCs who were the key informants for this study. During data collection, the researcher and the research assistants continuously checked the returned questionnaires for completeness.

3.7 Data Analysis techniques

The study employed several steps in the analysis of data. The first step was to re-check the returned questionnaires for completeness, followed by labeling to ensure that confidentiality and anonymity of the respondents was maintained. The study employed both quantitative and qualitative data analysis techniques to analyse the responses obtained from respondents' questionnaires and key informants interview schedule for the objectives of the study. Data analysis approach that was adopted by the study included descriptive statistics of mean, standard deviation and inferential statistics of regression with the aid of Statistical Package for Social Sciences (SPSS) software version 21.

The analysed data was presented in form of percentages, means, standard deviation and frequency distribution tables. To determine the influence of managerial practices on programme sustainability, a multiple regression model was used.

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$

Where Y= Dependent variable (sustainability of HIV/AIDS programme)

α =constant term

β =the parameter coefficient which is linear and determines the power of the model

X_1=Strategic planning

X_2=Governance

X_3= Staff training

X_4= Monitoring and evaluation

ε= standard error term

Therefore $y = -6.322 + 0.869 X_1 + 0.0902 X_2 - 0.027 X_3 + 0.286 X_4 + \varepsilon$

3.8 Ethical considerations

Ethical research practices were adhered to during this study from planning, beginning the study, collecting the data, analyzing the data and reporting. The study observed informed consent, privacy and anonymity of the respondents' information. The research assistants were trained on how to administer the questionnaire and interview schedule and were advised

on the importance of communicating clearly, respectively and to use appropriate language while interacting with the respondents.

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3.9 Operationalization of variables

Table 3.3 Operationalization of variables

Objective	Variable	Indicator(s)	Measurement scale	Data collection method	Data analysis
To establish how strategic planning influence sustainability of HIV/AIDS programme among community based organizations in Kericho county, Kenya	**Independent variable** Strategic planning	-Adherence to policy statements. -Implementation work Plan. -Stakeholder involvement.	Ordinal Ordinal Ordinal	Questionnaire	Descriptive statistics (Mean & standard deviation)
To determine how governance influence sustainability of HIV/AIDS programme among community based organizations in Kericho county, Kenya	**Independent variable** Governance	-Leadership -Transparency -Accountability	Ordinal Ordinal Ordinal	Questionnaire	Descriptive statistics (Mean & standard deviation)
To determine how staff training influence sustainability of HIV/AIDS programme among community based organizations in Kericho county, Kenya	**Independent variable** Staff training	-Number of trainings attended -The content covered during training -Mode of training	Nominal Nominal Nominal	Questionnaire	Descriptive statistics (Frequency distribution)
To examine how monitoring and evaluation influence sustainability of HIV/AIDS programme among community based organizations in Kericho county, Kenya	**Independent variable** Monitoring and evaluation	-Data quality assurance -Reporting mechanism -Utilization of M&E reports	Ordinal Ordinal Ordinal	Questionnaire	Descriptive statistics (Mean & standard deviation)

	Dependent variable Sustainability of HIV/AIDS programme among the community based organizations	-Community ownership -Diversity of funding sources	Ordinal Ordinal	Questionnaire	Descriptive statistics (Mean & standard deviation)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents the study findings from the data analysed based on the study objectives. It consists of the following sub-sections; the questionnaire return rate, demographic characteristics of the respondents, information on strategic planning, governance, staff training and monitoring and evaluation and sustainability of the HIV/AIDS programme.

4.2 Response rate

The researcher collected data from 126 out of 178 respondents sampled from 30 CBOs who participated in the study, giving a response rate of 71%. The reasons given by the organizations that did not wish to participate in the study was because of the on-going financial audits and end of year program evaluation in their organization. According to Mugenda and Mugenda 1999, a response rate of 50% is adequate to conduct analysis and reporting in research, while a response rate of 70% and over being excellent (Mugenda and Mugenda 1999).

4.3 Demographic characteristics of the respondents

This section presents the demographic characteristics of the respondents who participated in the study. The respondents' characteristics that were examined include age, gender, level of education and duration the respondent had worked in the organization.

4.3.1 Distribution of the respondents by age category

The study sought to establish the ages of the respondents who participated in the study. This information was important for understanding the population. The respondents were requested to state their ages. Table 4.1 shows the age distribution of the respondents.

Table 4.1: Distribution of the Respondents by age

Age category (Years)	Frequency	Percentage %
Below 20 years	2	1.6
Between 21-30 years	29	23.0
Between 31-40 years	75	59.5
Above 41 years	20	15.9
Total	126	100.0

Table 4.1 shows that majority of the respondents 75(59.5%) were in the age bracket of 31-40 years. This was followed by those aged between 21-30 years 29(23%). Those who were 41 years and above were 20(15.9%) while those aged below 20 years was the smallest with 2(1.6%) respondents. It can be concluded that majority of the program implementers are in their reproductive and productive age which could contribute to low staff turn-over and therefore relatively higher retention rate.

4.3.2: Distribution of the Respondents by gender

The research sought to determine gender distribution of the respondents who participated in the study. Gender analysis was important because it helps in understanding the population under study. This was done by asking the respondents to indicate their gender. Table 4.2 shows gender distribution of the respondents.

Table 4.2: Gender of the respondents

Gender	Frequency	Percentage %
Male	48	38.1
Female	78	61.9
Total	126	100.0

The study established that majority of the respondents 78(61.9%) were female as shown in table 4.2. This could be attributed to the fact that most of the social-economic activities at the

community level are generally driven by women. Once community groups are formed, they develop agendas that attract internal and external support because most of them incorporate health issues at the community level, HIV/AIDS prevention and treatment forming a major component of the support. It is at this stage that community based groups are systematically organized into community based organizations having legal identification through registration with relevant authorities.

4.3.3: Distribution of the Respondents by level of education.

The study found it important to analyse distribution of the respondents based on their level of education. This was carried out in order to establish their level of education and their understanding on managerial practices and sustainability of the HIV/AIDS programme. Table 4.3 shows distribution of the respondents by their level of education.

Table 4.3: Distribution of Respondents by level of education

Level of education	Frequency	Percentage %
Primary	4	3.2
Secondary	18	14.3
College	80	63.5
University	24	19.0
Total	126	100.0

Table 4.3 shows that majority of the respondents 80(63.5%) had attained middle level college education. This was followed by those with University education at 24(19.0%), those with secondary education were 18(14.3%) while the least were those with primary level of education accounting for 4(3.2). This indicate that the CBOs providing HIV/AIDS services, though operating in the rural set up utilize skilled labour in management of their programs.

4.3.4: Distribution of the Respondents by duration they have worked in the organization

The study sought to establish the duration the respondents had worked in the organization. This was done because it could indicate the retention levels of employees by the

organization. Table 4.4 shows distribution of the respondents based on the number of years they had worked in the organization.

Table 4.4: Duration the respondents had worked in the Organization

Duration worked (Years)	Frequency	Percentage %
Below 2 years	8	6.3
Between 2-5 years	66	52.4
Over 5 years	52	41.3
Total	126	100.0

Table 4.4 shows that majority of the respondents 66(52.4%) had worked in the organization for a period between 2-5 years. This was followed by 52(41.3%) who had worked for over 5 years while 8(6.3%) had worked in the organization for a period less than 2 years. These findings show that staff turn- over is low. This could be attributed to the fact that most employees of the CBOs as indicated by this study are female at their reproductive age who could choose to remain in the organization because of family reasons. This may have a positive influence on skills transfer that brings more experience to the organization.

4.4 Influence of Strategic Planning on Sustainability of HIV/AIDS Programme

The first objective of the study sought to establish how strategic planning influence sustainability of HIV/AIDS programme among community based organizations in Kericho County. To achieve this, the respondents were requested to respond to a variety of statements on the following sub-themes, adherence to policy statements, work plan implementation and stakeholders involvement on sustainability of programmes.

4.4.1: Adherence to Policy statements on Sustainability of HIV/AIDS Programme

This research sought to establish whether adherence to the organization's policy statements influence sustainability of HIV/AIDS programme. This was done by asking the respondents to indicate their responses, by either agreeing or disagreeing with the statements provided. The summary of the responses are shown on table 4.5

Table 4.5: Adherence to Policy Statements and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
All members follow the organization's vision	-	-	-	92 (73%)	34 (27%)	4.27	0.446
All members follow the organization's mission	-	-	-	68 (54%)	58 (46%)	4.46	0.500
Average						4.365	0.473

The cumulative score in Table 4.5 showing the mean = 4.365 and standard deviation = 0.473 indicate that adherence to the organization's policy statements influenced sustainability of the programme with low variation in opinion by majority of the respondents regarding this construct. This is supported by the findings from the majority 92(73%) of the respondents with a mean = 4.27 who agreed that all members followed the organization's vision while 34(27%) strongly agreed with the statement. In addition, it is evident from the findings that most respondents 68(54%) agreed that all members followed the organization's mission with a mean = 4.46 ,whereas 58(46%) strongly agreed with the statement. This could be attributed to the length of time the respondents had worked in the organization, where majority (93.7%) had worked for over 2 years in the organization and hence understood the organization's vision and mission. It could also be attributed to the high level of education among the respondents as majority of them had attained middle level education and above thus could understand the organization's vision and mission. In addition, the key informants indicated that the SCACC hold quarterly meetings with the CBOs where issues related to funding, M & E and new guidelines are addressed. These findings agree with a study by Boaz (2013) which revealed that majority of the community based organizations had both the vision statements that was used to guide decisions in the organization. Arasa and K'Obonyo suggest that having clear vision and mission statements in the organization that are understood and communicated from time to time to all members help in guiding resource deployment in the organization in order to accomplish organizational goals and improve communication

among stakeholders leading to clear understanding of goals, shared vision and greater accountability among the employees (Arasa and K'Obonyo 2012).

4.4.2: Work Plan Implementation on Sustainability of HIV/AIDS Programme

The researcher sought to establish whether the community based organizations had written work plans, and whether the work plans were used to guide activities implementation in the organization. This was done by asking the respondents to indicate, by agreeing or disagreeing with the statements provided. Table 4.6 shows the summary of the responses

Table 4.6: Work Plan implementation and Sustainability of HIV/AIDS programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
The organization has a written work plan				71	55		
	-	-	-	(56.3%)	(42.7%)	4.44	0.498
The work plan is used to guide activities implementation				61	65		
	-	-	-	(48.4%)	(51.6%)	4.52	0.502
Average						4.48	0.500

The aggregate score in Table 4.6 indicating the mean = 4.48 and standard deviation = 0.500 shows that adherence to work plan during programme implementation influenced sustainability of HIV/AIDS programme and there was low variations in opinion regarding this construct. This is supported by the findings that most respondents 71(56.3%) with a mean = 4.44 and standard deviation = 0.498 agreed that their CBOs had a written work plan while 55(42.7%) strongly agreed with this statement. Additionally, it is evident from the findings that the CBOs used work plan to guide activities implementation in the organization as indicated by majority 65(51.6%) of the respondents with mean = 4.52 and standard deviation = 0.502 who strongly agreed with the statement. This could be attributed to the knowledgeable and experienced leaders in these organizations who adhered to the organization's policies and involved all members of the organization when developing work plans, vision and mission statements of the organization as indicated by this study. Findings

from this study is in contrast with a study conducted by Githika (2013), which showed that only 29.0% of the organizations had written work plans to guide activities implementation.

4.4.3: Stakeholder involvement on Sustainability of HIV/AIDS Programme

The study sought to establish whether stakeholders involvement in developing the vision and mission statements and work plans influence sustainability of the HIV/AIDS programme. This was done by requesting the respondents to state their level of agreement or disagreement to a number of statements posed to them. Results of their responses is summarized in table 4.7

Table 4.7: Stakeholder involvement and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
Stakeholders are involved when developing work plans	-	-	-	61 (48.4%)	65 (51.6%)	4.52	0.502
Stakeholders are involved when reviewing the vision and mission of the organization	-	-	-	75 (59.5%)	51 (40.5%)	4.40	0.493
The organization consults key stakeholders when making decisions	-	-	-	72 (57.1%)	54 (42.9%)	4.43	0.497
Average						4.45	0.497

Looking at the findings in Table 4.7 it is evident that stakeholder involvement influenced sustainability of the CBOs programme as suggested by a mean = 4.45 and standard deviation = 0.97. This implies that majority of the respondents agreed with the statements describing stakeholder involvement in their organizations. In particular, 65(51.6%) of the respondents with a mean of 4.52 and standard deviation = 0.502 agreed that their organizations involved stakeholders when developing work plans while 61(48.4%) strongly agreed with this

statement.These findings agree with a study conducted by Early (2009), which indicated that majority (77.8%) of the organizations actively involved both internal and external stakeholders as genuine partners in management of their programs. Additionally, majority 75(59.5%) of the respondents with a mean = 4.40 and standard deviation = 0.493 agreed that their organizations involved stakeholders when reviewing vision and mission of the organization while 51(40.5%) strongly agreed. Moreover, 72(57.1%) of the respondents with a mean of 4.43 and standard deviation = 0.497 agreed that their organization consulted key stakeholders when making decisions, while 54(42.9%) strongly agreeing with the statement. This could be attributed to the high level of education among the staff and the relatively long period of time the employees had worked in the organization. These findings contrast results from a study conducted by Boaz (2013), which revealed that only half (46.7%) of the CBOs involved all members when drawing objectives of the organization.

4.5 Influence of Governance on Sustainability of HIV/AIDS Programme

In order to determine influence of governance on sustainability of HIV/AIDS programme, the researcher looked at the variables; leadership, transparency and accountability by requesting the respondents to indicate their responses in terms of agreement or disagreement on these indicators.

4.5.1: Leadership on Sustainability of HIV/AIDS Programme

The investigation looked to set up the influence of the organization's administration on maintainability of HIV/AIDS programme run by the community based associations. The respondents were solicited to express their level of understanding or contradiction concerning authority in their association. Summary of the responses are shown in table 4.8

Table 4.8: Leadership and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
The organization has knowledgeable leaders	-	-	-	78 (61.9%)	48 (38.1%)	4.38	0.488
The organization has experienced leaders	-	-	-	59 (46.8%)	67 (53.2%)	4.53	0.501
Average						4.46	0.495

The cumulative score in Table 4.8 showing the mean = 4.46 and standard deviation = 0.495 indicate that leadership influenced sustainability of HIV programme with low variations in the respondents' opinion concerning this construct. This is supported by the findings that most of the respondents 78(61.6%) with a mean = 4.38 and standard deviation = 0.488 agreed that their organization had knowledgeable leaders, while 48(38.1%) of the respondents strongly agreed with the statement. In addition, it is evident from the findings that majority 67(53.2%) respondents with a mean of 4.53 and standard deviation = 0.501 agreed that their organizations had experienced leaders, with 59(46.8%) strongly agreeing with the statement. This could be attributed to the high level of education among the employees of the community based organizations as most of them (82.5%) had attained middle level college education and above and majority of them had worked in the organization for a relatively long time and the leadership involved all members in running the organization. These findings contrast results from a study conducted by (Too, 2011) which showed that most organizations were managed by huge and unproductive decision-making committees that lacked knowledge and experience in running their organization effectively.

4.5.2: Transparency on Sustainability of HIV/AIDS Programme

The study sought to establish how transparency influence sustainability of HIV/AIDS programme managed by the community based organizations. The researcher then requested the respondents to indicate by ticking the appropriate response by agreeing or disagreeing with the statements provided with the aim of establishing influence of transparency on

sustainability of the HIV/AIDS programme. Summary of the responses are indicated in table 4.9

Table 4.9: Transparency and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
Leaders involve members when developing work plans	-	-	-	59 (46.8%)	67 (53.2%)	4.53	0.501
Leaders involve members when developing the organization's policies	-	-	-	57 (45.2%)	69 (54.8%)	4.55	0.500
Average						4.54	0.501

The overall score in Table 4.9 showing the mean = 4.54 and standard deviation = 0.501 indicate that transparency influenced sustainability of HIV programme with low variations in the respondents' opinion regarding this construct. This is supported by majority 67(53.2%) of the respondents with a mean = 4.53 and standard deviation = 0.501 who strongly agreed that their leaders involved members when developing work plans while 59(46.8%) agreed with this statement. Additionally, most respondents 69(54.8%) strongly agreed that their organizations involved members when developing policies of the organization and 57(45.2%) agreed with the statement. This could be attributed to the knowledgeable and experienced leaders who valued contributions from all stakeholders in decision making, development of the vision and mission statements and policies of the organization as shown by results from this study. The present study agrees with findings of a study done by Lawson-Remer (2017), which indicated that transparency ensures disclosure of information concerning revenues and other parameters of the organization's operations and reduces malpractices such as corruption and misappropriation of the organization's resources.

4.5.3: Accountability on Sustainability of HIV/AIDS Programme

The study sought to examine how accountability influence sustainability of HIV/AIDS programme managed by the community based organizations. The respondents were requested to indicate their level of agreement or disagreement to a set of statements on accountability in their organization by ticking the appropriate response among the ones provided. Summary of the responses is provided in table 4.10

Table 4.10: Accountability and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
Leaders adhere to the organization's work plans	-	-	-	67 (53.2%)	59 (46.8%)	4.47	0.501
Leaders adhere to the organization's policies	-	-	-	62 (49.2%)	64 (50.8%)	4.51	0.502
Average						4.49	0.502

The average score in Table 4.10 showing a mean = 4.49 and standard deviation = 0.502 indicate that accountability influenced sustainability of the HIV/AIDS programme. This is supported by majority 67(53.2%) of the respondents who agreed that their leaders adhered to the organization's work plan with a mean of 4.47 and standard deviation of 0.501 while 59(46.8%) strongly agreed with this statement. Additionally, it is evident from the findings that majority 64(50.8%) of the respondents with a mean = 4.51 and standard deviation = 0.502 agreed that the leadership of the CBOs adhered to the organization's policies, while 62(49.2%) strongly agreed with the statement. This could be attributed to the fact that leaders involved all stakeholders when making decisions in the organization and also majority of the employees had technical knowledge and skills because majority of them had attained middle level college education and above as indicated in this study. These findings agree with results from a study by Bukhari (2014), that revealed that most organizations adhered to their policies including efficient use of resources through maintenance of financial statements,

regular audits by qualified personnel and availed their financial statements for public scrutiny which served to ensure transparency and accountability in the organization (Bukhari, 2014).

4.6 Influence of Staff Training on Sustainability of HIV/AIDS Programme

The third objective of the study sought to assess how staff training influence sustainability of HIV/AIDS programme among community based organizations. The participants were requested to respond to statements under the following sub-themes, number of trainings attended in the last 3 years, topics covered during the training and the preferred training method.

4.6.1: Number of Trainings attended on Sustainability of HIV/AIDS Programme

The study was concerned on the influence of the number of trainings attended by the staff on sustainability of the HIV/AIDS programme among the community based organizations. The researcher then requested the participants to give their responses on the level of agreement or disagreement concerning the number of trainings they had received in the last 3 years, topics covered during training and the most preferred mode of training by the organization. Summary of the responses are provided in table 4.11

Table 4.11: Number of Trainings attended and Sustainability of HIV/AIDS Programme

Number of trainings	Frequency	Percentage %
Less than 2	6	4.8
2-5	53	42.1
More than 5	21	16.7
Not trained	46	36.5
Total	126	100.0

It is evident from the findings in Table 4.11 that majority 53(42.1%) of the respondents had received between 2-5 trainings in the last 3 years. This could be attributed to the relatively long duration of time most employees had spent working in the current organization as indicated in this study. This was followed by 21(16.7%) who had received over 5 trainings

while 6(4.8%) had received less than 2 trainings in the last 3 years. On the other hand, 46(36.5%) of the respondents had not attended any training on managerial practices in the last 3 years. These study findings agree with a study conducted by Sheehan (2014), which indicated that most organizations view training as an expensive undertaking and so they limit training opportunities for the staff. This is also supported by findings from the key informants which indicated that decline in financial support from the central government affected provision of training to the CBO members all over the country.

4.6.2: Topics covered during Training on Sustainability of HIV/AIDS Programme

The study sought to examine the key topics covered during staff training in relation to sustainability of HIV/AIDS programme. Training project team members particularly on strategic planning, leadership, monitoring and evaluation, resource management and communication have the potential to promote sustainability of their programme. At this point the researcher requested the respondents to indicate by agreeing or disagreeing with the statements on the topics covered during training. Summary of the responses is shown on table 4.12

Table 4.12: Topics covered during Training and Sustainability of HIV/AIDS Programme

Topics	Frequency	Percentage %
Monitoring and Evaluation	56	44.4
Financial management	46	36.6
Strategic planning	73	57.9
Proposal writing	60	47.6
Report writing	80	63.5
Others	15	11.9

Table 4.12 shows that majority of the respondents 80(63.5%) indicated that they had been trained on report writing. This could be attributed to the fact that donors, relevant government departments and the management of the organization require various reports on the activities carried out by the community based organizations, utilization of finances, the extent to which the objectives have been achieved for decision making and for further support. This was followed by 73(57.9%) who were trained on strategic planning, 60(47.6%) were trained on proposal writing, 56(44.4%) on monitoring and evaluation, and 46(36.6%) were trained on financial management. A total of 15(11.9%) of the respondents did not indicate the topics covered during training. These findings agree with results from a study conducted by Ndegwa (2015), which found out that the key topics covered during training for most organizations include report writing and financial management. As indicated by the findings of this study, only 36.6% of the respondents had received training on financial management, a component that is very important for sustainability of programs as skills acquired help the organization in efficient use of scarce resources to achieve their objectives.

4.6.3: Preferred Mode of Staff Training on Sustainability of HIV/AIDS Programme

The study sought to establish influence of the method of training adopted by the organization on sustainability of HIV/AIDS programme. Therefore, the researcher requested the respondents to indicate the mode of training preferred by their organization in order to establish its influence on sustainability of HIV/AIDS programme by ticking the appropriate response from the options provided. Summary of the responses are shown in table 4.13

Table 4.13: Mode of Staff Training and Sustainability of HIV/AIDS Programme

Preferred Mode of training	Frequency	Percentage %
On-the-job	26	20.6
Off-the-job	54	42.9
No idea	46	36.5
Total	126	100.0

Table 4.13 shows that majority of the respondents 54(42.9%) indicated that their organization preferred off-the-job training method, 26(20.6%) preferred on-the-job training method while

a total of 46(36.5%) respondents had no idea on the most preferred training method by their organization. This could be attributed to the fact that off-the-job training reduce disturbance of employees during the session enabling them to devote their entire concentration to the course and also this method is considered relatively economical by most organizations because a huge number of employees can be trained in a single phase. These findings contrast results from a study done by Obisi (2011), which indicated that on-the-job training is the most preferred training method for most organizations because it provides opportunity for the staff to develop and practice a given managerial practice, technical and administrative skill required for the effective management of the organization.

4.7 Influence of Monitoring and Evaluation on Sustainability of HIV/AIDS Programme

The fourth objective of the study sought to examine how monitoring and evaluation influence sustainability of HIV/AIDS programme among community based organizations. To achieve this, the participants were requested to respond to a range of questions under the following themes; data quality assurance, data reporting mechanisms and utilization of monitoring and evaluation reports on sustainability of HIV/AIDS programme which would give insight to the above objective.

4.7.1: Data Quality Assurance on Sustainability of HIV/AIDS Programme

The researcher sought to establish influence of data quality assurance on sustainability of HIV/AIDS programme among the CBOs. It is important that organizations regularly monitor the quality of their M&E reports in order to measure efficiency of their interventions and take appropriate actions to ensure that the project stays on track by taking the necessary actions to correct deviations from the project plan. This was done by requesting the respondents to respond to a set of questions by agreeing or disagreeing to whether data quality assurance promoted sustainability of the HIV/AIDS programme. The summary of the responses are shown in table 4.14

Table 1.14: Data Quality Assurance and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
The organization conducts regular data quality audits	1 (0.8%)	4 (3.2%)	3 (2.4%)	100 (79.4%)	18 (14.3%)	4.03	0.606
The organization provides feedback to all staff on the quality of their reporting	-	4 (3.2%)	3 (2.4%)	85 (67.5%)	34 (27.0%)	4.18	0.625
The organization has standard reporting tools	-	28 (22.2%)	30 (23.8%)	38 (30.2%)	30 (23.8%)	3.56	1.085
Average						3.92	0.772

The aggregate score in Table 1.14 showing the mean = 3.92 and Standard Deviation = 0.772 indicate that data quality management influenced sustainability of HIV programme with low variations in opinion among the respondents regarding this construct. This is supported by the finding that majority 118(93.7%) of the respondents with a mean = 4.18 agreed that feedback was provided by their organizations to all staff on the quality of their reporting. Additionally, it is evident from the findings that the CBOs had standard reporting tools as indicated by majority (54%) mean = 3.56 who agreed with the statement. This could be attributed to the regular support supervision and mentorship programs provided to the community based organizations by the government officials through the CAACS' office at the County and Sub-County levels. The lack of standard reporting tools in some of the CBO sites could be because of the reduced funding from the central government through NACC for supporting regular national wide printing of the reporting tools for all the CBOs. These findings were in agreement with Maynmar (2016) who stressed the need for high quality M & E data in management decision making. Good quality data obtained from M & E is determined in terms of accuracy, reliability, preciseness, completeness and timeliness of information to the organization which help in decision making (Maynmar 2016). However,

the findings failed to agree with Mapfumo (2015), which showed that 57.1% of the organizations provide regular feedback on M & E findings to all stakeholders, 42.9% conduct data quality audits and data verification of their programme on a regular basis and 100% of the organizations use standard reporting tools to collect information on their activities and generate regular reports according to funder requirements.

4.7.2: Reporting Mechanism on Sustainability of HIV/AIDS Programme

The study sought to establish whether organization's reporting mechanism influence sustainability of HIV/AIDS programme among the CBOs. It is important for organizations to ensure timely and accurate reporting of their operations and expenditure to enable them make timely management decisions. This was accomplished by requesting the respondents to indicate their level of agreement or disagreement with the provided responses on this theme. The summary of the responses are shown on table 1.15

Table 1.15: Reporting Mechanism and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	Mean	Standard deviation
There is a schedule for data collection, collation, analysis and reporting in place that meets program management needs	5 (4.0%)	4 (3.2%)	23 (18.3%)	53 (42.1%)	41 (32.5%)	3.96	0.999
Stakeholders receive reports within the stipulated time	1 (0.8%)	2 (1.6%)	4 (3.2%)	81 (64.3%)	38 (30.2%)	4.24	0.588
Reports are used to make decisions	-	-	3 (2.4%)	80 (63.5%)	43 (34.1%)	4.32	0.516
Average						4.173	0.701

Looking at the findings in Table 1.15 it is evident that the CBO's reporting mechanism influenced sustainability of HIV/AIDS programme as suggested by a mean of 4.173 and Standard Deviation 0.701. This implies that majority of the respondents agreed with the statements describing the use of reporting mechanism in their organizations with little variations in their opinions. Particularly, most (74.6%) of the respondents with a mean of 3.96 agreed that their CBO had a schedule for data management comprising of collection, collation, analysis and reporting in place that met programme management needs.

The findings also showed that the stakeholders received reports within the stipulated time as indicated by majority (94.5%) of the respondents with a mean of 4.24 ± 0.558. These reports were used to make decisions for the CBO's programme as pointed out by majority (97.6%) of the respondents who agreed with the statement with a mean of 4.32 ± 0.516. This could be attributed to support supervision and mentorship provided by the CAACS to the CBOs on a regular basis. It could also be because the leadership of the CBOs involved all members of the organization while making key decisions in the organization. These findings agree with Mapfumo (2015), who observed that most organizations share M & E findings with the funders, program staff and beneficiaries whom in turn use the M & E results to make management decisions. The findings from the present study, however, disagree with findings from a study by Chesiyna and Wanyoike (2016), who found out that results from M & E are not disclosed to all stakeholders on the use of resources by the management. The findings from this study also disagree with Githika (2013), whose study revealed that only few organizations document their M & E process and use data for decision making, donor reporting and to provide feedback to the community.

4.7.3: Potential users of M&E Reports on Sustainability of HIV/AIDS Programme
The study sought to establish whether potential users of M&E reports influence sustainability of the HIV/AIDS programme among the CBOs. Monitoring and evaluation reports provide information to the various stakeholders including donors, government, program management and beneficiaries on the status of the project, achievements, utilization of funds and any challenges experienced during implementation of the programme. This was done by

requesting the respondents to indicate their level of agreement or disagreement to the statements provided on this theme. Summary of the responses is shown in table 1.16

Table 1.16: Potential users of M&E reports and Sustainability of HIV/AIDS Programme

Statements	Frequency	Percentage %
Government	126	100
Donors/Funders	100	79.4
Management	79	62.7
Program team	53	41.3
Beneficiaries	15	11.9

It is evident from the findings in Table 1.16 that the government was the main user of M & E reports as indicated by all respondents. This could be attributed to the fact that both the government and the donors require the CBOs to account for the funds advanced to them as well as the activities they undertook in their areas of operation in order to facilitate their continued support. Other key consumers of the M & E reports were donors (79.4%), the management of the CBOs (62.7%) and programme team (41.3%). However, it appears that the beneficiaries were not mainly regarded as potential users of the M & E reports as only (11.9%) of the respondents indicated that reports ended up being disseminated to the beneficiaries. These findings concur with Githika (2013), who established that the major users of the M & E reports were the government and donors while only 18.1% of the respondents in his study indicated that it was the beneficiaries that were the potential users of M&E reports. Karani *et al.,* (2014) argue that M & E reports provide reliable information to the various stakeholders including donors, government, program management and beneficiaries on the status of their programme, achievements, utilization of funds and any challenges experienced in the programme.

4.8 Sustainability of the Community Based Organizations

The researcher was concerned about sustainability of community based organizations engaged in HIV/AIDS activities in Kericho County. This section examined factors associated

with sustainability of the CBOs , particularly community ownership and existence of diversified sources of funding for the CBOS.

4.8.1: Community ownership on Sustainability of HIV/AIDS Programme

The study sought to assess how community ownership influence sustainability of HIV/AIDS programme among the community based organizations. Sustainability is important because it ensures that the organization continues to exist in order to provide services to the community even after exit of external support. To achieve this, the participants were requested to respond to a set of questions aimed at assessing influence of community ownership on sustainability of programme by providing their level of agreement or disagreement to the statements posed. Summary of the responses are shown in table 1.17

Table 1.17: Community ownership and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	missing	Mean	Standard deviation
The community values the organization that it is willing to contribute resources for its continuity	-	-	2 (1.6%)	93 (73.9%)	27 (21.4%)	4 (3.2%)	4.20	0.444
Beneficiaries have been identified to provide continuing services at the end of external support	1 (0.8%)	6 (4.8%)	3 (2.4%)	89 (70.6%)	25 (19.8%)	2 (1.6%)	4.00	0.702
Average							4.10	0.573

It is evident from the findings in Table 1.17 showing a mean = 4.10 and standard deviation = 0.573 indicating that community ownership influenced sustainability of the CBO's programme. This is supported by majority 120(95.3%) of the respondents who agreed that the community valued the organization that it was willing to contribute its resources to ensure its continuity beyond exit of the external support. Additionally, findings from the

study showed that most 114(72.2%) respondents indicated that their organizations had identified beneficiaries to provide continuing services at the end of external support. This could be attributed to the importance of the diverse services provided by the CBOs on management HIV/AIDS and the confidence placed on the CBOs by the donors to provide these services at the community level. These findings agree with a report by European commission (2012), that suggested that organizations need to involve all stakeholders in program implementation in order to enhance ownership particularly among the beneficiaries leading to long-term sustainability of the programme.

4.8.2: Diversified Sources of Funding on Sustainability of HIV/AIDS Programme

This study sought to establish how diversified sources of funding influence sustainability of HIV/AIDS program managed by the community based organizations. This was done by requesting the respondents to state their level of agreement or disagreement to a set of statements provided in order to determine the influence of diversification of funding sources on sustainability of the programme. The results are shown in table 1.18

Table 1.18: Diversified Sources of Funding and Sustainability of HIV/AIDS Programme

Statements	S D	D	N	A	S A	missing	Mean	Standard deviation
The organization has diversified sources of funding	19 (15.1)	45 (35.7)	14 (11.1)	31 (24.6%)	11 (8.7%)	6 (4.8%)	2.75	1.259
The organization has viable income generating activities	27 (21.4%)	39 (31.0%)	12 (9.5%)	37 (29.4%)	9 (7.1%)	2 (1.6%)	2.69	1.302
Average							2.72	1.281

Looking at the study findings in Table 1.18 showing the aggregate score mean = 2.72 and standard deviation = 1.281 it is evident that diversification of funding sources influenced sustainability of the CBOs. This is supported by more than half (50.8%) of the respondents that disagreed with the statement that their organizations had diversified sources of funding that would support their continuity even after external support ended with a mean = 2.75 and standard deviation = 1.259, indicating that there was great variations of opinion regarding this construct. In addition, the findings also showed that majority 66(51.4%) of the respondents disagreed that their organization had income generating activities that would provide additional finances to ensure continuity of the organizations at the end of external support. This could be attributed to the fact that most CBOs used to receive streams of uninterrupted funding from external sources and thus they had no prior arrangements to cater for shortage of funds. These findings agree with a study conducted by Omeri (2015), which revealed that most organizations experience a decrease in foreign funding for their projects. Consequently, Ndoh (2013), suggest that strong leadership and political will, strong M & E program and formulation of public private partnership have the ability to enhance sustainability of the CBOs.

4.9 Multiple Regression Analysis

This section presents the inferential statistics that was used to assess the relationship between the independent variables of strategic planning, governance, staff training and monitoring and evaluation and the dependent variable "sustainability" in the study. Tables 4.19 and 4.20 show the relationship that exist between these variables

Table 4.19: The Regression Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.725[a]	0.526	0.509	0.882

a. Predictors: (Constant), strategic planning, governance, staff training , monitoring and evaluation
b. Dependent Variable: sustainability

R value in table 4.19 shows the regression coefficient (r = 0.725^a) of the analysis, which indicate that there is a strong and positive relationship between the independent variables represented by strategic planning, governance, staff training, monitoring and evaluation and the dependent variable 'sustainability'. The coefficient of determination (R Square) is 0.526. This demonstrates that 52.6% of the variations in the dependent variable (sustainability) is attributed to the independent variables (strategic planning, governance, staff training and monitoring and evaluation). Therefore the remaining change of 47.4% in sustainability could be related to other factors.

Table 4.20: Factors associated with Sustainability

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-6.322	0.998		-6.332	0.000
Strategic planning	0.869	0.268	0.340	3.239	0.000
Governance	0.902	0.233	0.359	3.878	0.000
Staff training	-0.027	0.281	-0.010	-0.094	0.000
Monitoring and evaluation	0.286	0.208	0.131	1.373	0.000

Looking at Table 4.20, Governance had the highest positive impact on sustainability where a unit of governance produces 0.902 increase in sustainability. This could be attributed to the fact that good leadership and management is very key for the success of every organization. This was followed by strategic planning, where each unit of strategic planning gives rise to 0.869 increase in sustainability while monitoring and evaluation has the least positive impact on sustainability of programs. On the contrary, staff training was found to have a negative impact on sustainability of programs where a unit of staff training produces 0.027 decrease in sustainability of the programme. This could be attributed to the fact that the more trainings are given to staff the higher the chances of them leaving the organization for better pay elsewhere hence decrease chances of sustainability of the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the research findings, conclusions drawn from the findings and recommendations. The purpose of this study was to establish the influence of managerial practices on sustainability of HIV/AIDS programme among the CBOs in Kericho County.

5.2 Summary of the findings

The findings are summarized as follows:

5.2.1 Strategic Planning

The first objective sought to establish the influence of strategic planning on sustainability of HIV/AIDS programme managed by CBOs in Kericho County. In order to answer this, the respondents were supposed to rate the Likert scale based on the statements provided in terms of Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. From the responses, majority of the respondents agreed that employees and management followed the organization's vision and mission statements and they had written work plan to guide activities implementation. It was also evident that most respondents indicated that their organization involved all members when developing the vision, mission, work plan and policies of the organization. We can conclude that strategic planning had a positive effect on sustainability of HIV/AIDS programme.

5.2.2 Governance

The second objective sought to determine the influence of governance on sustainability of HIV/AIDS programme among the CBOs in Kericho County. The findings revealed that , majority of the respondents agreed that their organization had both qualified and experienced leaders, who followed the laid down policies and work plan and valued contributions from all members in the organization.

5.2.3 Staff Training

The third objective sought to assess the influence of staff training on sustainability of HIV/AIDS programme managed by CBOs in Kericho County. From the findings, it is evident that majority of the respondents indicated that; they had received between 2-5 trainings in the past 3 years, the main topic covered during training was report writing and the most preferred mode of training was off-the-job method.

5.2.4 Monitoring and Evaluation

The Fourth objective sought to examine the influence of monitoring and evaluation on sustainability of HIV/AIDS programme managed by CBOs in Kericho County. The study revealed that majority of the respondents indicated that their organization conducted data quality audits on their reports and their organization provided feedback to all staff on quality of their reporting. However, the study showed that most respondents indicated that their organization lacked standard reporting tools and that beneficiaries were not considered as key users of the M&E reports as compared to the government and the donors.

5.4 Conclusions

The study sought to establish the influence of managerial practices on sustainability of HIV/AIDS programme managed by the CBOs in Kericho County. The indicators which guided this study were strategic planning, governance, staff training and monitoring and evaluation. This study concluded that there is a strong and positive relationship between these independent variables (strategic planning, staff training and monitoring and evaluation on the dependent variable (sustainability) as evidenced by the multiple regression analysis results of (r=0.725). Governance was found to have the highest positive impact on sustainability of the HIV/AIDS programme, whereas staff training had a negative effect on the sustainability of the programme where a unit of staff training produced 0.027 decrease in sustainability. It was therefore concluded that the CBOs should strengthen policies and practices that ensure good governance, inclusion of all stakeholders in the management of the programme, explore various sources of funding and close monitoring of their activities in order to improve their sustainability.

5.5 Recommendations

This study recommends that community based organizations should adopt policies that support regular training of staff on various managerial practices based on job demands and individual employee performance requirements. In addition, the present study suggests that community based organizations should strengthen networking practices with other organizations including the government so that they can receive support including printing and distribution of the programme reporting tools. The study further proposes that community based organizations should adopt policies that give equal chances to all stakeholders on utilization of monitoring and evaluation reports, for example the programme team members and the beneficiaries. Moreover, this study recommends that community based organizations should adopt practices that will enable them to generate funds to support their activities, for instance from local sources and Income generating activities.

5.6 Recommendations for further Research

i.   The study recommends further studies on influence of managerial practices on sustainability of community based organizations providing HIV/AIDS services in other counties for generalization.

ii. The study further recommends research studies on the role of gender on sustainability of community based organizations implementing HIV/AIDs programmes

iii. The study also suggests further research on influence of financial management on sustainability of community based organizations implementing HIV/AIDS programmes

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APPENDICES

Appendix I: Transmittal Letter

William SUGUT,

C/O University of Nairobi

School of continuing and Distance learning

Department of Extra Mural Studies

P.O. Box 825

KISUMU Kenya

Date………………………………………….

To Whom It May Concern

RE: REQUEST TO PARTICIPATE IN AN ACADEMIC RESEARCH

I am a post graduate student at the University of Nairobi pursuing Masters in Project Planning and Management. In partial fulfillment of the course requirements, I would like to conduct a research on "**Influence of managerial practices on sustainability of HIV/AIDS programme among CBOs in Kericho County, Kenya**". The purpose of this letter is to request you to willingly participate in the study and provide the required information. The information obtained will only be used for the purpose of this study and will be kept confidential. Your participation in the exercise is voluntary and so you are free to choose to or not to participate. But it would be helpful if you could participate fully. In case of any questions please feel free to contact the researcher using the telephone number provided below.

Thank you,

Yours faithfully,

William Kimaru Sugut.

Cell phone number: 0719 745 744

Appendix II: Research questionnaire for the CBO Management and Members.

Below is a questionnaire you are required to fill. Read carefully and give appropriate answers by ticking or filling the blank spaces: the study is on "Influence of Managerial practices on Sustainability of HIV/AIDS programme among CBOs in Kericho County, Kenya." The information obtained in the questionnaire will be treated with utmost confidentiality.

1) What is your age? (Please tick one)
   a) Below 20 years   ( )
   b) Between 21- 30 years   ( )
   c) Between 31-40 years   ( )
   d) Above 41years   ( )

2) What is your gender? (Please tick one)
   a) Male   ( )
   b) Female   ( )

3) Please indicate your highest level of education. (Please tick one)
   a) Primary   ( )
   b) Secondary   ( )
   c) College   ( )
   d) University   ( )
   e) Others (specify)……………………………………………………..

4) How long have you worked in this organization? (Please tick one)
   a) Below 2 years   ( )
   b) Between 2-5 years   ( )
   c) Over 5 years   ( )

5) What is your level of agreement with the following statement related to adherence to policy statements in your organization. Please tick the appropriate box for each statement.					
Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
All members follow the organization's vision					
All members follow the organization's mission					
6) What is your level of agreement with the following statement related to work					

plan implementation in your organization. Please tick the appropriate box for each statement.

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization has a written work plan					
The work plan is used to guide activities implementation					

7) **What is your level of agreement with the following statement related to stakeholder involvement in your organization. Please tick the appropriate box for each statement.**

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Stakeholders are involved when developing work plans					
Stakeholders are involved in reviewing the vision and mission of the organization					
The organization consults key stakeholders when making decisions					

8) **To what extent do you agree with the following statement, regarding leadership in your organization. Please tick the appropriate box for each statement.**

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization has knowledgeable leaders					
The organization has experienced leaders					

9) **To what extent do you agree with the following statement, in relation to transparency in your organization. Please tick the appropriate box for each**

statement.					

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Leaders involve members when developing work plans					
Leaders involve members when developing organization's policies					

10) **To what extent do you agree with the following statement, with regard to accountability in your organization. Please tick the appropriate box for each statement.**

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Leaders adhere to the organization's work plans					
Leaders adhere to the organization's policies					

11) How many trainings, on managerial related practices have you attended in the last 3 years?

None	
Less than 2	
2-5	
More than 5	

12) What are some of the topics that were covered during the training? (Please you can tick more than one)

Monitoring and evaluation	
Financial management	
Strategic planning	
Proposal writing	
Report writing	
Others (Specify)	

13) Which is the most preferred mode of training in your organization?

On-the-job training	
Of-the-job-training	
No idea	

14) **What is your level of agreement with the following statement related to data quality assurance in your organization. Please tick the appropriate box for each statement.**

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization conducts regular data quality audits					
The organization provides feedback to all staff on the quality of their reporting					
The organization has standard reporting tools					

15) **What is your level of agreement with the following statement related to data reporting mechanism in your organization. Please tick the appropriate box for each statement.**

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a schedule for data collection, collation, analysis and					

reporting in place that meets program management needs					
Stakeholders receive reports within the stipulated time					
Reports are used to make decisions					

16) Who do you consider potential users of your reports? (You can tick more than one)

Government department (e.g. NACC, CACC, CASCO)	
Donor/Funders	
Management	
Program team/staff	
Beneficiaries	
Others (specify)	

17) To what extent do you agree with the following statement, regarding community ownership of the programme in your organization. Please tick the appropriate box for each statement.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The community values the organization that it is willing to contribute resources for its continuity					
Beneficiaries have been identified to provide continuing services at the end of external support					

18) To what extent do you agree with the following statement, regarding availability of diversified sources of funding in your organization. Please tick the appropriate box for each statement.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

The organization has diversified sources of funding					
The organization has viable Income generating activities					

Appendix III: Interview Schedule for Key Informants

The aim of this study is to establish the influence of managerial practices on sustainability of HIV/AIDS programme among CBOs in Kericho County. You have been selected to participate in this study because you are involved in overseeing the activities of the CBOs offering HIV related activities in the county. The information that you will provide will only be used for the purpose of this study. I request you to feel free to participate in this exercise.

Interview Guide for Key informants

Tell us your name and designation.

1. In your own opinion which are the major aspects of strategic planning that influence sustainability of HIV/AIDS programme among the CBOs in Kericho County?

2. In your own opinion what are the key aspects of governance that are important for the sustainability of HIV/AIDS programme among the CBOs in Kericho County?

3. In your own opinion which aspects of staff/officials training contribute to sustainability of HIV/AIDS programme among the CBOs?

4. In your own opinion which M&E aspects promote sustainability of HIV/AIDS among the CBOs?

5. In your own opinion what can be done to improve sustainability of HIV/AIDS among the CBOs in Kericho County?

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

Appendix III: Research Site Map
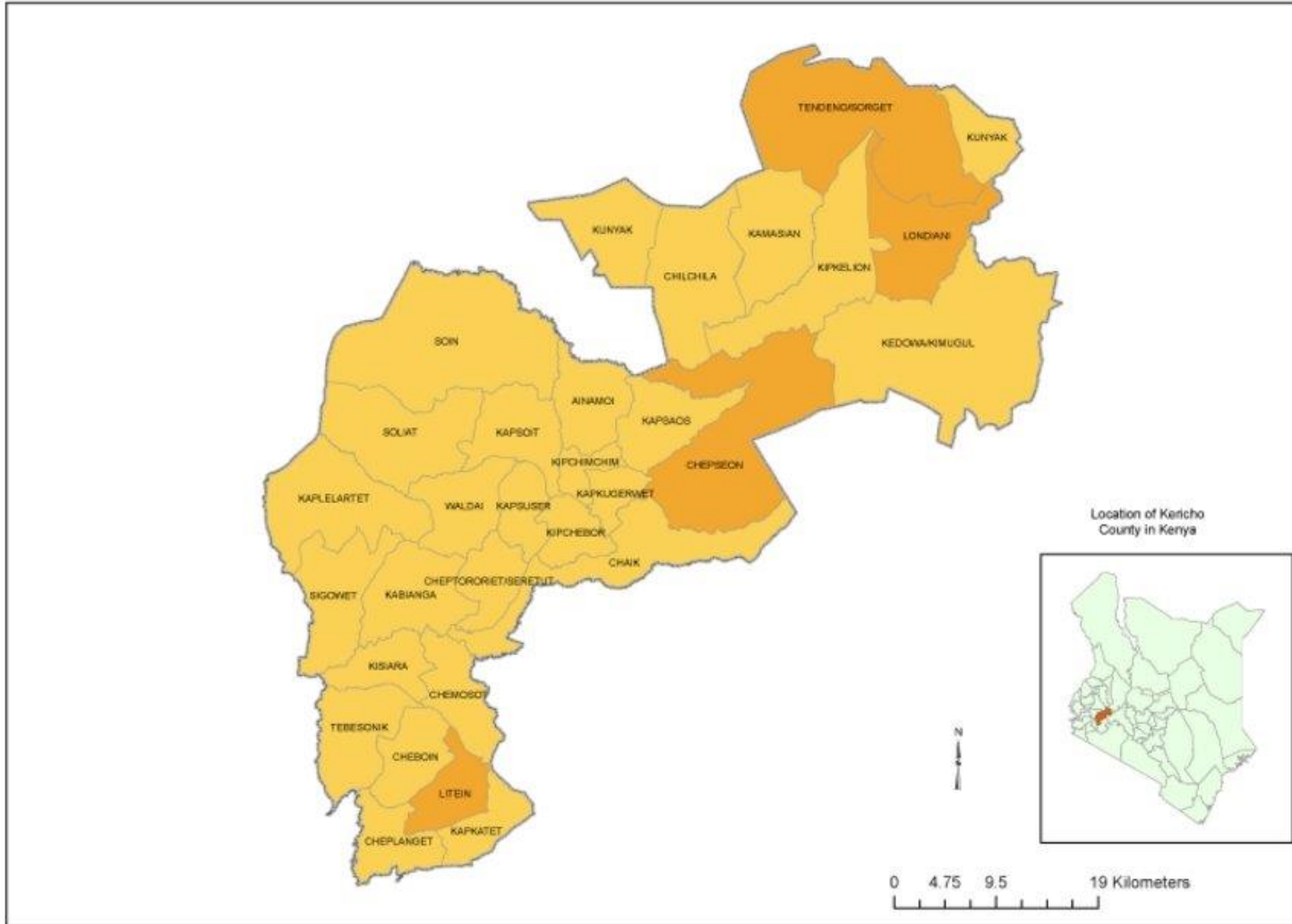
UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING
SCHOOL OF OPEN DISTANCE LEARNING

Our Ref.: UON/CEES/KSM/1/16

University Of Nairobi Pl
Oginga Odinga Street
P.O. Box 825,
KISUMU Kenya

Telephone: Kisumu 057-2021534
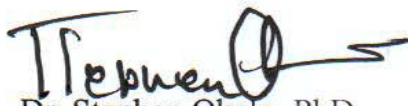
1 9th July, 2017

TO WHOM IT MAY CONCERN

RE: WILLIAM KIMARU SUGUT- REG NO: L50/83504/2015

This is to inform you that the above named **William Kimaru Sugut** is a student in the University of Nairo
Open, Distance and e-learning centre, School of Open and Distance learning, Kisumu Campus,pursui
Masters in Project Planning and Management

Sugut has completed his course work and examinations successfully and is now undertaking his Resear
project which is a pre-requisite for the course. The Research is entitled *" Influence Of Manageri
Practices On Sustainability Of HIV/AIDS Programme Among Community Bas
Organizations In Kericho County Kenya.* The purpose of this letter therefore is to request you to all
the student to access the data or information he may need for purpose of this study. The data is required 1
his academic purposes only and not for any other reasons.

We would appreciate any assistance that may be given to enable him carry out the study.

Yours faithfully,

Dr. Stephen Okelo, PhD
CO-ODINATOR ODeL
KISUMU CAMPUS

CO-ORDINATOR
SCDE – KISUMU CAMPUS
1 9 JUL 2017
P. O. Box 825 – 40100,
KISUMU

ISO 9001: 2008 CERTIFIED
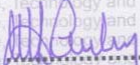*The Fountain of Knowledge Providing Leadership in Academic Excellence*

Appendix IV: Research Permit

THIS IS TO CERTIFY THAT:
MR. WILLIAM KIMARU SUGUT
of UNIVERSITY OF NAIROBI, 0-20200
KERICHO,has been permitted to conduct
research in Kericho County

Permit No : NACOSTI/P/17/57276/18489
Date Of Issue : 31st July,2017
Fee Recieved :Ksh 1000

on the topic: INFLUENCE OF
MANAGERIAL PRACTICES ON
SUSTAINABILITY OF HIV/AIDS
PROGRAMME AMONG COMMUNITY
BASED ORGANIZATIONS IN KERICHO
COUNTY KENYA

for the period ending:
28th July,2018

Applicant's
Signature

Director General
National Commission for Science,
Technology & Innovation

Appendix V: Research Authorization

NATIONAL COMMISSION FORSCIENCE, TECHNOLOGY ANDINNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@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 **NACOSTI/P/17/57276/18489**   Date: **31st July, 2017**

William Kimaru Sugut
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of managerial practices on sustainability of HIV/AIDs programme among community based organizations in Kericho County Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Kericho County** for the period ending **28th July, 2018.**

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

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kericho County.

The County Director of Education
Kericho County.

Appendix VI: CBOs engaged in HIV/AIDS Programme in Kericho County

1   CHEPNGOBOB KOSYIN WOMEN GROUP

2   KIPCHAMGAA CHILDREN HOME

3   MANYATTA HEALTH CARE CENTRE

4   COMMUNITY HEALTH WORKERS UNIT

5   TEGEMEOTOLOITAB GAA YOUTH GROUP

6   POIMOI SINGLE MOTHERS GROUP

7   BAMO SELF HELP GROUP

8   HOPE WOMEN ORPHANS AND WIDOWS SUPPORT

9   LIVE WITH HOPE CENTRE

10   VICTORY YOUTH GROUP

11   AGAPE ORPHANS SUPPORT ORGANIZATION

12   BROOK MUSLIM ASSOCIATION

13   NEW GENERATION YOUTH GROUP

14   BURETI COMMUNITY HIV/AIDS INITIATIVE

15   TOLOITA SUPPORT GROUP

16   BURETIDISTRICT HIV/AIDS SUPPORT GROUP

17   KAPKARIN UPENDO WOMEN GROUP

18   MOJEB MINI DEVELOPMENT GROUP

19   SAMARITAN ANTI-AIDS PROGRAMME

20   CHEBORGE LOCATIONAL HOME BASED CARE

21   MONORU SUPPORT GROUP B

22   IBINDA KAPCHELACH YOUTH GROUP

23	SHINNING WIDOWS AND ORPHANS GROUP
24	MOTHERS OF HOPE WOMEN GROUP
25	KERICHO SHINE AND LIVE GROUP
26	TORIT CHELALANG WOMEN GROUP
27	KOIMA SELF HELP GROUP
28	PUNDO YOUTH SELF HELP GROUP
29	JOY YOUTH CENTRE
30	KERAFIA WELFARE GROUP
31	KAPCHEMUKET COMMUNITY PROJECT
32	KAMELILO KALYASIO MEN GROUP
33	THEMIRA WOMEN GROUP
34	ZINGZTIA SUPPORT GROUP
35	BORYET SELF HELP GROUP
36	CHEPTIGIT VISION SELF HELP GROUP
37	KOITABAI CHILD WELFARE COMMUNITY BASED PROJECT
38	KIPSOLU CHARM RIRENET SELF HELP GROUP
39	SACHOR SELF HELP YOUTH GROUP
40	BARAKA JOINT ORGANIZATION
41	BEJIROWA SELF HELP GROUP
42	CHEBOWN GENERATION SELF HELP GROUP
43	ENTASHATA VILLAGESELF HELP GROUP